



Alachua County Agenda

ALACHUA COUNTY BOARD OF COUNTY COMMISSIONERS

Jack Durrance Auditorium
Room 209, 2nd Floor
12 SE 1st Street

October 4, 2011 BoCC Special Meeting 1 30 PM

Call to Order (1:30 PM)

Adoption of Agenda

Items for Discussion

Presentations

1. Operational and Staff Analysis of the Alachua County Jail (Jail Study) (Amended)

Amount: \$179,000.00

Recommended Action: Authorize staff to negotiate a contract with Pulitzer Bogard & Associates at the \$179,000.00 level scope of services.

Time Certain

Commission General and Informal Discussion

Public Comments

Adjourn



Alachua County County Manager's Office

Randall Reid, County Manager

January 31, 2011

MEMORANDUM

To: Board of County Commissioners

From: Randall H. Reid **242**
County Manager

Subject: Status of Law Enforcement Issues /Jail Operations

This is an update and request for direction and authorization to pursue activities related to previous direction regarding law enforcement and jail discussions.

Law Enforcement Unification Study Special Act: On January 31, 2010, the Legislative Delegation met to take public comment on this issue at the Thomas Center. After great opposition from the area local governments and the citizens of the City of Gainesville, the proposed legislation to study the unification of the GPD and ASO was withdrawn by Senator Oelrich. No legislation will be forthcoming. Part of the discussion related to whether the local City and County Commissions should perform such a study and who would pay for it if not funded by the legislature. Also discussed was the feasibility of a staffing study of local law enforcement agencies including GPD and ACSO. This action requested by the F.O.P. Representative Jeff McAdams, who spoke against the unification. He requested a staffing study of both jurisdictions be required first.

Sheriff's Office Budget Appeal: The County Manager's and County Attorney's staff has been gathering information to prepare a response to the Sheriff's Office Budget Appeal. The first step is a review by the Cabinet executive staff prior to the final hearing before the Cabinet itself. A date has not yet been set for Alachua County. We have been in contact with Pasco County and they have had a date set for February with the Cabinet staff so our first meeting date may be imposed shortly. Pasco has hired a consultant to assist them in the law enforcement oriented critique of the Sheriff's appeal materials and this same firm has offered to perform a similar service for Alachua County. This would involve review

Operational and Staff Analysis of the Alachua County Jail

Staff has negotiated the scope of services with the top ranked firm, Pulitzer Bogard & Associates and has received a marked up version of the proposal with a corresponding reduction in cost from \$179,000 to \$157,000. The revised work plan is not acceptable to staff as it does not adequately address key factors we believe are integral to the study and the Commission's motion.

Operational Analysis

Rather than review all policies, select key policies and the extent to which they are in place, will be reviewed and recommended changes identified. The jail interlocal will be relied on more heavily as a legitimate data source.

Internal management controls and procedures will not be reviewed to ensure they are sufficient to influence and ensure professional practices.

The process to examine grievances and complaints falls short of determining whether the processes being used are effective and are being complied with.

The extent external management controls are being used as a guide for professional practices will not be reviewed.

Inmate health care and food services will not be examined. The 1995 Cultural Assessment identified access to care concerns. It is desirable to include a narrow assessment of medical and mental health care because health care is such a significant portion of the overall jail budget, approximately \$3M. Additionally, mental health inmates comprise at least 20% of the total jail population.

Staffing Pattern Analysis

Analysis relies on the Sheriff's existing shift relief factor rather than calculating an independent Shift Relief Factor (SRF)/Net Annual Work Hours (NAWH) which requires more data collection. The SRF and NAWH provides an objective relief measure for each position class requiring relief by examining actual payroll and absenteeism data, actual leave usage, employee policies governing leave and operational practices that affect the relief factor.

If operational changes are identified, new staffing patterns will not be developed to reflect operational efficiencies.

Survey

The Survey Instrument was eliminated. The scope includes recommending to the Commission a process to ensure regular public feedback from all user groups regarding jail operations. If the grievance/complaint process that is currently in place is not reviewed to ensure it adequately processes and acts upon grievances/complaints, the Commission has no assurance that an additional process would be routinely acted upon.

of the Sheriffs Appeal Information and our development of a response as well as participation as outside expertise in any required testimony. The firm has offered these services for a sum not to exceed the amount of \$25,000. Initial phase expenditures would be \$9000 and travel expenses for team of three and the remainder of the \$25,000 would be based upon needed additional services prior to a Cabinet presentation.

Recommendation: It the recommendation of County Manager and County Attorney that we acquire these services and keep the costs as low as possible based upon need but not to exceed \$25,000.

Jail Operational Study / New Inter local Development: As you are aware, the current Inter-Local with the Sheriff for operation of the Jail expires in 2012. The Commission discussed in December at our meeting the need to obtain the services of a consulting firm to assist in a review of the Sheriff's Jail operation, the takeover of the Jail by the BOCC under the County Manager or privatization of the Jail facility with an experienced private corrections firm. The following motion passed 4-1: "**Commissioner Long moved to direct the County Manager to proceed with the Board's previous direction to develop a scope of services which include all three options of contracting with the Sheriff, privatization, and the County Commission operating the jail for further review and keep the item on the list for further discussion.**"

I believe we should recognize the fact most counties have the jail operations under their Sheriff. Most efforts to review the appropriate operator of a jail facility have the goal of increasing the efficiency of the operations or controlling costs and monitoring performance of a contract provider. In Alachua County, the Sheriff is in fact the contracted provider of services. To prepare the best scope of services in order to select a consultant through an RFP most firms I have spoken with would suggest a narrower approach would be useful and more cost efficient for the County. I have identified several firms who we believe are experienced and knowledgeable of law enforcement and corrections.

There are four strategies for dealing with Jail operations that would serve to narrow our efforts to select a consultant and limit the scope to reduce costs.

- 1) **New Inter-Local Agreement Development:** The development of a new more performance oriented Inter-local agreement with the Sheriff's Office utilizing the accreditation reporting already required of the Sheriff and some suggested efficiency and productivity measures provided by an outside consultant. Key to a new agreement would be eliminating the ability to shift funding from a Jail capital and operation fund to any other area of the Sheriff's budget. This would likely be done with cooperation of the Sheriff's staff and have minor expenditure by a consultant used for advice and objectivity with state of the art corrections standards and practices. As County Manager, I advocate that this is the cheapest, easiest and best course of action. Est. \$5,000 to \$15,000.
- 2) **Managed Competition:** Another possible approach is to hire a consultant for the process of managed competition. The Sheriff's Office and other private corrections firms will be offered an opportunity to respond to a Request for Qualifications and then prepare a competitive proposal

to operate the Jail facility. A private consultant to be selected by the County Manager to solely supervise the managed completion process and evaluate the responses and assist in developing new contractual requirements to assure compliance. Estimated cost: \$25,000 to \$50,000.

- 3) **Privatization:** A third approach would be for the County to privatize the operation of the jail through a contract with a firm in the corrections business as a means of lowering our cost. There is some doubt in my mind if this is truly beneficial or a long term means of lowering costs and in addition as a member of a Public Safety Coordinating Council can foresee a private firm complicating efforts to reduce jail population. I have made contact with such firms and again there is interest in private firms both running the facility for the BOCC or the Sheriff to reduce costs of all or any part of the operation. There are few privatized county jails in Florida but many jails with privatized operations within them such as medical, food services or security. The Corrections Corporation of America, the largest privatized corrections facility operator, has offered to meet in a workshop with the Commission and/or the Sheriff to discuss how they provide contracted services to public agencies and would be happy to do so. There is limited number of qualified firms to do this and their focus may also be impacted by State of Florida activities related to reduction of Florida prisons. Estimated costs \$25,000 to \$75,000
- 4) **BoCC Take-Over and Transition Planning:** The final strategy would utilize the services of a consultant to set up and identify the issues necessary for the transition of the Jail operations back under the County Commission. This major undertaking has financial, personnel and organizational structural issues on County Government. It is likely the workforce within the Sheriff's Office would have concerns with being under the Board of County Commissioners and how it would impact their status, salaries and benefits. This process could however likely offer most employees an opportunity to have continued employment and utilize existing expertise within the same retirement system and local government. Estimated costs \$15,000 to \$25,000.

I have identified multiple consulting firms for each of these activities that are qualified and experienced to handle any option outlined above. Again, the December motion can be scoped into an RFP, but narrowing its scope to what is politically supported now and the elimination of issues unacceptable to the public would aid an efficient consultant selection. Private corrections firms do not wish to expend efforts to respond to requests for privatization if the County Commission is philosophically opposed to private jail operation. Time and resources could be better spent on transition planning or a managed competition process that gives public and private firms an opportunity to remain a service option.

Staffing Studies and Sheriff Office Efficiency Studies: Several of the firms I spoke with are capable of doing efficiency studies and staffing studies of the Sheriff Office. Should the Commission wish to take over the jail and run it under the authority of the Commission as a County management function the consultant selected for any of the above processes could

perform a pre and/or post efficiency analysis for the jail operation alone. If the Commission wishes to discuss a joint GPD and Sheriff's Office staffing analysis I could broach this subject to the City Manager Russ Blackburn.

Civilian Utilization Analysis: A review of the use of civilian positions in lieu of sworn personnel in the ASO could be done for less than \$10,000 and we are awaiting a response to the Chairs letter to see if the Sheriff will provide this information and participate in the analysis. This is part of a staffing study recommended by FOP Representative McAdams.

I will need to discuss these options with the Commission as soon as possible. The schedule of responding to the Sheriff's Office Budget Appeal requires our immediate attention. At the County Commissions request we have scheduled a Joint Sheriff's Budget workshop for March 29, 2011. This budget meeting was not limited to jail operations but a discussion of the Sheriff's entire budget.

Staff Recommendation

Authorize staff to negotiate a contract with Pulitzer Bogard and Associates at the \$179,000 level scope of services.

Alternative Recommendation

Do not authorize staff to negotiate a contract and provide direction.

Original Motion

Commissioner Long moved the substitute motion to direct the County Manager and County Attorney to prepare a scope of services for the following two options for the operation of the jail: 1. an interlocal agreement renewal with the Office of the Sheriff and 2. the Jail operating under the Board of County Commissioners as a department.

The scope of services should include, but not be limited to:

1. An operational analysis, to include a staffing analysis,
2. The strengths and weaknesses of both options,
 3. A methodology for evaluating the current operation of the Jail including all users (employees, inmates, and visitors),
 4. A self-evaluation by the Sheriff,
 5. Any other performance measures or objectives and best management practices for the operation of the Jail under both options,
 6. The cost of both options.

The motion carried 5-0.

From: Richelle M. Sucara [<mailto:rms@alachuacounty.us>]

Sent: Thursday, June 16, 2011 3:17 PM

To: Bob Decker; A. Steve Donahey

Cc: Betty Baker; Randall Reid

Subject: Please provide copy of Commissioner Long's motion from today's meeting RE jail interlocal

Thanks

Richelle M. Sucara, CPA, CGFO
Deputy County Manager
Alachua County, Florida
rms@alachuacounty.us
352.374.5204

September 6, 2011 Motion

Comm. Byerly moved to approve the final ranking and authorize staff to negotiate agreements with the top ranked firms until agreements are reached and direct the County Manager and Attorney to prepare a scope of services that include the following:

1. Perform operational and staffing analysis on the jail
2. Recommend a process for the BOCC to establish moving forward to ensure regular public feedback regarding jail operations from all user groups including staff, visitors, and inmates
3. Recommend additional performance measures in use in other districts which might be incorporated into the Interlocal agreement.
4. Clarify any likely management or operational differences between a model of operation of the jail by the County and the Sheriff.

The motion carried 5-0.

Alachua County, Florida



Proposal to Perform an Operational and Staff Analysis of the Alachua County Jail

Submitted by:



**Pulitzer/Bogard & Associates, LLC
8 Saratoga Street
Lido Beach, NY 11561
516.432.9007**

July 27, 2011

www.pulitzerbogard.com



TABLE OF CONTENTS

Section Heading	Page Number
I. Letter of Interest	2
II. Project Understanding and Approach	3
III. Consultant's Qualifications and Staff	10
IV. Ability of Consultant's Professional Personnel	15
V. Ability to Meet Time and Budget Requirements (Fee Schedule)	17
VI. Effect of Project Team Location Project Responses	18
VII. Appendix	19
- References	
- Exhibit A	
- Exhibit B – Not Required	
- Exhibit C – Certified Small Business Enterprise	
- Exhibit D – Drug Free Workplace Form	
- Exhibit G – Completed Volume of Previous Work Summary	
- Exhibit H – Fee Proposal Form/Acknowledgment of Addenda	
- Exhibit I Completed Public Record Declaration of Claim of Exemption Form	
- Current Florida Professional Registration Certificate	
VIII. Supplemental Information	32
- Detailed Team Resumes	
- Subconsultant Qualifications	
- Detailed List of Projects	



I. LETTER OF INTEREST

July 27, 2011

Alachua County Purchasing Division,
County Administration Building- 3rd floor
12 SE 1st Street
Gainesville, Florida 32601-6983

Re: A Proposal to Perform an Operational and Staff Analysis
for the Alachua County Jail

Dear Purchasing Manager:

Pulitzer/Bogard & Associates, LLC (P/BA) is pleased to have this opportunity to offer our proposal to perform an Operational and Staff Analysis for the Alachua County Jail. We are a corrections consulting firm with vast experience and highly qualified personnel excellently suited for this project. Our personnel include experienced and highly qualified correctional professionals who have operational, administrative and extensive consulting experience in the specific areas called for in this RFP.

P/BA is one of the country's foremost corrections consulting firms. Our firm has served more than 80 clients in 30 states plus the District of Columbia and Commonwealth of Puerto Rico -- successfully providing innovative, comprehensive solutions to criminal justice and corrections challenges. We are proud of our firm's work in 2005 when we assisted the County with the "Cultural Assessment of the Department of the Jail."

We are able to bring together to work on this project several members of our 2005 team. I will once again serve as project director for this effort. Michael Gatling and Cheryl Gallant, two of our Senior Associates with many years of jail operating and consulting experience, worked on the Cultural Assessment and will again play key roles on our team if we are fortunate enough to be selected.

Our previous experience in Alachua County, combined with that we have gained during our numerous operational reviews and staffing analyses performed for many other clients, will serve the County well.

Thank you for considering our proposal and we look forward to hearing from you.

Sincerely,

David M. Bogard Managing Principal
Pulitzer/Bogard & Associates, LLC



II. Project Understanding and Approach

With the impending expiration of the agreement between the Board of County Commissioners (the Board) and the Sheriff relative to the operation of the Alachua County Jail, we understand that the Board is doing its due diligence. Specifically, the Board, before making the decision to renew the agreement or, alternatively, assuming direct management control of the Jail, is seeking a comprehensive analysis of current operations and management options.

We understand that this scope of work can serve multiple positive purposes. First, rather than exercising the default option of simply renewing the agreement with the Sheriff for another period of years as has been previously done, the Board is seeking an objective assessment of the quality and performance outcomes of services that have been provided under the current agreement. This will allow for a more informed decision to be made about renewal or non-renewal of the current agreement with the Sheriff.

Second, since the Board retains the statutory authority to operate the Jail via the County Manager, the scope aims to generate information that will aid in the comparison of operations under the Sheriff versus what might transpire if it were placed back under direct County management. In some comparisons this may be a theoretical analysis between "what is" and "what might be." In others, however, there may be quantifiable or qualitative distinctions that can be drawn and conclusions reached.

Third, if the decision is made to once again contract with the Sheriff, this effort can yield recommendations for changes in policies, operational practices, performance objectives or programs and/or staffing that the Board may wish to include in the new agreement scheduled to go into effect in September 2012.

And fourth, in the event that the Board did determine that it was preferable to assume direct management control of the Jail, recommendations that are generated by this review will also help to guide the requirements and operational changes necessary for a County-operated Jail.

As such, there is great value and utility that can be realized with the undertaking of this comprehensive analysis, regardless of the eventual outcomes of the study and the decision reached by the Board relative to which management option to pursue.

P/BA approaches this challenge objectively, with no predetermined notions as to which management option is preferable. Our view our primary goal to be to provide the Board with a practical, understandable perspective relative to the questions at hand.

Our background, vast experience and expertise as former jail administrators and national consultants will allow us to effectively assess the jail's operations and staffing from a variety of perspectives, some measurable and others less so. That said, we are also acutely aware, both from the terms expressed in the RFP but also from our previous experience with the County, that widespread input is valued highly. Our approach will



aim to maximize this engaging of various stakeholders, while also framing that input and providing context where it is both necessary and appropriate.

Work Plan

Field Work

As a result of our previous work with the Board relative to the Jail, P/BA can hit the ground running and focus our work so as to avoid an overly broad and inefficient plan of inquiry. In essence, we believe that this project will require an initial visit to meet with the County Manager, Sheriff, Jail Director and other key players, finalize the work schedule, and begin fact-finding; two additional fact-finding trips; a trip to present draft findings and recommendations; and a final visit to present the final report to the Board of County Commissioners, Sheriff, and Jail Director.

Based on our past experience, we will recommend that a primary liaison be established for us in the County Manager's office as well as one in the Sheriff's office. That will greatly facilitate logistics and help manage the flow of information.

Prior to traveling to Gainesville for the initial series of meetings and on-site work, we will prepare a list of persons with whom we will want to conduct structured interviews during our first site visit, including County officials, stakeholders, and persons within the Sheriff's Office and the Jail. We will also submit a tailored request for documents and information that will allow us to update our knowledge of the Jail and its current operations. Examples of documents and data to be requested include the Jail's current policies and procedures manual, operational directives that are in effect, table of organization, employee grievances records, employee handbook, inmate handbook, accreditation reports, staffing plan and rosters, vacancy rates, turnover rates, job descriptions, training information and shift relief factor information. We will also attempt to obtain any updates regarding the status of the recommendations that were set forth in our 2005 Cultural Assessment Report.

We envision our first trip to Gainesville serving several purposes. First, we would meet with the County Manager and his staff to discuss our plans to conduct the study; this is also when we would refine the project schedule to insure it meets the needs of the County Manager and the Board. We will also be prepared at this juncture to discuss in detail the scope of the stakeholder input process and our planned approaches to solicit and analyze the input. If appropriate, we would be happy to meet with any Commissioners should they wish to convey particular concerns or direction to us.

Next, we would envision an initial meeting with the Sheriff, the Jail Director, and the top administrative staff to establish "ground rules" and logistics for our work on-site in the jail and to review (we've already made requests prior to coming onsite) our requests for information. We would then tour the jail, paying particular attention to those areas that have been added in recent years. We would then initiate work on a variety of tasks in the Jail—interviewing inmates and staff, observing operations, interviewing jail-based



managers-- as well as at the Sheriff's main offices where we would focus more on budgetary and administrative functions and issues. , ,

After this first trip, we would return to our offices to review materials received and plan our subsequent interviews and tours of the facilities, and observation of operations. Members of our team would then return to Gainesville for two more on-site visits of the jail.

With respect to the critically important process of obtaining input and feedback, we do not view this as a stand-alone task area but rather one that significantly impacts all five functional areas as described below. As is our practice, we would conduct both formal and informal interviews with staff, inmates, former inmates, inmates' families, visitors to the Jail, and criminal justice system stakeholders (State's Attorney, law enforcement, Public Defender, Drug Court, etc.) who may be in a position to shed light on current operations. Beyond the routine interviewing of internal stakeholders, e.g., staff and inmates, that we would naturally do as part of our process, we envision a further need for more rigorous and formal survey input. To that end, we have added to our team Dr. Marie VanNostrand, a skilled and accomplished researcher with extensive survey research experience, to prepare and administer on-line and hard copy survey instruments for each primary group of interest (past and present employees, inmates, visitors, and justice system stakeholders). Dr. VanNostrand is a principal with Luminosity, Inc., a criminal justice consulting firm located in St. Petersburg, Florida.

Each primary group of interest will have a survey developed that contains questions common to all groups as well as questions customized to gather opinions, comments, and/or suggestions that relate to their unique role as a user of the Jail. Working with the County Manager, the surveys will be developed using sound survey research techniques. The surveys will be available electronically via the internet and in hard-copy format. The surveys may be completed online at the Luminosity survey research center website.

All survey responses, opinions, comments, and/or suggestions from each of the four primary stakeholder groups will be collected and automated, and then analyzed using quantitative and qualitative research techniques. Survey results will be analyzed by primary group and as a whole. Survey findings shall be reported and shall inform recommendations presented in the final report. We would unequivocally adhere to transparency and privacy requirements through each stage of our work.

The RFP also speaks to a "self-evaluation" to be completed by the Sheriff as a part of this process. We agree this is a sound measure to afford the Sheriff the opportunity to present her position relative to the efficacy of the job the Sheriff's Office is doing as the operator of the Jail. We are prepared to support that effort as necessary and appropriate, including taking into account elements of that evaluation as we prepare our findings and recommendation.

Once the fieldwork is complete, we would prepare and submit a report of draft findings and likely recommendations. This report would be based on our on-site work, document review, and survey questionnaires. We would return to Gainesville to present it to and



discuss it with the County Manager. Prior to this juncture, a process of fact checking will be established so that there is an opportunity to correct any erroneous information that may have been provided or any incorrect interpretations that may have made in the process prior to the issuance and presentation of the Final Report. We recognize that accuracy is as fundamental and crucial as transparency is to this process.

Our final report will take into account the input of the County Manager, and will contain the findings from our study as well as our recommendations relative to operational changes, options for alternate policies and specific implementation measures and strategies for accomplishing the recommendations. Our project manager would return to Gainesville once again to present this final report to the Board of County Commissioners, the County Manager, the Sheriff, and the Jail Director.

Tasks and Methodology

This section of our proposal details the specific tasks we will undertake in order to provide a comprehensive analysis of the Alachua County Jail in furtherance of the Board's desire to consider potential management options:

Task Area 1: Review Management and Accountability Systems and Practices at the Jail

Tasks

- Assess the extent to which formal policies and procedures are in place.
- Determine whether internal management controls and procedures are in place and sufficient to influence and ensure professional practices.
- Review Jail operational performance indicators and, where possible benchmark accordingly.
- Examine the processes used to address grievances and inmate and public complaints, and determine the effectiveness of these processes for ensuring staff compliance with formal policies and procedures.
- Determine the extent to which the jail administration relies upon external management controls and uses these external resources as a guide to professional practices
- Benchmark current practices against national and State standards .
- Recommend changes to policies, procedures and practices where appropriate.

Task Area 2: Staffing Pattern Analysis

Tasks

- Confirm and outline current staffing post coverage pattern – posts and hours of operation
- Confirm and outline current support staffing resources and allocations



- Observe routine jail operations and staff activities, review functional area activity data (e.g., admissions and releases), and review master schedule of activities, programs and services
- Review general duties and responsibilities for each post and position
- Collect, verify and analyze payroll and absenteeism data for each position class requiring relief during the applicable periods of time for use in calculating the Shift Relief Factor (SRF)/Net Annual Work Hours (NAWH)
- Calculate the SRF/NAWH for each applicable position class requiring relief
- Construct an SRF/NAWH based upon the calculated SRF/NAWH to reflect agreed upon assumptions concerning leave usage and operational practices for use in the proposed staffing patterns
- Develop proposed staffing pattern for the Jail's operation under the management of the Alachua County Sheriff to reflect recommended operational changes
- Develop a proposed staffing pattern for the Jail's operation under the management of the Board of County Commissioners to reflect recommended operational changes.
- Examine the Department of the Jail's organizational span of control, i.e., how many subordinates a supervisor is responsible for.
- Determine cost factors (wage and benefits) for each position class in each staffing pattern option
- Apply staffing costs to proposed staffing patterns
- Compare the strengths and weakness of the two proposed staffing patterns based on staffing types and allocations, and staffing costs
- Determine the staff FTE impact resulting from implementation of recommended operational changes or modifications to the Jail's physical structure
- Calculate staff cost savings of implementing recommended operational changes
- Calculate staff cost savings for functional areas that are recommended for privatization.

Task Area 3: Operational Analysis

Tasks

- Examine existing internal and perimeter security processes and systems, including inmate supervision.
- Examine various components of staff and inmate safety, including prevention of sexual and other assaults, suicide prevention, life safety measures and inmate classification.
- Examine policies, procedures, training and use of force incidents and performance measures
- Examine key inmate services to include health care and food services.
- Examine current inmate re-entry and other programs.
- Recommend changes to policies, procedures and practices where appropriate
- Identify structural elements that could potentially be modified or removed to enhance supervision and improve staffing efficiency.
- Benchmark current practices against national and State standards



Task Area 4: Training and Human Resources

Tasks

- Asses the training program for its adequacy in teaching staff about prescribed policies and procedures and expectations.
- Assess the training program for its compliance with best practices in correctional operations.
- Assess the training program for its compliance with relevant Florida standards and standard promulgated by the American Correctional Association.
- Review employee orientation programs including pre-service training, orientation and mentoring programs.
- Review the employment benefits available to County employees and Sheriff's Office employees.
- Review impact of the attrition rate, vacancy rate, and time it takes to fill vacancies
- Review current practices related to recruitment, hiring, retention, promotion, and employee work performance and assess whether they support efforts to maintain a professional workforce .
- Review issues of pay parity between sworn and non-sworn personnel.
- Recommend changes to policies, procedures and practices where appropriate.

Task Area 5: Cost Analysis

Tasks

- Analyze the current Jail operations Agreement between the County and Sheriff's Office.
- Assess the detailed expenditures of the jail operation.
- Identify any existing cooperatives agreements, cost sharing, memoranda of understanding and existing contracts with private vendors (health care, food services, etc.).
- Identify and document budgetary gaps that inhibit meeting best practices.
- Identify and document local and national resources for privatizing operations.
- Identify opportunities to reduce operating costs.
- Benchmark key cost indicators against other agencies of similar size and mission. (where feasible).
- Determine the cost impact of transitioning from an operation managed by the Sheriff to one under direct control of the Board of County Commissioners.
- Consider the Evergreen Solutions job classification and salary study as it affects Jail costs.
- Identify any potential cost differences inherent in the two management options.

While we are aware that the Jail is currently accredited by the National Commission on Correctional Health Care (NCHC), we believe that the operational analysis should include a narrow assessment of medical and mental health care. We offer this for two reasons; first because our previous experience with Alachua County revealed significant



access to care concerns relative to delayed sick call appointments and also delays in the completion of the comprehensive health appraisal, despite the health care program being NCCCHC accredited; second, because correctional health care represents such a significant portion of overall jail expenditures, it is simply too substantial a component to not be assessed.

With this in mind, we have included in our proposal our Senior Associate for corrections health care, Judith Regina-Whiteley, RN, MS who has experience with the Alachua County Jail's mental health care services as a result of an assessment she completed under the aegis of the National Institute of Corrections in 2004.

Deliverables

We will produce a comprehensive report that documents our findings in the above-described areas, well-defined and sustainable recommendations designed to address opportunities for improvement or to solve problems identified in the report. Our recommendations will be practical and realistic, and we will also suggest implementation strategies. The report will include recommended opportunities for operational improvements, and all of our recommendations will be consistent with relevant standards that the jail is required to meet for accreditation purposes. Our final report will reflect the input of the County Manager with regard to a draft version of our preliminary findings and likely recommendations.

We will present our final findings and recommendations to the Board of County Commissioners, the Sheriff, and the Jail Director.



III. Consultant's Qualifications and Staff

Pulitzer/Bogard & Associates, LLC (P/BA), has compiled an exceptional project team for this Operational and Staff Analysis of the Alachua County Jail. Our team has the expertise to address all of the issues that have been raised in the Request for Proposals. The following personnel will be assigned to this project:

David Bogard, MPA, JD: Mr. Bogard will serve as principal in charge and project manager for the project. He has more than 25 years of experience with local jails, having served for six years as director of corrections for Arlington County, Virginia and another six years as special assistant to the superintendent of corrections in Philadelphia. For the past 15 years he has directed the operations consulting arm of P/BA, providing assistance to 30 local jails and 13 prison systems. His efforts focus on such areas as staffing, operations audits, policy and procedure development, staff training, direct supervision, and legal issues. Mr. Bogard previously served as project manager and lead consultant for the firm's work on the 2005 Alachua County Jail Cultural Assessment. He has also been responsible for comprehensive operational assessments for such jail as the Suffolk County Sheriff's Department (MA), Bernalillo County Metropolitan Detention Center (NM), District of Columbia Department of Corrections, and the Tulsa County, Oklahoma Sheriff's Department. He also managed the firm's staffing analyses in Multnomah County, OR, Maricopa County, AZ and Camden, NJ.

Mr. Bogard previously served two terms as a Commissioner on the American Correctional Association's Commission on Accreditation for Corrections and was a member of the prestigious ACA Standards Committee. Trained as an attorney, Mr. Bogard has also served as an expert witness in several cases involving such issues as use of force, employee sexual misconduct, inadequate training, and suicide prevention and has extensive experience with institutional monitoring and consent decree implementation for the Federal Courts.

Michael Gatling, MS: Mr. Gatling has more than 25 years of jail operations experience in addition to more than ten years of consulting experience with our firm. His operations experience included every position from line correctional officer, to shift supervisor, to classification counselor, training director, and finally assistant director of corrections. Since joining P/BA, he has worked on jail and prison consulting assignments including operational assessments of the Bernalillo County (NM) Metropolitan Detention Center and the Camden County Jail, NJ. He played a key role in the 2005 Alachua County Jail Cultural Assessment project.

Cheryl Gallant, MPA: Ms. Gallant has over 25 years experience in jail administration and consulting. A former jail administrator in Maine, she has worked with P/BA on numerous jail operations and staffing assessments, including those the firm has undertaken for Bernalillo County (NM), Camden County (NJ), Multnomah County (OR), and Maricopa County (AZ). Ms. Gallant was also a valued team member for the 2005 Alachua County Jail Cultural Assessment.



Karen Albert, MA: Ms. Albert has over 25 years of experience in juvenile and adult corrections administration and consulting. She has an extensive background in policy and procedure development, training, human resources, and facility transition and activation. She has also served as an ACA accreditation manager and standards compliance coordinator. Prior to joining P/BA, Ms. Albert served as the Director of Administration in the Arlington County Sheriff's Office in Virginia. In that capacity she was responsible for management of all budgeting, human resources and technology functions within the agency. Additionally, as training supervisor for the Sheriff's Office, Ms. Albert developed and managed a comprehensive training program for a staff of more than 300 sworn and civilian personnel. She worked in virtually every position within corrections, including line correctional officer, shift commander, classification counselor, training supervisor, work programs supervisor, and compliance manager. She has worked with P/BA on numerous jail operations and staffing assessments, including those the firm has undertaken for Maricopa County (AZ) and Suffolk County (MA).

Judith Regina-Whiteley, RN, MS: Ms. Regina-Whiteley joined P/BA six years ago after a long career during which she held both medical and mental health clinical and administrative positions within jails, psychiatric units and hospitals and has also worked for community mental health organizations. She is the firm's lead health care monitoring specialist, performing contract review functions for jails with privatized health care contracts and plays a key role in our work developing RFPs for privatized jail-based health care. Ms. Regina-Whiteley has worked with P/BA on projects in Miami-Dade and Palm Beach Counties.

Detailed resumes of these five key personnel appear in Section VIII – Supplemental Information.

A. Current Workload and Ability to Satisfy the County Requirements

It is our understanding that this project will likely commence in October 2011, based on the Board of Commissioners meeting in late-September to act on the selection recommendation. That timing should work out well as we have three projects that will be ending in September and October and staff will be freed up at that time. We can commit, without reservation, to beginning work in October (or later) at the County's direction.

B. Consultant's Background, Organization and Size

Pulitzer/Bogard & Associates, L.L.C. (P/BA) is one of the country's foremost corrections consulting firms. The firm was founded in 1994, when Curtiss Pulitzer and David Bogard chose to marshal their many years of individual experience as criminal justice practitioners and consultants – creating P/BA. Soon after founding P/BA, the principals reached out to several experienced criminal justice professionals and former colleagues who joined P/BA as senior associates.



Since then, P/BA has served more than 80 clients in 30 states plus the District of Columbia and Commonwealth of Puerto Rico -- successfully providing innovative, comprehensive solutions to criminal justice, juvenile justice, and forensic health care problems. Our services range from systems policy, and capital and operations planning to helping our public and private clients design, operate, and activate efficient, state-of-the-art nationally recognized criminal justice facilities.

We are a relatively small firm, with two principals, at least one of whom manages and is personally involved in every project. We have five associates who we call on for specific projects based on their individual expertise matching the clients' needs. Our primary office is in New York, but we maintain a second office in Ft. Lauderdale, Florida for selected facility planning projects in the southeast.

Our current positions, areas of expertise, and experiences relevant to the proposed study are outlined below. Complete resumes are attached in Section VII of this proposal.

C. Primary Liaison Between County and Consultant

David Bogard will serve as principal in charge and primary liaison with the County; he will also be involved in all aspects of the day-to-day work. He will be assisted by three of his firm's senior associates, Michael Gatling, Cheryl Gallant and Karen Albert. Cheryl Gallant would be designated as an alternate in the event of a temporary absence of Mr. Bogard.

D. Subconsultants

We propose to use the services of Luminosity, Inc., a WBE/SBE firm located in St. Petersburg, Florida. Luminosity will support us with the process of soliciting and analyzing input from current and former employees, inmates, visitors and other stakeholders. Specifically, Luminosity will develop on-line and hard copy questionnaires as one mechanism for collecting feedback and input. The firm has extensive experience in developing such materials as well as substantial knowledge of criminal justice agencies.

Marie VanNostrand, Ph.D. will be assigned to the project. We have worked with Dr. VanNostrand previously and the two firms have an ongoing working relationship. Qualifications of the firm and Dr. VanNostrand are presented in Section VIII -- Supplemental Information.

E. P/BA Experience In the Scope of this Project

The first four projects listed are those most recent engagements that best illustrate our work in the arena of operational and staff analyses of jails. Please see our complete



listing of jail consulting engagements (following these four project descriptions) for a more complete picture of our experience.

- ***Bernalillo County Metropolitan Detention Center Settlement Agreement Compliance Assessment, NM 2010***

P/BA, was retained by the Bernalillo County Attorney to perform an assessment of the Metropolitan Detention Center's levels of compliance with a Federal Court Settlement Agreement. We evaluated compliance with thirteen areas of operations at this 2,600 inmate jail in Albuquerque via review of policies and procedures, extensive records reviews, staff interviews, inmate interviews and observation of operations. The assessment also included a review of hiring and training practices.

- ***Camden County Correctional Facility Staffing Plan, NJ 2008***

Faced with a very crowded jail and litigation, Camden County retained P/BA to develop a staffing plan to form part of the County's response to the litigation. The study also included a number of related issues for the 1,700 inmate facility, including use of overtime, scheduling, leave usage, calculation of Net Annual Work Hours, and direct supervision management practices. The results of this study were used to help the County develop budget proposals, and staff positions for the jail were increased as a result.

- ***Multnomah County Jails Staffing Plan and Post Coverage Study, OR 2007***

P/BA was retained to prepare a post factor study and staffing plan for the jails operated by the Multnomah County, Oregon Sheriff's Office. The team developed post coverage recommendations for the two operational jails-- the Multnomah County Detention Center (643 beds) and the Inverness Jail (1019 beds)—while also reviewing coverage requirements for three operational units—court services, transportation and classification. The study also included a number of related issues for the system, including use of overtime, scheduling, leave usage, calculation of Net Annual Work Hours, and direct supervision management practices. In addition, the work included proposing a staff coverage plan for a third facility—the Wapato jail—that is completed but not yet activated due to budget concerns. This work was performed in association with Liebert & Associates.

- ***Maricopa County Sheriff's Office Jails and Administrative Units Staffing Analysis, AZ 2003 and 2007***

In 2003, P/BA was retained to prepare staffing analyses for the 8,000+ bed County Sheriff's Custody Bureau. Three years later, the County's Office of Management and Budget and the Sheriff's Office invited the team to return to update the plan and address certain administrative functions that were not previously studied. The work includes staffing of two new 2000+ bed jails, a new intake center (125,000 annual admissions), a central support complex including food services, laundry and other ancillary functions supporting a system with more than 9,000 inmates, and several



central office administrative and operational support divisions. This work was performed in association with Liebert & Associates.

- ***Alachua County Jail Cultural Assessment, FL 2005***

The Board of Commissioners in Alachua County, Florida retained P/BA to develop a cultural assessment of the County Jail. P/BA team members interviewed hundreds of staff and inmates as part of the fieldwork component of this project. We also participated in a community work session designed to afford members of the public who have interfaced with the jail an opportunity to share their experiences. This five month effort culminated with the issuance of an assessment report that described the formal and informal cultures that are in place within the jail, and included recommendations addressing numerous aspects of the jail's culture that are in need of enhancement.

- ***Governor's Special Commission on the Suffolk County Sheriff's Department, Boston, MA 2002***

P/BA was retained as corrections consultant to the Governor's Special Commission, charged with reviewing the operations of the Suffolk County Sheriff's Department jails in Boston, Massachusetts. The report, released by the Commission in October 2002, reviewed myriad management issues surrounding highly publicized and serious incidents of sexual misconduct and excessive force at the two facilities, contained more than 75 recommendations to improve the operations and management of the Department.

A comprehensive list of jail projects is included in Section VIII – Supplemental Information.



IV. Ability of Consultant's Professional Personnel

Resumes for P/BA's assigned personnel are included in Section VIII (Supplemental Information). All five assigned personnel have vast, project relevant experience and expertise to carry out this scope of work. Beyond that, we believe that there are four unique factors associated with P/BA's team and approach that will make a positive impact on this effort and that serve to separate us from other firms that you may be considering.

- **Specific experience in this type of work-** Put simply, we have done this precise type of assessment before and by all accounts we did it successfully. This is an assessment of a jail, a unique institution with its own standards and operational challenges. Our recent work in Bernalillo (Albuquerque) New Mexico involved an operational assessment of the County Jail as requested by the County Attorney's office. We have performed numerous staffing analyses for large counties, including Multnomah (Portland) Oregon, Maricopa (Phoenix) Arizona and Camden New Jersey. Our work on behalf of the Governor's Special Commission On The Suffolk County Sheriff's Department (Boston, MA) also involved an operational assessment of a large jail department.
- **Knowledge about Alachua County-** We want to emphasize that we do not approach this job with any preconceived notions about the best approach for the Board of Commissioners to pursue relative to management of the Jail. We recognize and appreciate that there is a different sheriff than when we did our work in 2005 and there are likely many changes that we will observe, including two physical plant additions and increased capacity. That said, we do bring to the table significant background and knowledge about the County as a whole, and the Jail specifically and this will provide us with a degree of longitudinal perspective as well as afford us the advantage of hitting the ground running. Three of our five primary team members were closely involved in the 2005 effort and a fourth conducted a mental health care assessment of the Jail independently in 2004 for the National Institute of Corrections.
- **Professional Training and Expertise-** P/BA is proposing a team of five individuals who have extensive training and experience that are directly applicable to a jail assessment. Each of our five team members have operated or had high management positions in jail systems during their careers and bring to the table a real world and practical knowledge about jail operations. And, beyond our careers in law and jail management, we are experienced corrections consultants, with our firm having worked with jail systems and boards of county commissioners throughout the nation for the past 15 years.
- **A Team with Racial and Gender Diversity-** One of our team's many strengths is that we are a racially diverse group and we have both female and male team members. This diversity enhances our ability to speak frankly with both staff members and inmates about sensitive issues, and, as we have observed in prior



projects of this nature, creates a comfort level that improves our access to relevant insights and experiences of those people we interview.



V. Ability to Meet Time and Budget Requirements

A. Schedule

In section 8.4 of your RFP you state that "The Consultant shall develop, for approval by the Alachua County Manager, a project schedule, which will identify all major events and tasks to be performed by the Consultant, the County, and the Sheriff, to include all meetings and milestone events..." As such, we have not endeavored to develop a detailed schedule in our submittal, but instead would like to offer some preliminary guidelines that we can then use as a foundation for a detailed schedule in the event that we are selected to perform the work.

Month 1: Data request, project kick-off, tours, and initial interviews

Months 2-3: Follow-up site work and interviews; interim meetings with County Manager; report preparation

Month 4: Submit draft report; review report with County Manager

Months 5-6: Complete and submit Final report; present report to Board of County Commissioners

B. Cost Proposal

We have worked diligently to develop a cost proposal that is both responsive to your RFP and cost effective. Our lump sum cost proposal includes all associated fees and expenses associated with 13 on-site person trips as well as material review time, analysis, report writing, presentation materials, all overhead and printing costs. 10 copies of the draft and final reports are included in this price. Additional trips or copies of reports can be requested by the County and will be billed based on the basis of actual fees and expenses.

The lump sum cost proposal is for \$179,000, including all labor and expenses. The fee distribution by work flow tasks is as follows:

Task 1- Document request and review	----- \$9,000
Task 2- Field Visits	----- \$57,000
Task 3- Draft Report/Presentation	----- \$67,000
Task 4- Final Report/Presentation	----- \$46,000



VI. Effect of Project Team Location on Project Responses

For the past 15 years, P/BA has served more than 70 clients in 30 states. Of these, only four were local to our NY office. We are a specialized consulting firm, one of only a handful around the country that performs the types of services that we offer our clients. It is our modus operandi to travel to clients, and frankly it has never proven to be a problem to us or, more importantly, to them. We are confident that Alachua County manager's staff with whom we closely interacted in 2005 will attest to the fact that our location was not an obstacle. We are confident that you will hear that we are available 24 hours a day, seven days a week by cell phone and e-mail, that we return phone calls within three or four hours 99% of the time, regardless of where we are, and that our location is in no way a detriment.



VII. APPENDIX



A. References

Holly Cass
Chief of Operations
Camden County Administrator's Office
520 Market Street
16th Floor
Camden, NJ 08102
609-458-6273

Project Reference: Staffing Plan for Camden County Correctional Facility

Key Personnel: David Bogard, Michael Gatling, Cheryl Gallant, Judith Regina-Whiteley

Gerard Horgan
Special Sheriff
Suffolk County Sheriff's Department
South Bay House of Correction
20 Bradston Street
Boston, MA 02118
617-635-1100 x 6662

Project Reference: Jails Operations Assessment for the Governor's Special Commission on the Suffolk County Sheriff's Department, MA (2002)

Key Personnel: David Bogard, Karen Albert

Mr. Chris Bradley
(Former Maricopa County Budget Director)
Director Maricopa County Office of Business Strategies and Healthcare
301 West Jefferson
Phoenix, AZ 85003
602-506-3011

Project Reference: Maricopa County Sheriff's Office Jails and Administrative Units Staffing Analysis, AZ 2003 and 2007

Key Personnel: David Bogard, Cheryl Gallant, Karen Albert

Timothy Ryan
Chief of Corrections
Miami-Dade Corrections and Rehabilitation Department



2525 NW 62 Street
Miami, FL 33147
Phone: 786-263-6000

Project Reference: Miami Dade Department of Corrections Master Plan

Key Personnel: David Bogard, Judith Regina-Whiteley, Cheryl Gallant, Karen Albert

Mr. Jeffrey S. Landers
County Attorney
Bernalillo County
520 Lomas, NW, 4th Floor
Albuquerque NM 87102
505-314-0180

*Project Reference: Bernalillo County Metropolitan Detention Center Settlement
Agreement Compliance Assessment, NM 2010*

Key Personnel: David Bogard, Michael Gatling, Cheryl Gallant

Operational and Staff Analysis of the Alachua County Jail
Alachua County, Florida



Subconsultant Form Exhibit A

EXHIBIT A

(NOT APPLICABLE) PROPOSED SUBCONTRACTORS FORM (NOT APPLICABLE)

BID NUMBER: 11-455; Operational and Staff Analysis of the Alachua County Jail

I certify that our Company, listed below, is an Alachua County Certified Small Business Enterprise registered prior to opening for the above Bid/RFP.		
Name of Company <u>Pulitzer Bogard & Associates</u>	Address <u>80 S. Gadsden Street, Suite 201, Alachua, FL 32007</u>	Phone Number <u>904-456-4444</u>
Signature <u>[Signature]</u>	Title <u>Managing Principal</u>	Date <u>7/27/11</u>

The undersigned representative of the Bidder states that the Bidder has entered into a contract with the Alachua County Certified Small Business Enterprise (SBE) listed below. The SBEs have agreed to perform the work for the total dollar value and percentage of the bid/contract set forth below. The undersigned representative of the Bidder further states that the following information regarding SBE Subcontractors is true and correct to the best of his or her knowledge and belief.

Signature <u>[Signature]</u>	Title <u>Managing Principal</u>	Date <u>7/27/11</u>
---------------------------------	------------------------------------	------------------------

Name of Contractor <u>LUMINOUS, INC.</u> Yes/No <u>No</u> Address <u>St. Petersburg, FL</u> Scope of Work to be Performed <u>Surveys</u> \$ <u>17,000</u> <u>10</u> % (Total \$ Value) (% of Total Bid/RFP)	Name of Contractor <u>LUMINOUS, INC.</u> SBE? Yes/No <u>No</u> Address <u>St. Petersburg, FL</u> Scope of Work to be Performed <u>Surveys</u> \$ <u>17,000</u> <u>10</u> % (Total \$ Value) (% of Total Bid/RFP)
Name of Contractor <u>LUMINOUS, INC.</u> SBE? Yes/No <u>No</u> Address <u>St. Petersburg, FL</u> Scope of Work to be Performed <u>Surveys</u> \$ <u>17,000</u> <u>10</u> % (Total \$ Value) (% of Total Bid/RFP)	Name of Contractor <u>LUMINOUS, INC.</u> SBE? Yes/No <u>No</u> Address <u>St. Petersburg, FL</u> Scope of Work to be Performed <u>Surveys</u> \$ <u>17,000</u> <u>10</u> % (Total \$ Value) (% of Total Bid/RFP)
Name of Contractor <u>LUMINOUS, INC.</u> SBE? Yes/No <u>No</u> Address <u>St. Petersburg, FL</u> Scope of Work to be Performed <u>Surveys</u> \$ <u>17,000</u> <u>10</u> % (Total \$ Value) (% of Total Bid/RFP)	Name of Contractor <u>LUMINOUS, INC.</u> SBE? Yes/No <u>No</u> Address <u>St. Petersburg, FL</u> Scope of Work to be Performed <u>Surveys</u> \$ <u>17,000</u> <u>10</u> % (Total \$ Value) (% of Total Bid/RFP)

If SBE subcontractors are not available for the bid/RFP, a Good Faith Effort Form, EXHIBIT B, must be completed.



Good Faith Effort Form Exhibit B – Not Required



Certified Small Business Enterprise Points Request – Exhibit C

P/BA is a certified Federal Small Business Enterprise.



Drug Free Workplace – Exhibit D

DRUG FREE WORKPLACE

EXHIBIT D

Section 22.09 Competitive Sealed Bidding of the Alachua County Purchasing Code states that in the evaluation of bids, all factors in the bidding process being equal, both as to dollar amount and ability to perform, priority will be given, first, to those vendors certifying a drug-free workplace, secondly, to certified Small Business Enterprise (SBE) bidders.

The undersigned vendor in accordance with Florida Statute 287.087 and Section 22.09 of the Alachua County Purchasing Code hereby certifies that

Pulitzer/Bogard & Associates, LLC
Name of Business

does:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
 2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
 3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
 4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 1893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
 5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
 6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.
- As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.


Bidder's Signature
Date 7/2/11



Completed Volume of Previous Work Summary Form Exhibit G - NA

P/BA has no previous work for Alachua County in the past three years. Our previous work was in 2005.



Fee Proposal Form/Acknowledgment of Addendum Form - Exhibit H

EXHIBIT H

FEE PROPOSAL FORM/SIGNATURE AND ACKNOWLEDGMENT OF ADDENDUM FORM

RFP NUMBER: 11-455
PROPOSAL OPENING DATE: 2:00 pm, Wednesday, August 3, 2011
RE: Operational and Staff Analysis of the Alachua County Jail
PLACE OF BID OPENING: Alachua County Purchasing Division, Third Floor
County Administration Building
12 SE 1st Street
Gainesville, Florida 32601-6983

SERVICE TO BE RENDERED

* Please provide Fee Schedule in Section 12.5 "Ability to meet time and Budget Requirements".

Acknowledge Receipt of Addendum(s) (if applicable circle):

#1 Yes No #2 Yes No #3 Yes No

Bidder: Pulitzer/Bogard & Associates, LLC Company: _____

Address: 8 Sarasota Street

Lido Beach, NY 11561

Authorized Signature: [Signature] Title: Managing Principal

Clearly Print Signature: David M. Bogard Title: _____

PHONE: 516-456-4444 FAX: 516-452-3414 DATE: 7/22/11

Email Address: dbogard@pultzerbogard.com for phelpsbm@aol.com



Completed Public Record Declaration or Claim of Exemption Form Exhibit I

EXHIBIT I

PUBLIC RECORD DECLARATION OR CLAIM OF EXEMPTION

As a bidder or proposer, any document you submit to Alachua County may be a public record and be open for personal inspection or copying by any person. In Florida "public records" are defined as all documents, papers, letters, maps, books, tapes, photographs, films, sound recordings, data processing software, or other material, regardless of the physical form, characteristics, or means of transmission, made or received pursuant to law or ordinance or in connection with the transaction of official business by any agency. Section 119.011(1), F.S. A document is subject to personal inspection and copying unless it falls under one of the public records exemptions created under Florida law. Please designate what portion of your bid or proposal, if any, qualifies to be exempt from inspection and copying:

(execute either section I. or II., but not both; bidder may not modify language)

I. NO EXEMPTION FROM PUBLIC RECORDS LAW

No part of the bid or proposal submitted is exempt from disclosure under the Florida public records law, Ch. 119, F.S.

Bidder's Signature

Date

II. EXEMPTION FROM PUBLIC RECORDS LAW AND AGREEMENT TO INDEMNIFY AND DEFEND ALACHUA COUNTY

The following parts of the bid or proposal submitted are exempt from disclosure under the Florida public records law because: (list exempt parts and legal justification. i.e. trade secret):

By claiming that all or part of the bid or proposal is exempt from the public records law, the undersigned bidder or proposer agrees to protect, defend, indemnify, and hold the County, its officers, employees and agents free and harmless from and against any and all claims arising out of a request to inspector copy the bid or proposal. The undersigned bidder or proposer agrees to investigate, handle, respond to, provide defense (including payment of attorney fees, court costs, and expert witness fees and expenses up to and including any appeal) for and defend any such claim at its sole cost and expense through counsel chosen by the County and agrees to bear all other costs and expenses related thereto, even if they (claims, etc.) are groundless, false, or fraudulent.

Bidder's Signature

Date

July 26, 2006



Florida Professional Registration Certificate

State of Florida
Department of State

I certify from the records of this office that PULTIZER/BOGARD & ASSOCIATES, LLC is a limited liability company organized under the laws of New York, authorized to transact business in the State of Florida, qualified on May 5, 2005.

The document number of this limited liability company is M05000002528.

I further certify that said limited liability company has paid all fees due this office through December 31, 2011, that its most recent annual report was filed on January 7, 2011, and its status is active.

I further certify that said limited liability company has not filed a Certificate of Withdrawal.

*Given under my hand and the Great Seal of
Florida, at Tallahassee, the Capital, this the
Twenty Third day of March, 2011*

Secretary of State



Authentication ID: 400199113754-032311-M05000002528

To authenticate this certificate, visit the following site, enter this ID, and then follow the instructions displayed.
<https://efile.sunbiz.org/certauthver.html>



Statement of Consultant's Equal Opportunity Policies and Practices

Pulitzer/Bogard & Associates, LLC encourages diversity in its workforce.

We are Equal Opportunity/Affirmative Action employers.

Applicants will be considered for any position on the basis of ability.



Alachua Small Business Certification - NA



VIII. SUPPLEMENTAL INFORMATION



DAVID M. BOGARD, MPA, JD

Principal, Pulitzer/Bogard & Associates, LLC

For over 25 years, Mr. Bogard's primary focus has centered on the management and planning of correctional facilities. In addition to his consulting experience over the past 15 years as a co-founder of Pulitzer/Bogard & Associates, he has 12 years of public sector corrections management experience included equal time spent as Director of Corrections for Arlington County (VA) and as Special Assistant to the Commissioner of the Philadelphia (PA) jail system.

In Arlington, Mr. Bogard managed the County's severely crowded facility, while at the same time directing the planning, design, construction and activation of a new 521-bed high-rise direct supervision jail. In Philadelphia, he was responsible for a number of major initiatives involving both operations and facility planning, including the planning of two new facilities, the design and implementation of an objective classification system and a pilot unit management project.

From 1998-2006, Mr. Bogard served on the Commission on Accreditation for Corrections of the American Correctional Association, the honor reflecting his strong background in the areas of correctional standards, and his commitment to excellence in the field. From 2002-04, he sat on the ACA Standards Committee.

The focus of Mr. Bogard's practice is on operations, policies and procedures and legal issues. He has been appointed as the Federal Court Inspector for the Houston, TX jails, Operations Consultant to the Federal Court Monitor for the juvenile justice correctional facilities in Puerto Rico, and has had numerous engagements involving assessment of conditions of confinement in the context of Federal court litigation. In the realm of facility planning, his work is primarily in the areas of up-front operational programming and transition services.

Admitted to the bar in Pennsylvania, New Jersey and the District of Columbia, Mr. Bogard previously worked as an attorney for a private law firm practicing in the areas of labor relations and employment law. He has been an Adjunct Professor of Law at the Howard University School of Law, teaching in the area of prisoners' rights.

He is co-author of a 2010 publication of the National Institute of Corrections- "Direct Supervision Jails: The Role of the Administrator."

Mr. Bogard's projects include:

Jails

- Development of an RFP for contractual healthcare services for the Ocean County Jail, NJ
- Bernalillo County Metropolitan Detention Center Settlement Agreement Compliance Assessment, NM
- Federal Court Monitor/Inspector-City of Houston Jails, TX
- Camden County Jail Healthcare Contract Monitoring, NJ



- Detention Alternatives Analysis for Camden County Jail, NJ
- Camden County Jail Population Management Study, NJ
- Multnomah County jails Staffing Study, OR
- Durham County Jail Master Plan, NC
- Camden County Correctional Facility Capacity Analysis, NJ
- Camden County Correctional Facility Staffing Plan, NJ
- Suffolk County House of Correction Settlement Agreement Compliance Review, MA
- Los Angeles Men's Central Jail: member of court-ordered settlement panel, CA
- Durham County Jail Needs Assessment/Intake Evaluation, NC
- Maricopa County Sheriff's Office Staffing Analysis Update, AZ
- Nassau County Correctional Center Master Plan, NY
- Alachua County Jail Cultural Assessment, FL
- Two Bridges Regional Jail Transition/Activation, ME
- DC Detention Facility Capacity Study, DC
- Suffolk County Correctional Needs Assessment, NY
- Harris County Central Inmate Processing Facility Needs Assessment, TX
- Maricopa County Sheriff's Office Custody Bureau Staffing Analysis, AZ
- INS Service Processing Centers Capacity and Staffing Analysis, DC
- Suffolk County (Boston) Jails Operations Assessment for the Governor's Special Commission on the Suffolk County Sheriff's Department, MA
- Merrimack County Jail Design/Build Planning/Design Consultation, NH
- Somerset County Jail Needs Assessment, ME
- Hampshire County Jail Expansion Planning Assessment, MA
- Lincoln-Sagadahoc Counties Regional Jail Planning, ME
- DC Department of Corrections Strategic Planning
- Sagadahoc County Jail Needs Assessment, ME
- NIC Jail Center Planning Consultant for a Jail Administrators' Handbook
- Wyatt Detention Center Expansion Cost Benefit Analysis, Programming and Planning, RI
- Onondaga County Justice Center Security Systems Evaluation, NY
- Santa Clara County Women's Programming Evaluation, CA
- Carroll County Jail Needs Assessment, NH
- Lincoln County Jail Needs Assessment, ME
- Wyatt Detention Center Market Needs Assessment, RI
- Cheshire County Jail Feasibility Study, NH
- NIC Jail Center Planning Consultant for a Jail Crowding Course
- Jamesville Correctional Facility Master Plan and Transition Assistance, NY
- Bernalillo County Metropolitan Detention Center Design Program Management, NM
- Houston City Jail and Central Processing Center Needs Assessment, TX
- Tulsa County Jail Privatized Operations Policy/Procedure Review, OK
- Hillsborough County Felony Adult Assessment Center/Contractual Release Program, FL
- Jefferson Parish Jail Crowding Study, LA
- Montgomery County Detention System Analysis, MD
- Tulsa County Jail Performance Audit, OK
- Travis County Correctional and Criminal Justice Facilities Master Plan, TX
- Hillsborough County Orient Road Jail Double Celling Analysis, FL
- Review of Privatization Proposals for Anne Arundel County, MD



- Sussex County Pre-Trial Facility Operational Programming, DE
- NIC Jail Center Trainer: Managing Direct Supervision Jails Course
- Analysis for Construction and Operation of a Joint County/City Jail for the City of Huntsville/County of Madison, AL

Education

J.D., *cum laude*, Temple University School of Law, 1987.

M. Public Administration, New York University Graduate School of Public Administration, 1981.

B.A., *cum laude*, Public Justice/Psychology, State University of New York, 1977.

Bar Memberships

Pennsylvania, New Jersey, District of Columbia (all currently inactive)

Professional Affiliations

Commissioner, American Correctional Association's Commission on Accreditation for Corrections 1998-2006

Member of the American Correctional Association's Standards Committee 2002-2004

American Correctional Association

American Jail Association

American Bar Association

Publications

"Direct Supervision Jails: The Role of the Administrator," co-authored with V. Hutchinson and V. Persons; published by the National Institute of Corrections; 2010.

"Effective Corrections Oversight: What Can We Learn from ACA Standards and Accreditation?" *30 Pace Law Review* 101, 2010.

"The Americans With Disabilities Act," Guest Commentator and Theme Coordinator, *Corrections Today*, 1995.

"State-Ready Inmates in Local Jails: Are You in Jeopardy?" *American Jails*, 1995.

"Why Not Direct Supervision?," co-authored with K. Albert, *AJA Jail Operations Bulletin*, 1994.

ACA Design Guide for Adult Local Detention Facilities, co-authored with R. Miller, A. Thompson, R. Wener and S. Carter, 1994.

"Making the Right Technology Choices," *Corrections Today*, 1993.



"Technology and the Direct Supervision Jail: Extraordinary People or Technology?" *The State of Corrections, Proceedings, ACA Annual Conference*, 1991.

"The Next Generation Jail: Emerging Operational and Architectural Issues," with C. Pulitzer, *Proceedings, AJA Symposium on Direct Supervision Jails*, 1990.

"Lori and the Case for Drug Counseling," *Washington Post Outlook Section*, November 12, 1989.

Presentations

2006- University of Texas Lyndon B. Johnson School of Public Affairs/Pace University School of Law Conference: "Opening Up a Closed World: What Constitutes Effective Prison Oversight?"

"American Correctional Association Standards and Accreditation: What Can Be Learned for Effective Oversight Models?"

American Jail Association Training Conferences:

2007 - "The Jail Planning process: Needs Assessment, Programming, Staffing and Transition"

1995 - "Regional Jails in Virginia"

1994 - "Direct Supervision Jails - A Laboratory for Inmate Accountability, Responsibility and Self-Sufficiency"

1992 - "Jail Design - The Effective Planning Team"

1990 - "The Next Generation Jail - Emerging Operational and Architectural Issues"

University of Minnesota Law School's Institute on Criminal Justice

2000 "Programming for Female Jail Inmates"



MICHAEL K. GATLING, M. S.

Senior Associate, Pultitzer/Bogard & Associates

For over 25 years, Mr. Gatling's career has focused on criminal and juvenile justice policy planning, operations and management issues. His areas of expertise include operations analysis; policy and procedure development and reviews; training; and facility transition and activation services for both adult and juvenile corrections and detention.

In his association with P/BA, he has been responsible for developing facility policies and procedures, operational manuals, staffing plans, policy reviews, project management, quality assurance planning, on-site contract monitoring responsibilities for two privatized correctional facilities, and evaluating facilities for ACA standards compliance.

Mr. Gatling's P/BA projects include:

- Development of Operations SOW for a privately operated prison for the Puerto Rico Public Private Partnership
- Bernalillo County Metropolitan Detention Center Settlement Agreement Compliance Assessment, NM
- Camden County- Analysis of jail privatization options, NJ
- Monitoring of consent decree terms in the Puerto Rico juvenile institutions
- Camden County Jail Capacity Study, NJ
- Iowa Department of Corrections Treatment Services Master Plan, IA
- Alachua County, FL Jail Cultural Assessment
- Camden County, NJ Youth Center Policy and Procedure Manual
- D.C. Correctional Treatment Facility: Private Operator Contract Monitoring
- Northeast Ohio Correctional Center: Private Operator Contract Monitoring
- Maine Department of Corrections Adult Corrections Policy and Procedure Manual
- Tulsa County, Oklahoma: Review of David L. Moss Criminal Justice Facility Private Operator's Policy and Procedure Manual
- D.C. Department of Corrections: Review of Correctional Treatment Facility Operator's Manual
- D.C. Department of Corrections: Security evaluation and development of inmate movement policies and procedures
- New York City Department of Juvenile Justice Policy and Procedure Manual

Mr. Gatling's professional experience includes six years with the Arlington County Sheriff's Office in Arlington, Virginia. He held positions to include correctional officer, shift supervisor, training officer and Assistant Director of Operations, where he managed day-to-day operations and within the County's severely crowded facility. He assisted in the transition efforts for a new direct supervision detention facility by supervising policies and procedures development work teams. Mr. Gatling began his career in juvenile justice in 1977 at the Beaumont Learning Center in Virginia as a project supervisor for youth with severe emotional disturbances and/or chemical dependence issues. He has been a state-certified trainer and speaker on topics involving supervision and



management of residents in institutions, incident report writing, emergency response team planning, and security operations.

Prior to his association with P/BA, Mr. Gatling served as Deputy (Federal Court) Receiver for the District of Columbia Child and Family Services Agency where, among myriad duties, he authored the agency's new personnel and human resources policies and procedures manual and assisted the Federal Receiver in all strategic planning initiatives. He played a key role in directing the agency's transition activities to comply with dictates of the Federal Court consent decree. He directed the hiring process for senior management personnel, including the agency's legal counsel and manager of information systems.

Education

Train-the-Trainer for Consultants, Utrecht, The Netherlands, 1996.

M.S., Management and Development of Human Resources National-Louis University, 1991.

B.S., Substance Abuse Counseling, George Mason University, 1987.

Graduate/Class President 61st Session, Northern Virginia Criminal Justice Academy, 1985.

Professional Affiliations

American Correctional Association

American Jail Association

Society for Human Resources Management



CHERYL A. GALLANT, MPA

Senior Associate, Pulitzer/Bogard & Associates, LLC

Ms. Gallant joined P/BA in 2003 after an 18-year career in jail administration. Since then, she has played key roles in numerous consulting assignments including:

- Tangipahoa Parish Jail Feasibility Study, LA
- Bernalillo County Metropolitan Detention Center Settlement Agreement Compliance Assessment, NM
- Oklahoma County Adult Detention Center Study, OK
- Washington County/Maine Department of Corrections Joint facility, ME
- Programming and Transition/Activation Services for Iowa State Prison at Ft. Madison, IA
- Durham County Jail Master Plan/Programming, NC
- Massachusetts Statewide Pre-Arrestment Holding Study/Master Plan
- Staffing Analysis/Planning for Iowa State Corrections Health Care Staff, IA
- Grafton County Sheriff's Headquarters, NH
- Camden County Jail Staffing Plan, NJ
- Multnomah County Jails Staffing Plan, OR
- Miami-Dade County Jails Master Plan, FL
- Maricopa County Sheriff's Office Staffing Plan Update, AZ
- Durham County Jail Booking/Intake Evaluation, NC
- Grafton County Jail Needs Assessment, NH
- Grant County Jail Needs Assessment, NM
- Alachua County Jail Cultural Assessment, FL
- Suffolk County Correctional Facilities Needs Assessment, NY
- Rutherford County Work Center Needs Assessment, TN
- Two Bridges Regional Jail Transition Services, ME
- Essex County Regional Holding Facility Needs Assessment, MA
- Maricopa County Sheriff's Office Custody Bureau Staffing Plan, AZ

Since 1998, Mrs. Gallant has worked as a technical resource provider with the National Institute of Corrections - Jail Division (NIC), providing training and technical assistance to many local and state corrections professionals. Her work with NIC focuses on jail management, operations and physical plant review, policy and procedure development, staffing analyses & plans, jail standards compliance, and field training officer programs.

Ms. Gallant began her corrections career in 1984 working for the Penobscot County Sheriff's Office in Bangor, Maine. She was Assistant Jail Administrator for 11 years and, in 1995, was appointed Jail Administrator, a position she held until 2002. This experience allowed her to develop expertise in numerous areas: strategic planning, human resource management, staffing analyses, budget development and management, policy and procedure development and implementation, inmate classification, litigation management, facility management and operations, labor relations, contract development and administration, standards compliance, legislative participation, staff training, and resource allocation.



For five years Mrs. Gallant was a member and grant administrator for the Maine Sheriff's Association's *Mental Health Initiative*, an interagency collaboration that mobilized interest and response throughout Maine to the needs of people with mental illness in the criminal justice system.

Mrs. Gallant's previous experiences as a Corrections trainer include an adjunct faculty position with Husson College, Bangor, Maine, in their criminal justice program, and certified instructor at the Maine Criminal Justice Academy instructing in basic corrections training, supervisory training and other specialty courses. Mrs. Gallant also chaired the Maine Criminal Justice Academy's *Correctional Training Advisory Committee*, which has responsibility for establishing annual statewide certification training requirements for Corrections Officers, and identification and resolution of correctional training needs and issues.

Education

M., *summa cum laude*, Public Administration, University of Maine at Orno, Maine, 2000.
B.S., *cum laude*, Criminal Justice, Westfield State College, Massachusetts, 1979.

Professional Affiliations

American Jail Association
Maine Jail Association

Professional Awards/Achievements

University of Maine – *Barrie E. Blunt Award*, 2000
Maine Criminal Justice Academy – *Executive Certificate*, 2000
National Institute of Corrections – *Executive Excellence*, 1999
Maine Sheriff's Association – *Manager of the Year*, 1995



KAREN ALBERT, M.A.

Senior Associate, Pulitzer/Bogard & Associates, LLC

Karen Albert has over 25 years of experience in juvenile and adult corrections administration and consulting. She has an extensive background in policy and procedure development, training, human resources, and facility transition and activation. She has also served as an ACA accreditation manager and standards compliance coordinator.

Ms. Albert calls on her extensive operational background to inform and shape her consulting work. She has worked on numerous assignments for P/BA, including those involving staffing analyses, operational programming, policy and procedure development, staff training, and transition/activation services for new facilities. Her assignments have included both adult and juvenile detention and corrections projects.

Prior to joining P/BA, Ms. Albert served as the Director of Administration in the Arlington County Sheriff's Office in Virginia. In that capacity she was responsible for management of all budgeting, human resources and technology functions within the agency. In a previous role as transition team leader, Ms. Albert managed the day-to-day implementation of the department's transition from a linear operation detention facility, operating at approximately three times its rated capacity, to a direct supervision facility designed for a single cell capacity of more than 500 inmates. Additionally, as training supervisor for the Sheriff's Office, Ms. Albert developed and managed a comprehensive training program for a staff of more than 300 sworn and civilian personnel. She worked in virtually every position within corrections, including line correctional officer, shift commander, classification counselor, training supervisor, work programs supervisor, and compliance manager.

The National Institute of Corrections Jail Center has selected Ms. Albert to provide direct supervision training for executive level staff, transition activation training, facility operational evaluations, and program planning and training sessions.

Her relevant projects include:

Jails/Local Corrections

- Western Virginia Regional Jail, VA ACA Mock Audit
- Lee County Jail Expansion Program, FL
- Oklahoma County Operations and Standards Assessment, OK
- New Orleans Parish Jail Replacement Program, LA
- Miami-Dade County Jails Master Plan, FL
- Palm Beach County Jails Needs Assessment/Facilities Expansion Program, FL
- Maricopa County Sheriff's Office Staffing Analysis Update, AZ
- Grayson County Jails Needs Assessment and Programming, TX
- Montgomery County Review of Agency Release Procedures, MD
- Jefferson County Jail Operations Assessment, AL
- Dona Ana Sheriff's Office and Jail Program, NM



- Suffolk County (Boston) Jails Operations Assessment for the Governor's Special Commission on the Suffolk County Sheriff's Department, MA
- Harris County Central Inmate Processing Center Needs Assessment and Programming, TX
- Jamesville Penitentiary Transition Planning, NY
- Carroll County Jail Replacement, NH
- Cheshire County Jail Feasibility Study, NH
- York County Jail Operational Program, ME
- Tulsa County Jail Performance Audit, OK
- Houston City Jail and Central Processing Center, TX
- Hampden County Holding Facility Study, MA
- Hillsborough County Pretrial Release Program and Feasibility Study, FL
- Onondaga County Transition Planning, NY
- Livingston County Jail Facility Evaluation, IL
- Glenwood Springs County Jail Program Evaluation, CO
- Rappahannock Regional Jail Intake Evaluation, VA

Education

LEAD VIRGINIA, VA 2009

Leadership Arlington, VA 2004

LEAD; Weldon Cooper Center for Public Service, University of Virginia, 2003

M.A., Marymount University, Human Resources Management, 1992.

Northern Virginia Criminal Justice Academy, *cum laude*, 1981.

B.S., East Carolina University, Social Work/Corrections, 1980.

Professional Affiliations

American Correctional Association

American Jail Association

National Sheriffs' Association

American Probation and Parole Association

Publications

- "Meeting the Challenge of Supervision," *American Jails Magazine*, American Jail Association, 1995.
- "Coping with a Changing Population," *Jail Operations Bulletin*, American Jail Association, 1994.
- "Why Not Direct Supervision?" co-authored with D. Bogard, *AJA Jail Operations Bulletin*, 1994.
- National Sheriffs' Association Supervisors' Correspondence Course - Labor relations, equal employment, and Fair Labor Standards Act, 1986.

Presentations



American Jail Association

- 2009 – "Unique Resources Come from Special Services to Jails"
- 1997 – "The Graying of Direct Supervision"

National Institute of Corrections

- Jail Administration (2009 Aurora, CO; 2008 Longmont, CO; 2007 Aurora, CO; 2006; Aurora, CO; 2005; Longmont, CO; X2; 2003, Bryan, TX; 2002, Jonesborough, TN; 2002, Canton, MI; 2001, Charlotte, NC; 2001, Phenix, AL; 2001, Charlotte, NC)
- Resource Management (2009 Indianapolis, IN; 2008 St. Augustine, FL; 2008, Farmington, UT; 2007, Helena, MT; 2006, Dodge City, KS; 2006, Columbia, SC; 2005, Bryan, TX; 2004, West Plains, MO; 2003, Terre Haute, IN; 2002, Johnston Co, IA; 2002, Anoka, MN; 2001, Forsyth County, GA)
- Jail as Part of County Government -2009 Thompsonville, MI
- Recruiting and Retaining Staff (2006, Indian Country Jail Administrators' Network, Longmont, CO)
- How to Open a New Institution – 2008, Bryan, TX
- Orientation to Direct Supervision (2001, Hillsborough County, FL; 2000, Collin County, TX; 2000, Arlington County, VA; 1998)
- Supervising in a Direct Supervision Jail (2007, Troy, NY; 2007, Longmont, CO; 2006, Dakota County, MN)
- Transition Planning – 1994 Onondaga County, NY
- Supervisory Skills – 1994 – Montgomery County, MD
- Inmate Behavior Management – 2006 – Longmont, CO

Virginia State Emergency Services Conference: - 1995 - "Successful Defusing Techniques"

American Association of Law Enforcement Training Conference: - 1994 - "Organizational Change: the Trainer's Role"



JUDITH L. REGINA-WHITELEY, R.N., M.S.

Senior Associate, Pulitzer/Bogard & Associates, LLC

Ms. Regina-Whiteley has over thirty five years of experience in the health care field. Over the last eighteen years, she has consulted and developed mental health program and suicide prevention management solutions for community mental health and correctional systems throughout the country. Her project experience encompasses strategic planning, cross-system (human services and criminal justice) planning and implementation, and data-driven program solutions. Ms. Regina-Whiteley has consultative experience working with standards of ACA, NCCHC, JCAHO, and Medicaid requirements.

Ms. Regina-Whiteley's extensive healthcare operational and management background to inform and shape her consulting work. She has both direct care and management experience in mental health and primary care services in both community organizations and corrections agencies. Bringing the unique perspective as a boundary spanner across health and criminal justice services, Ms. Regina-Whiteley was responsible for developing cross-system, matrix-managed mental and medical health services that serve the unique healthcare needs of adolescents and adults who are involved in the criminal justice system. She has held positions within psychiatric units and hospitals and has also worked for community mental health organizations deployed within police, courts, and correctional agencies. In these positions, Ms. Regina-Whiteley held positions as Mental Health Therapist, Forensic Program Director, Nursing Supervisor, Nursing Director, and Nurse Practitioner.

Ms. Regina-Whiteley began her association with Pulitzer/Bogard & Associates in 2005. During this time her experience has included:

Jails/Local Corrections

- Camden County Correctional Facility Lead Healthcare Contract Monitor, NJ
- Development of RFP for contractual healthcare services for Ocean County Jail, NJ
- Durham County Detention Facility Master Plan/Programming, NC
- Miami-Dade County Jails Master Plan, FL
- Palm Beach County Jails Needs Assessment/New facilities, FL
- Nassau County Correctional Center Master Plan, NY
- Harris County Central Inmate Processing Center Mental Health Needs Assessment and Programming, TX

Corrections/Prison Facilities

- California Department of Corrections and Rehabilitation Operational Capacity Planning Methodology
- State of Iowa Health Care Operational Programming for two new prisons in Iowa: Iowa Correctional Institute for Women and Iowa State Penitentiary
- Healthcare Transition/Activation Services for two new prisons in Iowa: Iowa Correctional Institute for Women and Iowa State Penitentiary
- Staffing Analysis/Planning for Iowa State Corrections Health Care Staff, IA



- State of Iowa Systemic Study: Capacity to Provide Treatment for the State Correctional System
- California Department of Corrections and Rehabilitation-Review of Federal Court Receiver's plans for five new medical/mental health facilities.

Ms. Regina-Whiteley's criminal justice healthcare consulting and clinical experience also includes:

- National Institute of Corrections, Technical Resource Provider. On-site technical assistance to numerous small, medium and large correctional facilities and their community-based mental health/medical services providers in determining service needs, service delivery, and appropriate contractual arrangements to meet the accreditation standards of both partners. Co-facilitator of regional and national workshops
- Maine Sheriff's Association's Mental Health Initiative. Developed and implemented multi-year, multifaceted project regarding persons with mental illness who come into contact with the criminal justice system.
- Mental Health Emergency Services and Medication Services Staffing Analyses, Fairfax-Falls Church Community Services Board
- Functional Programming, Crisis Care Program, Fairfax-Falls Church Community Services Board

Education

Master of Science *cum laude*, Primary Health Care Nursing, Simmons College, 1997
Bachelor of Science, Psychology, George Mason University, 1982
Associate of Applied Science *cum laude*, Nursing, Northern Virginia Community College, 1972.

Professional Associations

Academy of Correctional Health Professionals
American Correctional Association
American Correctional Health Services Association
American Jail Association
Maine Nurse Practitioner Association

Marie VanNostrand, Ph.D.



1767 Tanglewood Drive NE ♦ St. Petersburg, FL 33702 ♦ (727) 525-8955 ♦ results@luminosity-solutions.com

Executive Summary

Marie VanNostrand, Ph.D., is a Justice Project Manager with Luminosity, Inc., a nationally recognized criminal justice consulting firm specializing in the pretrial stage of the justice system. Dr. VanNostrand is an award-winning nationally distinguished expert in alternatives to detention, criminal case processing, pretrial risk assessment, and jail population management. Marie is the pioneer of multi-jurisdictional pretrial risk assessment, the field of Pretrial Services Legal and Evidence-Based Practices, and a leader in pretrial justice. She has extensive experience conducting criminal justice related research, justice system assessments, jail population analysis, and reducing unnecessary detention and jail crowding through system re-engineering initiatives. Dr. VanNostrand earned her Bachelor of Science degree in Criminal Justice from Syracuse University, two Masters Degrees in Public Administration and Urban Studies, and a Ph.D. in Public Policy from Old Dominion University.

Core Competency

- ♦ Research Methods and Statistics
- ♦ Justice System Assessment
- ♦ Jail Population Analysis and Forecasting
- ♦ System Re-engineering Implementation
- ♦ Reducing Unnecessary Detention
- ♦ Stakeholder Facilitation
- ♦ Strategic Planning
- ♦ Business Process Re-engineering
- ♦ Professional Presentations
- ♦ Training

Select Professional Experience

JAIL POPULATION FORECASTS

Dr. VanNostrand is an experienced researcher with extensive experience in jail population forecasting. Dr. VanNostrand utilizes the sophisticated statistical technique known as the Box and Jenkins' Autoregressive Integrated Moving Averages (ARIMA) approach to generate forecast models. ARIMA approaches are designed to estimate, diagnose and control for autoregression problems. ARIMA examines the past behaviors of a given trend and allows the researcher to account for seasonal and other fluctuations in the data as well as smooth out random fluctuations. Finally, this technique allows the researcher to account for the factors that are impacting the population (increasing or suppressing growth) by utilizing lead indicators and ensure the most accurate population forecasts.

JUSTICE SYSTEM ASSESSMENT

Dr. VanNostrand has recently led successful justice system assessments in communities in Florida, Illinois, Maine, Michigan, New Jersey, Ohio, Virginia, and Wisconsin. The comprehensive system assessments involved using quantitative and qualitative methods to examine local criminal justice systems and how their policies and practices affect the jail population.

—Marie VanNostrand, Ph.D.

A thorough assessment of policies and practices including law enforcement, jail operations, prosecution, defense bar, judiciary, pretrial services, and community corrections alternatives, as well as the way these components interact, was conducted. The assessment results were used to identify areas of opportunity to increase system efficiency and effectiveness and reduce jail crowding while maintaining public safety and the integrity of the judicial process.

UNNECESSARY DETENTION AND JAIL CROWDING REDUCTION

Dr. VanNostrand and the Luminosity team have a successful track record of creating partnerships with local justice systems to implement justice system assessment recommendations. Most notably, Luminosity partnered with Camden County, NJ to reduce their average daily jail population by 21% in 18 months - resulting in cost avoidance and savings of 9.6 million dollars annually. Luminosity also partnered with Summit County, OH which led to a reduction in the jail population of 13% in 12 months. The population reduction has been maintained post-implementation for 5 years and remains today. The jail crowding reduction project, including Dr. VanNostrand's critical role, was detailed in the American Jails Association Magazine in 2008 in an article written by Chief Steve Finical of the Summit County Sheriff's Office. Luminosity has partnered with counties across the United States, most notably in New Jersey, Ohio, and Michigan, to achieve responsible population reduction for jails ranging in population from 50 to 2,000.

ALTERNATIVES TO DETENTION

Dr. VanNostrand is a nationally recognized subject matter expert in alternatives to detention with an emphasis on pretrial alternatives to detention. The Luminosity team, led by Dr. VanNostrand, recently completed the largest study of pretrial alternatives to detention and pretrial risk assessment in U.S. history. Luminosity assessed the efficacy of the federal alternatives to detention program through a contract awarded by the Department of Justice – Office of Federal Detention Trustee in partnership with the Administrative Office of the U.S. Courts. Dr. VanNostrand serves as a distinguished member of the U.S. Courts Evidence-Based Practices Advisory Committee. She has worked with nearly 100 communities in 22 states to implement new or re-engineer existing alternative to detention programs including pretrial services, probation, and specialty courts. She provides education and training to local, state, and federal judicial officers and justice system stakeholders in the areas of legal and evidence-based practices, pretrial justice, and reducing unnecessary detention.

Employment History

LUMINOSITY, INC. – ST. PETERSBURG, FL

Justice Project Manager/ Sr. Justice Consultant, 2003 to Present

GLOBAL COMPUTER ASSOCIATES – FAIRFIELD, NJ

Justice Project Manager, 2000 to 2002

VIRGINIA DEPARTMENT OF CRIMINAL JUSTICE SERVICES – RICHMOND, VA

Sr. Program Analyst, 1996 – 2000

HAMPTON/NEWPORT NEWS CRIMINAL JUSTICE AGENCY – HAMPTON, VA

Pretrial Services Deputy Director, 1993 - 1996

VIRGINIA DEPARTMENT OF CORRECTIONS – NEWPORT NEWS, VA

Probation and Parole Officer, 1991 - 1993

Marie VanNostrand, Ph.D.

Education

PH.D., URBAN SERVICES- PUBLIC POLICY
Old Dominion University, Virginia
Concentration: Research Methods and Statistics

M.P.A., PUBLIC ADMINISTRATION
Old Dominion University, Virginia
Concentration: Justice Administration

M.U.S., URBAN STUDIES
Old Dominion University, Virginia
Concentration: Research Methods

B.S., CRIMINAL JUSTICE
Syracuse University, New York

Presentations

Dr. VanNostrand has presented her work on reducing unnecessary detention, justice system assessments, and pretrial justice at dozens of state, national, and international conferences. Marie has presented at the following conferences:

- ◆ U.S. Dept. of Justice - Bureau of Justice Statistics
- ◆ U.S. Courts Pretrial and Sentencing Institute
- ◆ Administrative Office of the U.S. Courts
- ◆ American Correctional Association
- ◆ International Community Corrections Association
- ◆ American Probation and Parole Association
- ◆ Federal Probation and Pretrial Services Association
- ◆ American Society of Criminology
- ◆ National Association of Pretrial Services Agencies
- ◆ National Symposium on Pretrial Justice

Select Publications

Marie VanNostrand, and Kenneth J. Rose, *The State of the Science of Pretrial Release Recommendations and Supervision*, Washington, DC: Pretrial Justice Institute and the Bureau of Justice Assistance, 2011.

Marie VanNostrand, "Alternatives to Pretrial Detention," *Federal Probation*, Volume 74, Number 3, December 2010.

Marie VanNostrand, and Gena Keebler, *Pretrial Risk Assessment in the Federal Court, For the Purpose of Expanding the Use of Alternatives to Detention*, Washington, D.C.: report prepared for the U.S. Department of Justice, Office of the Federal Detention Trustee, 2009.

Marie VanNostrand, and Kenneth J. Rose, *Pretrial Risk Assessment in Virginia: The Virginia Pretrial Risk Assessment Instrument*, Richmond, VA: Department of Criminal Justice Services, 2009.

Marie VanNostrand, *Legal and Evidence-based Practices: Application of Legal Principles, Laws, and Research to the Field of Pretrial Services*, Washington, D.C.: National Institute of Corrections and Crime and Justice Institute, 2007.

Marie VanNostrand, and Gena Keebler, "Our Journey Toward Pretrial Justice," *Federal Probation*, 71, No. 2, September 2007.

Marie VanNostrand, *Assessing Risk Among Pretrial Defendants in Virginia: The Virginia Pretrial Risk Assessment Instrument*, Richmond, VA: Department of Criminal Justice Services, 2003.



P/BA Jail Projects

Ocean County Jail Health Services Request for Proposals, NJ 2011

P/BA was retained by the County Administrator to develop a request for proposals for a new jail healthcare contract. With the impending expiration of the current contract, and a new jail opening shortly, the County required P/BA to develop the RFP in less than 30 days and to provide technical support during the proposal submission and evaluation phases.

City of Houston Jails Inspections, TX 2009-2011

David Bogard of P/BA was jointly selected by the City of Houston Attorney's Office and Plaintiffs' counsel to provide inspection services at the City's two, short term jail facilities that are operated by the Houston Police Department. Pursuant to a long-standing Federal Court consent decree, quarterly inspections are conducted covering a wide range of institutional services and care, including security, environmental conditions, food service and healthcare. Reports are submitted to the City and to Plaintiffs' counsel.

Camden County Jail Detention Alternatives Study, NJ 2010

Camden County, faced with long-standing jail crowding, imminent budget pressures and litigation pressures sought P/BA's assistance in identifying and analyzing a range of policy options. We reviewed alternatives including construction of a replacement jail facility via design/build or traditional design/bid/construct; privatization of existing operations; options to reduce healthcare costs; potential collective bargaining strategies/goals; and a range of others designed to reduce costs while maintain services.

Bernalillo County Metropolitan Detention Center Settlement Agreement Compliance Assessment, NM 2010

P/BA, along with Michele Deitch, was retained by the Bernalillo County Attorney to perform an assessment of the Metropolitan Detention Center's levels of compliance with a Federal Court Settlement Agreement. We evaluated compliance with thirteen areas of operations at this 2,600 inmate jail via review of policies and procedures, extensive records reviews, staff interviews, inmate interviews and observation of operations. The assessment also included a review of hiring and training practices.

Tangipahoa Parish Jail Feasibility Study, LA 2009-11

P/BA was retained by the Sheriff's Office in Tangipahoa Parish, LA to assess the current Parish Jail and prepare recommendations for expansion or replacement of the facility. As part of the needs assessment process, we analyzed the inmate population characteristics and worked with the key players in the criminal justice system to identify



opportunities to reduce or control population growth and limit the extent of construction. The work ultimately resulted in a master plan for a replacement Parish Jail.

Oklahoma County, OK Jails Master Plan, 2009-10

P/BA, working with a team of architects, served as corrections planners for a preliminary master plan for the Oklahoma County Detention Center in Oklahoma City. With 2,200 inmates in a facility originally designed for 1,200, the County was facing litigation, staffing shortages, and a variety of crowding-driven challenges with respect to its jail population. In addition to developing a macro-space program for a renovation and addition to the current facility or for a replacement jail, we prepared a staffing analysis to help compare the cost and personnel consequences of the options, and we prepared an analysis of the jail's status relative to the proposed PREA standards.

Camden County Jail Healthcare Contract Monitoring, NJ 2009-2011

Based on our extensive correctional healthcare experience, Camden County first retained P/BA in 2009 to serve as its jail healthcare contract monitoring consultant. Through regularly scheduled on-site visits to the facility with 1300-1700, during which we review records, interview staff and inmates and observe operations, combined with offsite review of billing and utilization management reports, we are charged with serving as the County's eyes and ears to help ensure that the healthcare is provided pursuant to the private provider's contract and consistent with NCCHC standards.

Lee County Jail Expansion Master Plan, FL 2009

P/BA served as programming consultants to Liebert & Associates for a major expansion of the Lee County Jail system. This work included programming of a 1000 bed expansion, as well as new intake and release areas and related program and support functions.

Camden County Jail Population Management Study, NJ 2009

P/BA worked with Camden County officials and class action plaintiffs' counsel, as part of a settlement in a Federal Court case involving crowding at the Camden County Correctional Facility, to identify mechanisms that will potentially result in lessening crowding or helping to control jail population growth. Employing extensive data analysis, interviews of court, law enforcement and corrections officials, and on-site observations of judicial and booking processes, we developed 22 practical, achievable recommendations for improved processes or new programs that will help alleviate or control jail crowding. This work was performed with Luminosity, Inc.

Massachusetts Pre-Arrestment Study and Master Plan, 2008-09

P/BA worked on a statewide pre-arrestment planning study in Massachusetts. Funded by the Legislature as part of a larger statewide corrections master plan, we are reviewing current pre-arrestment practices throughout the Commonwealth and developing new



business practices to reflect model holding and initial court proceeding processes. The goal is for counties to apply to the state for funding of model holding/arraignment processes and facilities to support those operations.

Miami-Dade County Jails Master Plan, FL 2008

Miami-Dade County, with some 6,900 inmates, was faced with systemwide crowding and outmoded and inefficient physical plants at three of its five facilities. P/BA, as part of a three firm collaboration, developed a master plan for the county's jails. P/BA's portion of this substantial work effort included an operational inventory of the five jails, participation in the development of alternative master plan scenarios, staffing planning/evaluation, master planning for the selected solution, and operational and architectural programming for the first major facility to be developed- a 2000 bed facility and Central Support Service Building to be located on Krome Avenue in SW Miami-Dade County. The infrastructure and support services are planned and programmed to accommodate up to 4000 inmates, with an estimated construction cost of \$446 million.

Orleans Parish Jails Rebuilding Program, LA 2008-2009

With funding provided by FEMA, P/BA served as the programming consultant to a team of architects and engineers from New Orleans and Baton Rouge to assist in the first phase of reconstructing and restoring the Orleans Parish jail system that was largely destroyed during Hurricane Katrina. Our first phase of work included programming of a new 117,000 square foot building that includes a new centralized cook-chill food service operation; central warehouse and quartermaster; central laundry; and, central energy plant. In addition, a new elevated secure circulation system to link the various existing structures is being planned. We also developed a preliminary program for a new centralized Intake Center and up to 2000 new beds, with new support and program services.

Palm Beach County Jail Expansion Programming, FL 2008-2009

P/BA developed detailed operational and architectural programming for Palm Beach County, Florida's three jails under a \$270 million capital improvement and expansion program to support an inmate population projected to grow to 5,300 in ten years as well as new satellite court operations in two locations and a new central video visitation facility. This work was the second phase of the effort we began in 2006, when the County retained our firm to develop a comprehensive needs assessment for its correctional system. We also developed staffing plans for all three facilities and providing schematic design and design development review services. The first of the three facilities, the 1450 bed West County Detention Facility, is now operational.

Durham County Jail Master Plan, NC 2008



Faced with a rapidly growing jail population, Durham County, NC retained P/BA to provide master planning and programming for phased additions to the high rise direct supervision jail in downtown Durham. This effort, performed in conjunction with O'Brien Atkins Architects, was a follow-up to a needs assessment the two firms prepared in 2007, which included the development of population forecasts, identification of population management opportunities, and proposed bed distribution needs by classification. The County Commissioners responded positively to the study, with its balanced approach to building and utilization of detention alternatives, and authorized the planning team to develop the master plan for expansion of the downtown facility. P/BA provided master planning and operational/architectural programming for a 696 bed addition.

Camden County Correctional Facility Staffing Plan, NJ 2008

Faced with a very crowded jail and litigation, Camden County retained P/BA to develop a staffing plan to form part of the County's response to the litigation. The study also included a number of related issues for the 1,700 inmate facility, including use of overtime, scheduling, leave usage, calculation of Net Annual Work Hours, and direct supervision management practices. The results of this study were used to help the County develop budget proposals, and staff positions for the jail were increased as a result.

Camden County Correctional Facility Capacity Analysis, NJ 2008

In the context of litigation surrounding jail crowding, P/BA was retained by the County to assess the rated capacity of the jail. In arriving at recommendations concerning operational capacity, P/BA looked at a variety of factors in assessing the mega-jail's capacity, including physical plant, programming, classification, out-of-cell requirements, staffing, as well as data concerning staff and inmate safety.

Palm Beach County Correctional System Needs Assessment, FL 2006-08

P/BA completed a comprehensive needs assessment for Palm Beach County, Florida's correctional system. The analysis included a detailed study of the systemic factors affecting jail population growth including inmate forecasts as well as an assessment of the physical plants and operations of the three existing jail facilities operated by the Sheriff's Office. We worked with Spillis Candela DMJM Architects on this effort.

Multnomah County Jails Staffing Plan and Post Coverage Study, OR 2007

P/BA was retained to prepare a post factor study and staffing plan for the jails operated by the Multnomah County, Oregon Sheriff's Office. The team developed post coverage recommendations for the two operational jails-- the Multnomah County Detention Center (643 beds) and the Inverness Jail (1019 beds)—while also reviewing coverage requirements for three operational units—court services, transportation and classification. The study also included a number of related issues for the system,



including use of overtime, scheduling, leave usage, calculation of Net Annual Work Hours, and direct supervision management practices. In addition, the work included proposing a staff coverage plan for a third facility—the Wapato jail—that is completed but not yet activated due to budget concerns. P/BA collaborated with Liebert & Associates on this effort.

Durham County Jail Expansion Needs Assessment, NC 2007

Faced with a rapidly growing jail population, Durham County retained P/BA to perform a needs assessment to determine future bed needs. Services included, population forecasts, identification of population management opportunities, and bed needs by classification. The scope also included an operational and physical analysis of the existing booking/intake area, with recommendations to enhance its efficiency and utility short term and long term. We worked with O'Brien Atkins Architects on this effort.

Grafton County Jail Replacement Program, NH 2007-09

P/BA was selected, along with SMRT Architects, to be part of the team tasked with planning a new jail and Sheriff's headquarters for Grafton County, New Hampshire. The current detention facility, parts of which date back to the 1800's, has far outlived its useful life and the plan calls for a new complex to be constructed on an adjacent site and attached to the existing courthouse. We are developing the operational and architectural program and staffing plan for the jail and Sheriff's headquarters and providing design review assistance.

Los Angeles Men's Central Jail Rutherford Panel, CA 2006-07

P/BA's principals served as members of a nine member Federal Court ordered panel charged with reducing crowding and reforming operations of the Men's Central Jail in Los Angeles. This facility, housing more than 5,000 inmates, is the largest single jail structure in the United States and has been under court order for more than 25 years. P/BA staff developed a series of recommendations designed to enhance safety and control at this facility, and the Panel was ordered by the Federal judge to evaluate, negotiate, and oversee implementation of the recommendations. The Panel's scope includes monitoring the progress of enhancements to operations, examining operational mechanisms to mitigate crowding via increased out of cell activities and various safety and security recommendations, and exploring long-term population management and facility renovation/replacement options.

Maricopa County Sheriff's Office Jails and Administrative Units Staffing Analysis, AZ 2006-07

In 2003, P/BA teamed with Liebert & Associates to prepare a staffing plan for the County's jails pursuant to a major facilities expansion program. Three years later, the Office of Management and Budget and the Sheriff's Office invited the team to return to update the plan and address certain administrative functions that were not previously



studied. The work includes staffing of two new 2000+ bed jails, a new intake center (125,000 annual admissions), a central support complex including food services, laundry and other ancillary functions supporting a system with more than 9,000 inmates, and several central office administrative and operational support divisions.

Nassau County Correctional Center Master Plan, NY 2006-07

P/BA was hired to serve as operations planners and programmers for a needs assessment and master plan for the jail system in Nassau County, NY. This effort includes population forecasts, operational inventory, architectural and operational programming for 464 new beds, staffing analysis, and evaluation of existing structures for possible conversion from linear design to direct supervision management. We are working with STV Architects on this effort.

Grayson County Correctional System Needs Assessment/programming, TX 2005-07

Grayson County, TX, a suburban county just north of Dallas, retained P/BA to develop a comprehensive needs assessment for the County's correctional system. P/BA worked closely with a 52 member Advisory Committee, comprised of representatives of Commissioners Court, the Sheriffs Office, and criminal justice system stakeholders and policy makers, and the broader community in advising on final decisions regarding the conclusions and recommendations that emerged from the study. As a result the recommended plan has balanced the need for expanded bed capacity, with effective strategies for managing the adult offender population through a series of initiatives including improved criminal justice and judicial practices as well as alternatives to incarceration for low-level and first time offenders. After completing a comprehensive needs assessment for the Grayson County, TX correctional system in early 2006, we completed the detailed operational and architectural programming, staffing plan and capital planning for a new detention facility to house up to 1,000 inmates.

Harris County Inmate Processing Center Needs Assessment/Programming, TX 2003-07

P/BA was selected to be criminal justice planners and programmers for a new Inmate Processing Facility for Harris County (Houston), Texas. Services included population forecasts, preliminary programming, conceptual design, operational programming, architectural programming and staffing analysis. This facility will serve as the primary booking and receiving center for the Houston Police Department, Harris County Sheriff's Department and other law enforcement agencies within the County. The center was planned to accommodate upwards of 260,000 annual admissions. The plan offered the opportunity to save both jurisdictions considerable money due to the consolidation of facilities and operations under one entity. The initial program was updated in 2007 to include some 2500 general population beds and associated support space, a centralized medical and mental health care clinic to serve the entire system, and medical and mental health specialized housing, as well as staffing plans for the entire facility.



Project Management/Transition Services for the Two Bridges Regional Jail, ME 2004-2006

After preparing needs assessments for new jails for each county, we successfully brought the two counties together into a joint planning effort for a multicounty facility – one of the first regional jails in New England and Maine's first. P/BA was retained by the Regional Jail Authority to oversee and assist the staff of the planned facility in the critical process of transition and activation. To this end, we helped select key management staff, developed human resources and administrative policies and procedures, and drafted the first year's operating budget. We also providing technical assistance and guidance to transition team members, including the development of a master transition schedule, training for the transition team, a training and hiring plan, and review of operational policies and procedures developed in preparation for the facility's opening.

The project was delivered through a construction manager at risk process and the Regional Jail Authority received a Guaranteed Maximum Price in April 2005 that came in within budget. The 120-bed direct supervision jail opened in December 2006, on time and under budget.

Alachua County Jail Cultural Assessment, FL 2005

The Board of Commissioners in Alachua County, Florida retained P/BA to develop a cultural assessment of the County jail. P/BA team members interviewed hundreds of staff and inmates as part of the fieldwork component of this project. We also participated in a community work session designed to afford members of the public who have interfaced with the jail an opportunity to share their experiences. This five month effort culminated with the issuance of an assessment report that described the formal and informal cultures that are in place within the jail, and included recommendations addressing numerous aspects of the jail's culture that are in need of enhancement.

Rutherford County Work Center, TN 2004

P/BA was retained by the Rutherford County, TN Public Building Authority to prepare a comprehensive needs assessment, operational and architectural programs, staffing plan and operating costs for a new 256-bed Correctional Work Center and infrastructure to support projected bed needs of 404 offenders through the year 2025. The program recommendations included a new minimum security 60-bed Community Sanctions Center for offenders nearing completion of their sentence. In addition, space would be provided for alternative programs (e.g., day reporting and electronic/home monitoring). Approximately 40 offenders, on average, would be participating in a range of alternative non-facility based programs. LG Architects and Engineers supported our team with conceptual design and capital cost estimating services.

Essex County Pre-Arrestment Regional Holding Facility Study, MA 2004



Since the mid 1980's, law enforcement officials in Essex County (north of Boston) have discussed the need for a pre-arraignment regional holding facility. Over time the project evolved from being a temporary "lock-up" for a few communities to being a regional support facility that will enhance public safety for the entire region including 34 towns, the Essex County Sheriff's Department (ECSD) and the District Courts the State Police and the Sheriff's Office. The study performed by P/BA in association with Equus Design, documents and analyzes the results of a survey and data collection effort that included historical data, system flow, and operating expenditures for processing all new arrests within the County. Based on this data, future holding needs were projected through the year 2020 and a new centralized processing facility to be operated by the ECSD were recommended to be built adjacent to the existing Essex County Correctional Facility in Middleton. To achieve this goal, the existing 31 lock-ups in the County will be closed and a multi-party inter-governmental compact agreement will be created between the towns, local police departments and the State with the ECSD to operate the new facility.

Suffolk County Correctional System Needs Assessment, NY 2003-04

P/BA completed a correctional system needs assessment for Suffolk County, NY. Our work entailed evaluating the two existing jail facilities (collectively housing 1500 inmates), assessing current criminal justice system practices, and recommending future housing and programmatic needs consistent with the inmate profile and population forecasts. Subsequent to our presentation of the report to the County Legislature, the County has approved moving forward with our recommendations to proceed on a dual track with a phased approach to our capital plan recommendations to expend more than \$200 million on new construction, expansion and renovations for its jail system while examining increased opportunities for alternatives to incarceration.

Washington DC Detention Facility Capacity Study, DC 2004

We were retained by the DC Department of Corrections to assess the rated capacity of the DC Detention facility. After the federal judge lifted a 20- year long population cap, the population began to increase significantly. Recent population increases prompted the City Council and the mayor to agree that a study of the appropriate capacity was necessary. In arriving at recommendations concerning operational capacity, P/BA looked at a variety of factors in assessing the mega-jail's capacity, including physical plant, programming, classification, out-of-cell requirements, staffing, as well as data concerning staff and inmate safety

Merrimack County Jail and House of Corrections, NH 2003-04

P/BA provided operational planning and design review services as part of a design/build project to replace the County's existing facility in Boscaawen, New Hampshire. The new 236 bed direct-supervision facility was designed to fit an extremely tight construction budget without compromising operational criteria. P/BA worked as part of a team



comprised of Equus Design, SMRT Architects and Granger Northern that was selected for the project after a national competition. This project was accepted for inclusion in the AIA's Committee on Architecture for Justice Knowledge Community (CAJ) Justice Facility Review 2004-2005.

Maricopa County Sheriff's Office Custody Bureau Staffing Analysis 2003

P/BA was retained to prepare staffing analyses for the 8,000+ bed County Sheriff's Custody Bureau. This effort was part of a Countywide adult/juvenile corrections staffing/budgetary assessment required to help identify how operations of several new facilities will be funded within the limits of a temporary taxing initiative passed by the voters. The adult system plan includes two new 2000+ bed facilities, a new intake center and a new central food factory, laundry and distribution center. The plans also encompass four existing facilities, transportation division, programs division, and all other support functions for the jails. This work was performed in collaboration with Liebert & Associates of Boulder, Colorado.

U.S. Immigration and Naturalization Service Capacity and Staffing Analysis, 2002-2003

P/BA assisted the Immigration and Naturalization Service in an effort to measure the capacity and determine optimal staffing plans for its nine government operated Service Processing Centers. We developed a comprehensive methodology to assess capacity and participating in both field assessments and coordination of capacity findings for all facilities. Our work also included developing staffing analyses for the Service processing centers including development of methodologies and preparation of analyses for two facilities within this study. P/BA performed this work in conjunction with the Louis Berger Group.

Governor's Special Commission on the Suffolk County Sheriff's Department, Boston, MA 2002

P/BA was retained as corrections consultant to the Governor's Special Commission, charged with reviewing the operations of the Suffolk County Sheriff's Department jails in Boston, Massachusetts. The report, released by the Commission in October 2002, reviewed myriad management issues surrounding highly publicized and serious incidents of sexual misconduct and excessive force at the two facilities, contained more than 75 recommendations to improve the operations and management of the Department.

Hampshire County Jail/House of Corrections Master Plan, Northampton, MA, 2002

P/BA provided comprehensive planning assistance to help the county expand and renovate its existing 248 bed jail to meet long-term correctional needs and comply with American Correctional Association standards. P/BA's work included assessing existing



programmatic infrastructure conditions to determine the capability to support additional beds, analyzing existing intermittent and podular remote supervision units for renovation to direct supervision, and architectural and operational programming for a master-planned 392 bed facility. P/BA also provided conceptual design review services in support of Icon Architects.

Waldo County Detention, Sheriff's Office and County Government Master Plan, Belfast, Maine 2002-03

P/BA completed a government space master plan that included a needs assessment to determine Waldo County's future functional needs with an emphasis on corrections and the sheriff's department. The analysis included evaluating the county's criminal justice system to determine whether there were systemic policies or practices driving the need for additional jail beds and whether modifications to such policies/practices could result in a decreased bed needs. The first task in this effort was helping the county establish a Criminal Justice Coordinating Council to oversee implementation of the non-facility recommendations. Services included a functional and physical plant evaluation of all county government buildings; defining both long and short-term space needs; conducting a site selection process for a new County Government Center; developing an operational and architectural program for a new jail and sheriff's department; establishing priorities for phased implementation; developing a pre-schematic design in association with SMRT Architects; developing capital and operating costs; and, preparing materials necessary for a bond referendum.

Pueblo of Laguna Integrated Justice Facility, Pueblo of Laguna, New Mexico, 2002

P/BA, in association with DCSW Architects, was retained by the Tribal Council to develop a detailed operational and architectural program for a new facility to house the Pueblo of Laguna's criminal justice functions in a single integrated facility. The new 52,000 square feet justice center will include an adult detention component, a juvenile detention component, a Wellness Healing adult substance abuse treatment component, new courtrooms and judicial ancillary spaces, the prosecutor's offices and the Tribal Police headquarters.

DC Department of Corrections Strategic Planning Assistance, 2002

The National Institute of Corrections Jail Center retained P/BA staff to provide technical assistance to the DC Department of Corrections with respect to the development of a three-year strategic plan. The intent of the assignment was to assist the agency in its efforts to transition from a unified jail/prison system to a local jail operation. Under the terms of the 1997 National Capital Revitalization and Self-Government Improvement Act, as of January 1, 2002 the agency no longer has responsibility for sentenced felons who will heretofore be confined in facilities under the jurisdiction of the Federal Bureau of Prisons. P/BA staff identified the major issues facing the agency over the next three years and provided a preliminary outline of the steps necessary to address those issues.

Lincoln-Sagadahoc Regional Jail Planning, Maine 2002



The counties of Lincoln and Sagadahoc jointly retained P/BA to provide planning services relative to a potential regional jail approach for these two small Maine jurisdictions. Services included providing an analysis of the relative costs and operational/programmatic benefits associated with each county building and operating its own jail versus those required for a shared facility. After the two counties determined that they would pursue a regional jail, a conceptual design was prepared and a briefing manual to assist the counties in the public referendum process. This work was performed in association with SMRT Architects.

Sagadahoc County Detention Needs Assessment, Bath, Maine 2002

P/BA assisted Sagadahoc County, Maine with the development of a needs assessment for future detention needs. Services included evaluating the county's criminal justice system to determine whether there are systemic policies or practices that are driving the need for additional jail beds and whether modifications to such policies/practices could result in a decreased bed need.

Carroll County Jail Needs Assessment and Planning, Ossipee, NH, 2001-02

P/BA provided comprehensive planning assistance to help the county replace its antiquated and crowded jail with a new facility that will meet long-term correctional needs and comply with American Correctional Association standards. P/BA's work on behalf of this rural New England County first consisted of developing a criminal justice system needs assessment. Once the County Commissioners decided on the appropriate size for the new jail, working as part of a team comprised of Equus Design, SMRT Architects and Granger Northern, P/BA provided programming, operations planning, and design review services for a new 70 bed facility.

Lincoln County Jail Needs Assessment, Wiscasset, Maine 2001

P/BA assisted Lincoln County, Maine with the development of a needs assessment for a potential jail expansion. In addition to assessing the existing crowded jail, the services included evaluating the county's criminal justice system to determine whether there are systemic policies or practices that are driving the need for additional jail beds and whether modifications to such policies/practices could result in a decreased bed need. This work was performed in association with SMRT Architects.

Onondaga County Justice Center Security Systems Evaluation, Syracuse, NY, 2001

P/BA was retained by to evaluate the County's 612-bed jail's electronic security systems after six years of operations. The evaluation addressed both short-term and long-term strategies for maintaining and upgrading the systems, including the touchscreen system, access control, door controls, communications and CCTV. To facilitate budget discussions between the Sheriff's Office and the County's Division of Management and Budget, we identified three levels of recommendations to improve systems performance



and minimize facility disruption. We were supported in this effort by Buford Goff & Associates, Inc.

Santa Clara County Department of Correction Evaluation of Women's Programs, California, 2001

The National Institute of Corrections retained P/BA staff to provide technical assistance and to conduct an assessment of programs for female offenders at the Santa Clara Department of Correction's Correctional Center for Women. This evaluation focused on four primary areas of inquiry: (1) Are the programs being offered to female inmates gender responsive? (2) Is the DOC providing equal access to appropriate programs for female inmates? (3) Is the DOC evaluating its programs for female inmates in a manner appropriate to reveal whether the programs are successful and appropriate to the needs of the inmate population? (4) Are there structural issues that could be addressed to allow the DOC to enhance its efforts to provide effective programming for female inmates? The assessment included both in-custody as well as after-care programs serving more than 500 women, drawing on the latest research pertaining to the operation of successful programs for female offenders. Numerous recommendations were offered to enhance the agency's programming efforts in such areas as substance abuse treatment, vocational programming, and mother-infant programs.

Wyatt Detention Facility Expansion Program, Central Falls, Rhode Island, 2001-06

P/BA was retained by the quasi public agency Central Falls Detention Facility Corporation to develop a cost-benefit analysis to determine the most cost effective expansion approach for the Donald W. Wyatt Detention Facility. The scope of work included an analysis of operating and capital implications of three alternate expansion scenarios and then programming, operating cost development, facility planning and schematic design for the selected increment. Services also included multiple staffing analyses, including a final version completed just before opening at the request of the client. This work was performed in association with the Berger Group and SMRT Architects. The expansion program was completed in late 2006.

Wyatt Detention Facility Market Needs Assessment, Central Falls, Rhode Island, 2001

P/BA was retained by the quasi public agency Central Falls Detention Facility Corporation to develop a market needs assessment to determine the feasibility of expanding the Donald W. Wyatt Detention Facility in Central Falls, RI. The scope of work included surveying U.S. Marshal Service offices throughout New England, New York, and New Jersey to gauge their future bed needs, as well as identifying other facilities that may be in a position to provide contract beds in the future. The final report identified a range of additional beds that could potentially be supported by the needs. This work was performed in association with the Berger Group.

Hampden County Pre-Arrestment Holding Study, Springfield, Massachusetts, 2000

P/BA, in association with Icon Architecture, conducted a countywide planning study to determine the most effective manner for law enforcement and the judicial system to manage the booking, processing, detention and arraignment of newly arrested criminal



defendants in this large and diversified county in central Massachusetts. Hampden County has 24 local lockups and pre-arraignment holding facilities. This study, which was developed for the state's DCAM office, included compiling all relevant and applicable state and national standards, and then evaluating each of the facilities' physical plants and operational practices against these standards. We developed and evaluated three options for addressing pre-arraignment holding in the County, which included centralized, regional and local holding options. Significant to this effort was the development of a centralized processing center whereby an "open booking" approach is utilized to temporarily hold the majority of the arrestee population in an open waiting setting. This latter option, which was favored by the state, would ultimately reduce the need for costly cells and staff used solely for observation of arrestees in holding cells. This work was performed in association with Icon Architecture.

Bernalillo County Metropolitan Detention Center Program Management, New Mexico, 2000

P/BA was retained to perform the planning, programming and design review phases of a new 2,200 bed direct supervision detention facility for Bernalillo County. The state-of-the-art design incorporated security and technological innovations, as well innovative treatment programs. The regional jail design is located on a 150-acre self-contained campus, with a medical treatment suite, detoxification center, substance abuse unit, booking/intake center, as well as maximum, medium and minimum security inmate housing areas, all organized around the principles of direct supervision. The kitchen, utilities, support facilities, site and infrastructure were designed for future expansion up to 5,000 beds. The housing clusters were designed in a modular format, with interchangeable dimensions and structures for cell or dormitory housing. The technological innovations included video visitation, a video arraignment courtroom, touch screen control technology, and distance learning classrooms.

York County Jail Planning, Maine, 2000

P/BA's work on this project included operational and architectural programming, and design review/assistance for a new 250 bed jail facility, including a new pre-release center and offices and related facilities for the entire sheriff's department. The facility will be a direct supervision management design, and will meet both Maine State Jail Standards as well as those of the American Correctional Association. This work was performed in association with SMRT Architects.

Berkshire County Jail and House of Correction Design Review, Massachusetts, 2000

P/BA provided design review and operational technical assistance to a design-build team for this new 500 bed direct supervision facility located in western Massachusetts. The new facility will replace an 1800's era jail, one of the oldest operating facilities of its type in the United States. The facility, operated by the Berkshire County Sheriff's Department, will include a work release component as well as a jail industries program. This work was performed in association with the Equus Design.

Cheshire County Jail Feasibility Study, New Hampshire, 1999

This needs assessment was commissioned by the County Board of Supervisors as an integral first step to determining whether the County's jail needed to be expanded. The



project included an architectural and operational evaluation of the existing jail, a civil engineering review of wastewater and potable water requirements, a review of all existing alternatives to incarceration and criminal case processing, development of an architectural program and capital cost estimates for an expanded facility, and recommendations for improved justice system operations. Population forecasts and profiles were developed by the Institute on Crime, Justice & Corrections...

Houston City Jail and Central Processing Center Planning, Texas, 1999

P/BA was retained to perform a needs assessment and facility program for a new central processing facility for the Houston Police Department. This facility was planned to serve as the primary booking, holding and short-term detention center for all arrestees within the City of Houston — more than 100,000 annual bookings. P/BA first prepared population forecasts and detention scenarios, and then developed operational and architectural programs and a staffing plan for the new facility. The processing and booking components of the facility were planned around an open booking model which was to be the largest such center in the United States; the short term housing areas were planned to be operated under direct supervision. This work was performed in association with 3DI.

Hillsborough County Felony Adult Assessment Center/Contractual Release Program, Florida, 1999

P/BA was selected to conduct a Feasibility Study for this program designed to assess and divert from jail non-violent 2nd and 3rd degree felons in jail for more than 48 hours who would "guideline out" to a community sanction if convicted and sentenced. The program was designed to provide verified information concerning community or flight risk and social, substance abuse, employment, mental health, housing, and other related needs; facilitate the earliest appropriate release from custody of the target population where the defendant is unlikely to secure release via bond or ROR; free up jail beds by expediting the release of defendants into a contractual release program; protect the public by providing appropriate community controls for defendants released prior to case disposition; and, ensure access to treatment and social services for offenders with identified needs.

P/BA conducted on-site interviews with key stakeholders and the Adult Assessment Center Planning Committee regarding implementation of the FAAC/CRP, designed a pilot paper test to assess the program's likely use and impact, and developed a program plan and annual operating budget which was presented to the County's Public Safety Coordinating Council.

Tulsa County Jail Privatization Policy Review, Tulsa, OK 1998

P/BA was retained by the Tulsa County Criminal Justice Authority to review the proposed policies and procedures submitted by Corrections Corporation of America, the vendor selected to operate the County's new 1,714 bed David L. Moss Criminal Justice Center (jail). The review encompassed compliance with the two primary sets of relevant national standards-American Correctional Association and national Commission on Correctional Health Care but also included a "best practices" evaluation.



Expansion Planning and Transition Training for the Onondaga County Penitentiary, Jamesville, NY 1998

P/BA was retained by the Onondaga County Department of Correction to develop an expansion plan to respond to the pending withdrawal of a population cap variance issued by the State Commission of Corrections. The plan called for the addition of two new 60 bed housing units, renovation of three existing podular remote design units to provide for implementation of direct supervision management, and the development of a revised staffing plan that would allow for expanded capacity, enhanced supervision and programming, but with 15% fewer personnel. The design/management scheme required the conversion of secure control booths into open staff desks, modification of security systems, and creation of necessary housing unit support spaces to support direct supervision.

We were subsequently tasked with providing transition and activation assistance associated with the major management and operational changes that would result from the design modifications. We assisted the facility's transition team by developing a master transition plan/schedule and then providing training to supervisors and executive staff in direct supervision practices and legal liability.

Jefferson Parish Juvenile Detention/Adult Jail Crowding Study, Louisiana, 1997

P/BA conducted an analysis of crowding in the adult jails and juvenile detention facility in Jefferson Parish, Louisiana. Both facilities are operating under court ordered population caps, forcing the release of lower-risk arrestees to make room for others who present a higher risk. P/BA examined all of the factors that contribute to these conditions, including judicial and other law enforcement practices, paper processing issues, and classification techniques, and developed recommendations to better manage the adult and juvenile populations, including incarceration alternatives, improved classification methodology, and reducing the case processing time in the court system.

Montgomery County Detention System Analysis, Maryland, 1997

P/BA was retained by the Montgomery County Council to review two projects being considered by the County: a 900 bed new direct supervision facility and a renovation of the existing jail to serve as a central booking and intake facility. Working alongside the County's Department of Corrections and Rehabilitation, P/BA offered suggestions for the coordination between the two projects to allow for a more systematic approach to the delivery of correctional services. P/BA identified both operating and capital cost savings as well as enhancements to service delivery effectiveness that could be derived through better coordination. P/BA also assisted the Council in identifying examples of jurisdictions that have co-located juvenile and adult confinement facilities in response to a proposal by the State's Juvenile Services Agency regarding conversion of a portion of the existing jail for juvenile detention use once the new facility was opened.

Travis County Criminal Justice Facilities Master Plan, Texas, 1996

This extensive planning project included the programming and master planning for all facilities under the supervision of the Sheriff's office, including a downtown central booking facility, and an expansion of the existing suburban low-rise detention and sentenced facilities at Del Valle. An extensive planning analysis was undertaken to



determine and project future bed needs. The adult facilities include maximum, minimum and special needs security beds, as well as major expansion of the existing infrastructure. The 110-bed special needs component includes facilities to house and treat the full range of mental health needs from acute and crisis to transitional. The facilities will operate under direct supervision management, and will establish a new set of operating, security and physical plant standards for the County's correctional system. In addition, we provided owner representation services in the form of master planning, design, security and operations analysis for all facilities, including the new criminal courthouse. This work was performed in association with Flour Daniel.

Sussex County Pre-Trial Facility Operational Programming, Delaware, 1996

P/BA was retained by the Delaware Department of Corrections to develop the operational and architectural plan and oversee the design development phase for a new 320 bed pre-trial facility on the campus of the Sussex Correctional Institution in Georgetown, Delaware. The pre-trial facility included both high, intermediate and low custody level housing units, a substance abuse treatment housing unit, a special population/maximum security housing unit, and a short-term orientation housing unit. The facility shares the facilities and resources (such as the kitchen, laundry and outdoor recreation facilities) of the prison facilities on the campus, but prevents any intermingling of the pre-trial and sentenced inmates. This work was performed in association with Tetra Tech Architects.

Tulsa County Jail Performance Audit, Oklahoma, 1996

This project entailed a comprehensive audit of the county's jail system and the justice system's efforts to divert offenders from incarceration. P/BA surveyed the County's three jail facilities (average daily population of 900-950) and evaluated staffing, safety, health, maintenance, training, purchasing, operational costs, commissary operations among other functions. In addition, the audit included a thorough review of the City/County's pre- and post-conviction alternatives to incarceration. This evaluation was aimed at assessing what is currently being done by the courts, pre-trial services agency and correctional authorities to manage the jail population and comply with a population cap that was agreed to under a settlement order with the U.S. Department of Justice. P/BA evaluated the Tulsa County jail population and criminal justice system operations to identify appropriate opportunities for improving the efficiency of case processing and justice system operations that impact jail populations. Judges, court administrators, prosecutors, defense attorneys, law enforcement officials, pre-trial services staff and jail personnel were interviewed and areas of inquiry included assessment and collection of fines, data/research needs and methods, booking of high turnover defendants, detoxification as an alternative to jail, pre-trial release eligibility, bonding practices, etc.

Orient Road Jail Facility Analysis, Hillsborough County, Florida, 1996

P/BA conducted an analysis of double-celling options for Hillsborough County, Florida. The analysis included a staffing analysis, and a comparison of inmate/staffing ratios in Hillsborough County with those of comparable direct supervision facilities throughout the country. This work was performed in association with HLM Design.

Security Audit of the Will County Jail, Joliet, IL 1995



The National Institute of Corrections Jail Center retained P/BA personnel to assist the Will County Sheriff's Office in a security audit of its five year old, 300 bed direct supervision jail. The audit evaluated such issues as staff complacency, implementation of direct supervision, the impact of civilianizing selected correctional officer positions, supervisory effectiveness, and physical plant security issues.

Feasibility Study for a Joint City/County Jail for Huntsville-Madison County, 1995

P/BA was retained by both the City of Huntsville and Madison County to evaluate the feasibility of a jointly constructed and operated jail for the two jurisdictions. This evaluation addressed the operating and capital cost implications of each entity operating a free-standing facility versus those associated with a combined facility. A preliminary operational analysis included space requirements and a staffing plan as the basis for identifying the size and relative operating costs associated with each option.

Double Bunking Symposium for Dakota County, MN 1995

The National Institute of Corrections Jail Center retained P/BA personnel to facilitate a one-day symposium on double bunking for the Dakota County, Minnesota Sheriff's Office. Prior to the Symposium, we researched and prepared background materials for participants concerning operational, physical plant, and legal implications of double celling. We then facilitated a meeting of the Dakota County Jail Population Task Force on Double Bunking, which was also attended by representatives of three other Minnesota counties and the Minnesota Department of Corrections.

Rappahannock Security Center Regional Jail, Fredericksburg, Virginia, 1995

P/BA provided owner representation services, which included planning, operational/architectural programming, design review, and a staffing analysis for a new 737-bed, direct supervision detention facility. The facility is located in the historic downtown section of Fredericksburg, VA.

Evaluation of Privatization Proposals for Anne Arundel County, MD 1995

P/BA was commissioned to conduct an independent review for the County Executive of the results of a RFP process designed to solicit proposals from private providers to operate the Sentenced Inmate Corrections Facility. The review of proposals submitted by three major national private operators, focused on suggestions related to cost savings, analysis of the operational integrity of the proposed management plans and designs, and clarification of performance measures and staffing plans.

Onondaga County Justice Center, Syracuse, New York, 1995*

The scope of services for this project included assisting the county in resolving its short- and long-term criminal justice housing needs. The county operated two facilities: one, a 25-year-old high-rise pretrial detention facility in downtown Syracuse under a federal court order; the second, an overcrowded five-year-old sentenced facility on the outskirts of the city. In developing solutions for the immediate- and long-range future, a variety of capital development and alternatives to incarceration scenarios were recommended. The challenge of the project was to move forward with the greatest speed possible, but



within the framework of providing rational solutions that solved not only the county's immediate crisis (i.e., fines up to \$10,000 per day), but addressed the long term needs as well. The County implemented the team's recommendation for a \$3.4 million interim facility and completed construction of a new \$47 million high-rise direct supervision detention facility, which includes a 56-bed component for special needs mentally ill inmates.

Philadelphia Criminal Justice System Plan, Pennsylvania, 1995*

The scope of services for this project included policy planning, input and technical assistance serving in the capacity of an owner's representative for the City of Philadelphia in implementing a criminal justice system plan. As part of the plan, the City agreed to abide by a federal court stipulation agreement calling for major reforms and long-range planning in providing needed inmate bed capacity and an expanded judicial system. Two key components in this effort included the planning, design, and construction of a new 2,000-bed detention facility and a new Criminal Justice Center, including 64 new criminal courtrooms. The total value of construction was in excess of \$200 million. Also included were: the development of RFP's to hire a team of consultants including planners, programmers, architects and engineers, construction managers, contractors and management information specialists; review of all the pertinent planning, programming and design documents for all the various initiatives; and, assisting the City in reporting on the progress of the work effort to the Federal Court. The final area of responsibility included guiding the transition and activation of the new jail facility.

Huntsville Public Safety Complex, Alabama, 1995*

The scope of work for this project included the planning and design for the Huntsville Public Safety Complex in Huntsville, Alabama. Work performed included the programming and design consulting for the development a new 96-cell direct supervision detention facility. The complex design also incorporated plans for a new police headquarters and a courthouse facility.

Jackson County Multi-Jurisdictional Jail Facility, Missouri, 1994*

The scope of work for this project included the development of a comprehensive strategic plan to efficiently and cost effectively meet the correctional facility needs of Jackson County, Kansas City, and participating Jackson County municipalities. The project entailed the identification of the offender population and the number of beds required for each participating jurisdiction, programs and services, and related space and staffing requirements; analysis of the use of existing facilities and development of operating and capital budgets for the new facility; and site selection. The plan also prioritized the correctional facility needs of the region to facilitate decision-making by multi-jurisdictional Steering and Technical Committees.

Arlington County Detention Facility, Virginia, 1993*

Mr. Bogard served as Director of Corrections for Arlington County, and Mr. Pulitzer as design consultant, for a new 521-cell direct supervision detention facility in Virginia. The facility included a mental health component housing 22 male and 8 female inmates, and a 12 bed full-service infirmary. Mr. Bogard supervised the design, construction and



activation of the facility, which allowed the county to implement an operational and programmatic philosophy based on inmate accountability, responsibility, and self-sufficiency. Mr. Pulitzer was integrally involved in the planning and design of the facility, which incorporated the concepts of unit management and direct supervision. Both the operating concept and building design were heralded by Attorney General Janet Reno as a model facility for the entire nation.

Robertson County Justice Center, Tennessee, 1992*

The scope of work entailed the development of a needs assessment, an operational and architectural program, and a staffing analysis, for a new Justice Center in this rapidly growing county adjacent to Nashville. The Justice Center includes a law enforcement headquarters for the Sheriff's Department, a 104-bed jail (including central booking), the county Circuit Courts, and a central communications/dispatch and emergency management center for the county.

Pulaski County Adult Detention Facility, Little Rock, Arkansas, 1992*

The scope of work for this project included the planning and design for a new 800-cell maximum security detention facility for Pulaski County in Arkansas. The facility design featured a direct supervision management system, which was a state-of-the-art facility design for the state of Arkansas.

North Broward County Detention Facility Expansion, Florida, 1991*

The scope of services for this project included corrections consulting for the expansion of the Broward County Detention Facility. The study included a conceptual space program, an analysis of operating conditions, and a staffing analysis. He was also instrument in the development of a conceptual design for the design-build of the new facilities.

Cumberland County Jail, Portland, Maine, 1991*

The scope of work for this project included the planning and design of a 350-cell detention facility located in Portland, Maine. This jail, the first direct supervision facility in the state, was designed for an eventual expansion capacity of 500 beds. The design of the jail incorporated a new sheriff's department headquarters and a free-standing juvenile detention facility.

Gwinnett County Detention Facility, Georgia, 1990*

Gwinnett County, on the outskirts of Atlanta, is among the fastest growing counties in the United States. Faced with the prospect of projected accelerated growth and a federal court order limiting capacity at its current jail, the county embarked on an ambitious program to consolidate its criminal justice functions in a new complex. The detention facility was designed along the principles of direct supervision and unit management, the first such facility in Georgia. As part of the complex, two courtrooms and ancillary support functions were provided for first appearance and preliminary judicial procedures. The design concept for the new 576-bed detention center facilitates the addition of pairs of 48-bed housing pods, until the facility reaches its full potential of 1,100 beds. The support services were designed to accommodate the maximum capacity.

Aurora City Jail, Aurora, Colorado, 1989*



The City of Aurora planned a new 100-bed detention facility and courts complex to service its growing community adjacent to Denver.

Sonoma County Main Jail, California, 1988*

This project included the master planning and design of Sonoma County's correctional system, pending resolution of a federal class action suit and court order. The pre-architectural planning activities included review of population projections, analysis of intake and release procedures, examination of population profiles, and development of a classification plan based on direct supervision management concepts, for use in a new 400-bed pretrial detention facility and a 250-bed minimum security sentenced facility. Architectural programming was also conducted for two new superior courts for the county. A series of master plan options were presented for consideration by the county. Services included the supervision of all phases of the work, from programming through design.

Marin County Detention Center, California, 1987*

This project included the evaluation of facility master plan options, development of an architectural program for a 486-bed detention facility with program support, and development of conceptual design and cost estimates. Classification analysis, staffing plans, and facility expansion were part of the project services. Served as primary liaison with the client, and directed the planning effort.

Philadelphia Industrial Correctional Center, Pennsylvania, 1986*

Mr. Bogard, in his position as Special Assistant to the Superintendent of the Philadelphia prison system, was directly responsible for managing the planning, design, construction and activation of the city's first direct supervision facility, one in which programming and industries were major features. Mr. Pulitzer served as Project Director for the joint venture architectural team of Jacobs Wyper/Ehrenkrantz on all phases of the programming and design of this \$50 million award-winning facility.

Collier County Justice Center Expansion, Naples, Florida, 1986*

The scope of work for this project included the planning and design of a new 350-bed maximum security detention facility in Naples, Florida. The new detention facility was integrated into an existing civic center complex, and was connected to the courthouse by a 300-foot secure bridge, thereby isolating inmate movement from public circulation. The facility was sited so that the cells faced inward toward the recreation yards or light wells. The facility also included a new and expanded law enforcement center for the county Sheriff, new courtrooms, and probation offices. The facility was awarded a citation for design excellence by the American Institute of Architects.

Placer County Detention Facility, Auburn, California, 1986*

Planning and design for a new 90-cell maximum security detention facility.

Erie County Holding Center, Buffalo, New York, 1986*

The scope of work for this project included the planning and design of a new holding center in Buffalo, New York. The facility incorporated an existing 316-bed structure with a new 220-bed direct supervision facility and new common support services of the total population of 536 inmates. A corresponding inmate classification system, projections, staffing plan



and inmate operations plan were developed as part of the planning and design services to the county.

New York City Borough Replacement Facilities, New York, 1983*

The scope of work for this project included the development of planning and facility guidelines for the development of four 800-cell, maximum security, direct supervision facilities throughout the five boroughs of New York City.

Diablo Valley Justice Center, Contra Costa County, California, 1983*

The scope of services included a comprehensive planning study for the construction of a new Diablo Valley law enforcement complex, incorporating courts and secure detention facilities, in Contra Costa County, California. The study also included space programming, functional adjacencies, and conceptual design development.

Rikers Island Facilities Improvement Project, New York, 1982*

The scope of work for this project included the development of options and requirements for the City of New York's major capital construction program for its detention complex on Rikers Island, including space standards housing and support spaces, and options for the provision of an additional 1,159 maximum security beds.

Note: Projects marked with an asterisk were performed by P/BA personnel prior to the firm's inception in 1995

MANAGEMENT OF THE JAIL

BOCC Special Meeting – October 4, 2011



ALACHUA COUNTY
SHERIFF'S OFFICE



Department of the Jail – Critical Issues

- ◎ UNDERSTAFFING
- ◎ INMATE OVERCROWDING
- ◎ CAPITAL IMPROVEMENTS- Facility

Total DOJ Positions Needed

Detention Officer/Deputy	35
Booking and Support	9
Case Worker	1
Classification Supervisor	<u>1</u>
TOTAL NEEDED	46

Sheriff's Proposed Compromise

	<u>Certified DO's</u>	<u>Civilians</u>
• FY 2011/12	11	3
• FY 2012/13	12	4
• FY 2013/14	<u>12</u>	<u>4</u>
• TOTAL	35 DO'S	11 CIVILIANS (46)

Sheriff's Proposed Compromise FY 11/12

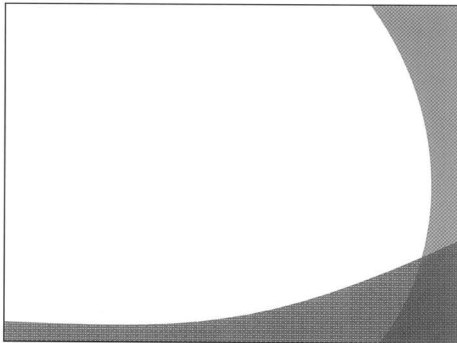
• 11 DO's	\$804,804
• <u>3</u> CIVILIANS	\$118,323
• 14 positions	\$923,127 (924K)

Split 50/50 with BOCC = \$462,000

minus consultant fee - 179,000

remaining needed = \$283,000

Sheriff's Office = \$462,000



Sheriff's 2nd Proposed Compromise

- | | <u>Detention Officers</u> |
|---|---------------------------|
| • FY 2011/12 | 7 |
| • 7 FTE's = | \$512,148 |
| • ACSO will fully fund these positions | |
| • No cost for the first year to the BOCC | |

Remaining Two Budget Years

FY 12/13:

• DO's

14 \$1,024,296

Total \$1,278,034

Civilians

6 \$253,738

FY 13/14:

14 \$1,024,296

Total \$1,221,501

5 \$197,205

Critical Understaffing – Requests Unfunded Over the Years

• FY 05/06:

Former Sheriff Oelrich requested 33 positions (due to interior renovation and expansion); only 13 positions were funded. (-20)

• FY 07/08:

48 positions were requested (new housing unit, medical details & cumulative under filling); half were funded (24). (-24)

**FY 05/06 and FY 07/08: Total requested
positions unfunded by BOCC = 44**