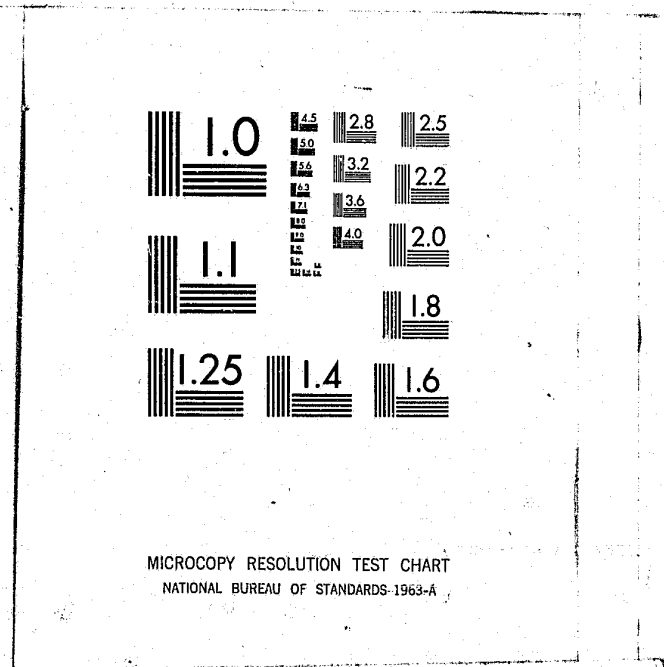


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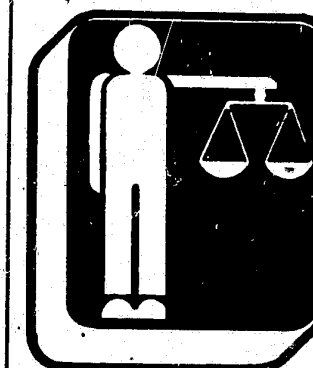
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# THE IMPACT of PROPOSED STANDARDS for ARIZONA JAILS

EXECUTIVE SUMMARY AND FINAL REPORT

THE IMPACT  
OF  
PROPOSED STANDARDS  
FOR  
ARIZONA JAILS

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# EXECUTIVE SUMMARY

"The intention in our creating the following standards has been to create a set of guidelines for operation, construction, remodeling and renovation of local adult detention facilities (city and county jails) in Arizona."

From the Preamble of the  
Proposed Standards for Arizona  
Jails

# EXECUTIVE SUMMARY

## BACKGROUND

This Executive Summary and the Final Report which follows, documents the findings of a three-month study to determine the impact of the Proposed Standards for Arizona Jails. The Proposed Standards were developed over a year long period, ending at the close of 1980, through the auspices of the Arizona State Justice Planning Agency (JPA). They are meant to provide non-mandatory guidelines for the design and operations of Arizona's 67 county jails, county annexes, substations and city jails.

Before proceeding with a discussion of the study and its findings, it would perhaps be useful to briefly provide some historical perspective on the development of correctional standards nationwide and Arizona's place in that process.

### HISTORICAL PERSPECTIVE

The past 15 years in American corrections have been marked by some of the most significant and vast changes in the history of the field. It has been an era which has seen corrections emerge from obscurity to become a major, if not critical, issue to many states and local governments.

The dynamics of the past decade-and-a-half were set in motion by the shocking riots and disturbances which took place at Attica Prison in New York, MacAlester penitentiary in Oklahoma and other state and local facilities across the nation. However, the principal catalyst for substantive change during the recent past has been the federal judiciary.

It was roughly a decade ago when, for the first time, the judiciary began to hear cases challenging the constitutionality of penal conditions. They did so with reluctance because they were essentially questioning the performance of the executive and legislative branches of government. Nonetheless, they did so because prison conditions seemed so grossly out of line with the basic norms of humanity. And many people agreed.

As the courts began considering cases they found there to be an absence of standards to guide them in their deliberations. Consequently, the judiciary felt compelled to adopt their own standards, although they themselves admitted a lack of expertise to do so. In their minds they were simply filling a vacuum.

It was this absence of standards and the legal, economic and professional vulnerabilities which resulted that made the development of correctional standards by federal and state governments a major part of the changes which took place in the 1970's.

On the national level, model standards have been prepared by various groups and organizations. Among these are the American Bar Association,

the American Medical Association and, most recently, the United States Department of Justice. Of particular note is the creation of the first national accreditation process for jails based on standards developed by the Commission on Accreditation for Corrections.

On the local level the states have become increasingly involved in developing standards to improve the quality of their jails and to regain their functional jurisdiction over their local facilities. This increased activity is evidenced by the fact that the number of states (including the District of Columbia) having standards rose from 26 in 1971 to 46 in 1978. The number of states having enforceable, legislatively mandated standards rose from 13 to 26 in the same period.

THE  
ARIZONA  
STANDARDS

It was within this historical framework that the state of Arizona began to consider the creation of its first set of jail standards. The process was initiated in September of 1979 by State Senator James Kolbe in a meeting with Executive Director Richard C. Wertz of the Arizona State Justice Planning Agency (JPA). The idea flourished and by February of 1980 a full-fledged process of standards review and development began in earnest. The product of these efforts was the recently distributed Proposed Standards for Arizona Jails. The Proposed Standards are now being evaluated in three public hearings across the state prior to final consideration by the legislature.

PURPOSE  
OF THIS  
STUDY

Although the Proposed Standards for Arizona Jails were not to be mandatory, the JPA wanted to determine the potential impact of the standards should communities voluntarily seek compliance or be required to comply at some later date. As a result the JPA selected and contracted with the authors to conduct an impact analysis.

Specifically, the analysis was to do the following:

1. determine the degree to which local jails complied with the proposed standards,
2. assess the estimated operational and capital cost impact of the standards should statewide compliance be attained.

STUDY  
APPROACH

Since it was not possible within the scope of the study to visit or even survey each of the state's 67 local facilities, a sample set of facilities was selected. In making the selection, it was determined that each of the state's 14 counties would be represented. The final sample of 15 facilities achieved that goal.

In total, the capacities of the 15 facilities amounted to 62% of the entire local jail capacity in the state. Six facilities having 42% of the statewide capacity were visited for more detailed on-site evaluations.



The rest were asked to complete mailed surveys.

The illustration which follows on the next page identifies both the location of the sampled facilities and the types of survey materials and evaluations they were subjected to.

## FINDINGS

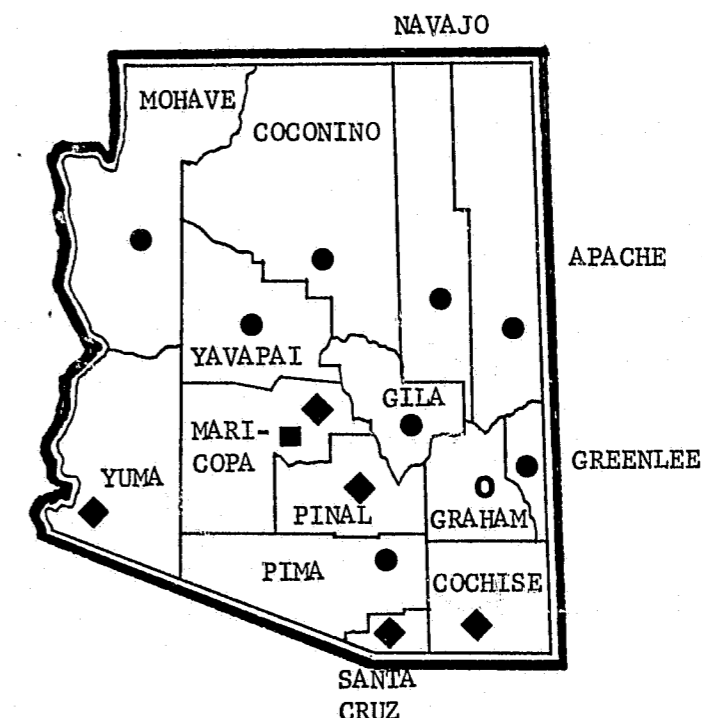
Of the 216 standards which appear in the Proposed Standards for Arizona Jails 52, or 24%, were found to be "no cost" standards. Of these, nine (9) were adjudged "no cost" because they were not designated "essential" for either holding or detention facilities. (Holding facilities are those which generally detain persons for no more than 48 hours while detention facilities can hold inmates for up to two years).

The general and economic impact descriptions which follow, and which make up the bulk of the Final Report, are based on the affects of the remaining 164 "cost" standards.

### OVERALL COMPLIANCE

On average, the facilities surveyed and visited attained compliance with about 70% of the "cost" standards. This is a reasonably substantial level of compliance although it does suggest that the Proposed Standards will have a major impact on the way jails are run and the way facilities are designed. The table on the following page illustrates the total

### SITES SURVEYED



### KEY OF LOCATIONS & ACTIVITIES

- General Mail Survey
- ◆ --On-site Visit  
--General Mail Survey  
--On-site Policy and Procedure Survey  
--On-site Physical Requirements Survey  
--Follow-up Telephone Survey
- --On-site Visit  
--General Mail Survey  
--On-site Physical Requirements Survey
- Response too late for incorporation

compliance level and the compliance level on different survey instruments.

COMPLIANCE FINDINGS	COMPLIANCE	NON-COMPLIANCE
GENERAL SURVEY	72.9%	26.3%
RECORDS KEEPING SURVEY	68.9%	29.9%
PHYSICAL PLANT SURVEY	69.5%	27.5%
WRITTEN POLICIES & PROCEDURES SUR.	69.1%	26.8%
TOTAL AVERAGE:	70.9%	27.7%

Total compliance was attained by the surveyed facilities with 29, or 18%, of the "cost" standards.

There is a considerable range of compliance from facility-to-facility. The least satisfactory facilities attained a compliance level of only 40-45% on a given survey while the most satisfactory attained a level of between 80% and 95% compliance. This is a significant range which suggests that the impact of the standards would be felt much more by some jurisdictions than by others.

Frequently offsetting the levels of compliance that have been attained in some of the better facilities is the fact that some areas of non-compliance are very important ones.

OPERATIONAL  
ISSUES

The principal shortcoming of the surveyed facilities, in terms of operational issues, is insufficient staffing. This was not surprising since it became clear during the course of the study that many of the facilities had too few correctional officers to handle existing responsibilities. For example, three of the 14 facilities surveyed had officer to inmate ratios which were no better than two-thirds of that minimally needed to run a safe and secure operation according to generally accepted norms. The generally accepted minimum is for approximately one officer per shift for each 20-25 inmates.

Insufficient numbers of staff prevented a major portion of the counties from satisfying standards requiring adequate back-up staff (Standard 11.07), proper surveillance of female inmates by female staff (Standard 12.07) and sufficient frequency of inmate observation (Standard 12.03). The lack of 24-hour surveillance (Standard 12.01) also emerged as a prominent deficiency.

The combined impact of these and other staff-related standards would be to increase the average staff size by as much as 30%.

Two other major areas of non-compliance were in providing staff training and in providing adequate written policy and procedure manuals to guide facility operations. No formal staff training whatsoever exists in half of



the 14 facilities responding to the survey question. Only three facilities provided what was evaluated to be compliant levels of training. Consequently, the standards will have a major impact in this area.

The maintenance of a wide variety of records and logs on facility operations was another area in which the standards would have a significant impact.

CAPITAL  
ISSUES

A reasonable degree of compliance was also attained with respect to capital issues. On a standard-by-standard basis, the average facility complied with about 70% of the requirements. However, the areas of non-compliance were numerous (28%) and were extremely significant in terms of their potential impact on Arizona jails. As in the case of the operational standards the impacts of the capital standards would not be distributed evenly since the compliance level from facility to facility varied significantly.

The most impactful issue by far was the square footage requirements found in Standards 10.08 and 10.09. Dealing with the size of single occupancy cells and multiple occupancy cells, respectively, the affect of these standards is to heavily reduce the capacities of many existing jails. As a result, these jails would either have to accept a reduced capacity and make efforts to appropriately reduce their inmate populations, or have to add new space and/or build new facilities. Nearly 89% of the

of the total cost of compliance is directly or indirectly attributable to these two standards.

IMPACT OF 10.08, 10.09	FACILITY CAPACITY		ACTION REQUIRED		
	EXISTING*	MODIFIED	REN.	ADD	NEW
COCHISE COUNTY	90	47	X	X	
MARICOPA COUNTY	630	259	X		X
DURANGO	808	448			X
PINAL COUNTY	92	24	X	X	
SANTA CRUZ COUNTY	48	22	X	X	
YUMA COUNTY	124	58	X	X	

\* from UPDATE ON ARIZONA JAILS 1979 with modifications based on site visit findings.

The impact of Standards 10.08 and 10.09 is so significant because it requires that other standards also be met in the course of providing new additions and totally new facilities.

Also of significance to the state's 67 physical plants, but not anywhere near as impactful as the space standards, are the requirements for audio communications systems (11.08), special purpose cells (10.05) and plumbing fixtures in every cell (10.02 and 10.03).

THE  
COST  
IMPACT

The total cost of the Proposed Standards for Arizona Jails, should compliance be attained, is estimated to be \$46.3 million. This figure is based on an estimated operational expense of \$2.8 million and an estimated capital cost of \$43.5 million --- most of which is attributable to Standards 10.08 and 10.09. The total capital cost of the standards is roughly equivalent to re-building 36% of the state's total local jail capacity in new standards-compliant facilities.

COMPLIANCE COSTS	
OPERATIONAL COMPLIANCE COSTS	\$2,754,367
CAPITAL COMPLIANCE COSTS	\$43,528,743
<b>TOTAL COST:</b>	<b>\$46,283,110</b>

These estimated costs must be qualified by several important assumptions that were part of the cost estimation process:

1. Estimates are based on operational and physical plant conditions as they existed during the study period of November and December 1980.

Consequently, new facilities currently under construction or being planned were not taken into account. This means that some jurisdictions may already have been making additional expenditures without the motivation of the proposed standards. Therefore, the costs of these facilities would,

at best, be only indirectly attributable to the standards.

2. In estimating capital costs no attempt was made to project the future growth of the inmate population and its resultant effect on facility needs.
3. Capital costs are by and large one-time costs and include new construction costs.
4. Capital costs involving the physical plant are for the costs of construction only.
5. Operational costs were calculated under the assumption that no functions of consequence could be absorbed by existing staff.
6. Operational costs are for one year's operations only.
7. Costs were based only on those standards marked ESSENTIAL.

The total cost of compliance becomes less overwhelming and more manageable when it is broken down in various ways. The following table provides some average cost figures which may be helpful in evaluating the degree to which the Proposed Standards could be accommodated should compliance become mandatory at some later date.

AVERAGE COSTS	OPERATING	CAPITAL	TOTAL
COST PER FACILITY	\$41,100	\$649,683	\$690,783
COST PER STANDARD	12,571	201,522	214,093
COST PER BED IN CAPACITY	660	10,429	11,080
COST PER CITIZEN	1	16	17
COST PER HOLDING FACILITY	12,025	190,016	201,091
COST PER DETENTION FACILITY	127,380	2,012,797	2,140,177
-- MINUS MARICOPA & PIMA	44,814	708,129	752,943

CONCLUSION

The Proposed Standards for Arizona Jails could have a significant and lasting impact on local facilities throughout the state. If complied with they will require large expenditures of money on a statewide basis. Given the disparity in conditions between Arizona jails, this fiscal burden will be borne much more heavily by some jails than by others.

The costs involved, however, are not solely a function of stringent requirements since other state standards are, in fact, more demanding. Rather, they are to a large extent due to the generally deficient quality of Arizona jails when compared to modern expectations.

Because of these generally widespread deficiencies the Proposed Standards for Arizona Jails will measurably alter the face of corrections in Arizona...and do so for the better. The level to which the standards will raise state facilities will not equal the state-of-the-art, but will represent a significant leap forward for many of the state's jails. As a result local Arizona facilities will be more in tune with modern day requirements, will provide safer and more professional operations and will reduce the vulnerability of the state's facilities to legal liabilities.

**FINAL REPORT**

## FINAL REPORT

### STUDY OBJECTIVES

This study on the impact of the Proposed Standards for Arizona Jails began in November of 1980 and was completed at the end of January 1981. The products of the study were to be as follows as was stated in the contract for services given both contractors:

1. A sampling of Arizona jails to determine the jails' level of compliance with proposed standards.
2. An analysis of which standards would require cost factors for implementation and an estimate of the cost.
3. An analysis of proposed standards which could be considered no cost.
4. An analysis of the sample facilities shall include a definition between cost standards for personnel, additional inmate processing, more extensive contract for food or health care, etc. and those which would require renovation and/or construction. Where renovation and/or construction will be required, contractor shall develop cost estimates of renovation and/or construction.

All of these requirements have been satisfied and dealt with in the contents of this Final Report. A good deal of the detailed cost/no cost information, however, appears in the "Cost of Compliance" charts following the Final Report.

### METHODOLOGY

The process of analyzing the impact of the Proposed Standards began with a review and initial appraisal of each individual standard. On the basis of this review a preliminary assessment of probable "cost" versus "no cost" standards was made. Once the "no cost" standards were identified, they were set aside on an initial basis. This allowed the contractors to better comprehend the number of standards actually requiring treatment in determining economic impacts. Questions were later asked about certain "no cost" standards to enrich the understanding of a broader range of impacts.

It was determined early in the process that there would need to be an emphasis on actually visiting Arizona jails. This was because of the need to evaluate compliance in categories not possible through any other means. For example, the evaluation of such physical plant issues as the quality of HVAC systems, lighting and structures, as well as the analysis of a facility's renovation potential, were not sufficiently feasible without a first-hand look at the facilities. Additionally, it was felt that better quality answers to survey questions could be obtained through in-person interviews.

Six facilities were selected for on-site visits. They were chosen on the basis of providing a good cross-section of age, size, and location while maximizing the percentage of the state's total facility capacity

represented. The facilities selected for visits, and in fact visited, were found to represent 37% of the statewide jail capacity as identified in the Update on Arizona Jails 1979\*.

VISITED FACILITIES	BUILT	REN.	CAPACITY*	LOCATION
COCHISE COUNTY JAIL	1934	1979	68	SE
MARICOPA COUNTY JAIL	1964	1977	630	W. CENT.
DURANGO JAIL	1975	--	448	W. CENT.
PINAL COUNTY JAIL	1953	--	108	E. CENT.
SANTA CRUZ COUNTY JAIL	1974	--	48	S
YUMA COUNTY JAIL	1928	1964	115	SW
AVERAGES:	1954		1417 (37%)	

In order to increase the sample size with respect to certain key issues it was decided to augment the site visits with a survey that could be sent to additional facilities. The survey was to be kept as brief and as simple as possible to enhance the prospects of a successful return. The resulting 8-page General Survey covered selected standards in all categories. The survey was mailed to all six facilities nominated for visits plus every other county jail in the state. The fifteen total facilities thus contacted had a combined total of 2,629 beds or 62% of the statewide local jail capac-

\* Capacities listed in the Update were later modified to reflect the different capacities found during the site visits. These modified capacities increased the sample's percentage of statewide capacity from 37% to 43%.

ity (according to adjusted capacity figures). This represented an increase in sample size of about one-half in several key areas of the Proposed Standards.

Each General Survey was accompanied by a request for policy and procedure manuals, inmate rules and regulations, intake forms and floor plans. All jurisdictions graciously responded with completed surveys and the requested supplemental information to the extent that it was available; although, Graham County's data was not received until the writing of this final report.

In addition to the General Survey, each of the six visited facilities were exposed to two more surveys during the site visits. Architectural information was recorded on an 11-page On-site Survey of Physical Requirements. Specific data on written policies and procedures, a major emphasis of the standards, was recorded on a special 7-page survey. Additional supplemental questions were asked on-site and follow-up telephone interviews were organized and completed after a series of questions arose later in the process.

THE  
COST  
ESTIMATES

Once all the data was gathered from surveys, site visits and telephone follow-ups, the task of estimating the costs of each individual standard began. In preparing estimates for operational costs and the staff hours they involved, standard salary rates were established from salary and fringe

benefit data supplied through the General Survey. From that data it was found that the average correctional officer could be expected to receive \$16,540 per year in salary and fringes. This worked out to \$9.62 per hour on the basis of a 1720 hour (43 week ) work-year. This is a standard work-year which takes into account vacation, sick leave, personal leave, training and so forth. Although it does not precisely represent the work-year presently in effect in some Arizona counties, it is reflective of the work-year which would be a likely by-product of the Proposed Standards. Appendix 1 has a listing of the county-by-county data from which the basic salary and fringe rate was derived.

In preparing estimates for those standards whose impact are primarily on operations, every attempt was made to also calculate the capital costs implied by various staff activities. For example, while the operational costs of preparing certain reports was automatically calculated in terms of the human effort involved, a cost estimate for the space that that person would have to occupy while preparing the report was also made. Thus, many standards which on the face of it would seem only to have an operational cost implication also show a capital cost on the Cost of Compliance charts following this Final Report.

Capital cost estimates were based on information from a variety of resources. The Means and Dodge construction cost estimating guides were used where applicable and specific data was obtained from manufacturers' representatives on certain types of equipment. Information from jail cost studies developed by the authors and others were also used where appropriate.

COST  
MULTIPLIERS

In order to make the costs estimated on the basis of sample facilities applicable to the entire state, a series of multipliers were developed. These multipliers were based on the ratio of statewide capacity to the capacity of the sample facilities. They were adjusted to take into account the fact that some "cost" standards were not applicable to Holding facilities (those detaining persons for up to 48 hours). The established multipliers were adequate although in some instances average daily jail population data would have been more appropriate. However, since reliable data was not available for each facility in the state, capacity information was used.

GENERAL  
FINDINGS

"NO COST"  
STANDARDS

One of the earliest findings of the study was that 52 of the 216 standards proposed had no cost implications to them. These were standards that in many cases tended to state rules or guidelines of action which in and of themselves required little or no expenditure of monies. Nine of these "no cost" standards were ones that were designated either "suggested" or "in-applicable" in relationship to both detention and holding facilities.



Therefore, it was assumed that they were "non-essential" and would be without a cost impact should the standards become mandatory.

STANDARDS BREAKDOWN	NUMBER/%
TOTAL NUMBER OF STANDARDS	216 (100%)
"COST" STANDARDS	164 (75.9%)
"NO COST" STANDARDS	52 (24.1%)
NON-ESSENTIAL STANDARDS	9 (4.2%)

Another group of "no cost" standards were so designated because their requirements were indeterminate. Being indeterminate they had no measurable implication and presumably could not be used to require a jurisdiction to do anything specific. Such standards were ones which required compliance with terms like "adequate", "sufficient", "suitable" or "regular" --- all unquantifiable except by subjective judgement.

An example of such a standard is 10.13 where "suitable space" for inmate exercise is required. Such a vague space requirement could presumably be satisfied by both the floor space of an inmates cell and the area provided by a full-scale gymnasium.

STANDARDS  
COMPLIANCE

A total of 29 "cost" standards were found to actually be without a cost impact on the state's 67 local facilities. This is because survey data showed that the sample facilities were compliant with respect to the requirements of 29 of the "cost" standards. These, however, were not recorded as "no cost" standards on the Cost of Compliance charts since they have the potential to require expenditures by local jails. Rather, an entry of \$0 was made for the appropriate standards.

COST STANDARDS	# OF STANDARDS
TOTAL NUMBER OF STANDARDS	216 (100%)
TOTAL NUMBER OF COST STANDARDS	164 (75.9%)
TOTAL NUMBER OF STANDARDS COMPLIED WITH	29 (13.4%)
TOTAL NUMBER OF STANDARDS WITH COST IMPACT	135 (62.5%)

By and large the standards with which facilities are compliant are significant. Without compliance they could have substantial cost implications for each non-compliant facility's operations. Compliance was found in such areas as male/female separation (16.03), juvenile/adult separation (16.02), and the provision of emergency medical and dental

services (8.13 and 8.21).

APPLICABILITY  
TO HOLDING  
FACILITIES

Eighty-three (83) of the proposed 216 standards for Arizona jails are not essential for holding facilities, but are designated essential to detention facilities. Of the 83, 16 are in the "no cost" category. Therefore, 67 "cost" standards are exclusive to detention facilities, while the remaining 97 "cost" standards are essential to both holding and detention facilities.

APPLICABILITY OF STANDARDS	COST	NO COST	TOTAL
ESSENTIAL TO DETENTION & HOLDING	97	27	124
ESSENTIAL TO DETENTION ONLY	67	16	83
NON-ESSENTIAL	--	9	9
	164	52	216

The exemption of holding facilities from the requirements of 67 of the "cost" standards seems to adequately compensate for the lesser periods of detention provided at these short-term facilities. However, there seems to be a number of areas, such as staff training (1.03) and cell size requirements (10.08 and 10.09), for which some standard would be helpful even if it is less stringent than a comparable standard for detention facilities.

OPERATIONAL  
IMPACT

The impact of those proposed standards which principally apply to facility operations, should they be complied with, will be to significantly change and improve the sophistication and scope of services provided in local Arizona jails. On balance they will substantially increase the amount of staff needed and improve the management systems of facilities which are presently sparsely staffed and loosely operated.

STAFFING

At the sample facilities the average ratio of correctional officers per shift to inmates in the average daily population was found to be about 1 to 25. On days when the jail populations are at their highest, or peak days, this average ratio increases to 1 to 31. The impact of the Proposed Standards for Arizona Jails would be to alter these ratios by about 20% to 30%. Specifically, they would cause an increase in staffing of from 20% to 30% over current levels. This improvement would result in staff ratios of roughly 1 to 20 with respect to the average daily population and 1 to 25 with respect to peak daily populations.

STAFF RATIOS	CURRENT	STANDARDS COMPLIANT
CORRECTIONAL OFFICER: AVG. DAILY POP.	1:25	1:20
CORRECTIONAL OFFICER: PEAK INMATE POP.	1:31	1:25

It is important to note that these increases are based on the assumption that none of the standards-required tasks which represent additional work for the jails could be absorbed by current staff. It is possible that this is not an accurate assumption in its entirety. However, since the contractors were not able, within the scope of this project, to do general efficiency studies on current staff levels as compared to current tasks, it seemed an appropriate assumption to work with.\*

The impression developed during site visits, however, was that present staff levels were generally too low to adequately cover current responsibilities let alone additional ones. Therefore, it is in fact believed that the assumption that no new operational functions could be absorbed is very close to being the case in local Arizona jails. Indeed, a number of survey respondents indicated that desired levels of operations were not now in place simply because sufficient staff were unavailable. Some further indicated that staff increases were required to simply keep pace with current responsibilities and growing inmate populations. (See table on next page for county-by-county staff breakdowns.)

There were a great many of the 164 "cost" standards which generated increased demands for staff availability. However, there were several

\* Additionally, these staffing estimates do not take into account increasing staff needs as a consequence of a projected growth in the inmate population. However, the 20-30% increase factor could probably be applied to either current or projected staff levels to get a reasonable measure of impact.

CORRECTIONAL OFFICERS					
COUNTY	PER SHIFT			TOTAL	C.O./SHIFT ADP*
	DAY	EVE	MORN		
APACHE	1	1	1	6	1:11.9
COCHISE	--	--	11	11	1:23.2
COCONINO	7	7	7	29	1:17.8
GILA	1	1	1	4.5	1:31.7
GREENLEE	1	1	0	6.2	1:8.2
MARICOPA	18	16	12	68	1:39.5
DURANGO	17	17	16	77	1:35.4
MOHAVE	4	4	3	13	1:19.0
NAVAJO	3	3	3	15	1:15.3
PIMA	18	33	28	128	1:14.3
PINAL	2	2	1	8	1:44.6
SANTA CRUZ	3	2	1	7	1:18.9
YAVAPAI	2/5	2/5	2/5	13	1:17.3
YUMA	3	2	2	10	1:55.2

\* Based on a standard factor of 5.1 employees per 24 hour-a-day, 7 day-a-week post. Takes into account vacation time, sick leave, personal leave, training time, etc. Therefore, figures may reflect a different ratio than that derived from current deficient arrangements.

which stood out as being unusually demanding:

STANDARD 11.07 --- requiring back-up staff before staff enter high security areas.

STANDARD 12.01 --- requiring 24-hour surveillance of inmates by trained jail personnel.

STANDARD 12.07 --- requiring female officers to monitor female detainees.

STANDARD 12.03 --- requiring more frequent direct observation of inmates.

Although a large percentage of the sample facilities comply with the first three of the four standards (11.07, 12.01, 12.07) they still become significant because of their impact on small county jails and many of the state's holding facilities. While consistent with emerging standards throughout the nation and consistent with concerns for both inmate rights and inmate safety, these three standards require a concentration and diversity of staffing which resource-poor smaller communities have a difficult time providing. Given the fact that staffing is the most expensive part of running a jail over its lifetime, these three standards can be expected to be among the most impactful written into the Proposed Standards for Arizona Jails.

The fourth standard, 12.03, becomes important because of the over-extended staff found at some sample facilities. Standard 12.03 simply requires direct observation every 30 minutes of all but minimum security inmates. Roughly 60% of the facilities surveyed on this point provide observation on an hourly basis. They indicated that they would provide observation more frequently if only they had enough staff to do so. The

impact of 12.03 will be to require that they add sufficient staff to make half-hour observation possible.

TRAINING

Staff training has become another important issue within the field of corrections. Although there are many important responsibilities assumed by staff, and many liabilities assumed by local jurisdictions when they gain total control over peoples' lives, correctional officers throughout the nation and within the state of Arizona apparently receive little preparation for their tasks.

As the table on the following page illustrates, only 7 of 14 sample facilities responding to the survey question provide pre-service training. In other words, the newly employed officer in the other seven jurisdictions prepares for the difficult role of providing care and custody for a confined and sometimes volatile population by simply showing up for work on the first day. The lack of training in some jurisdictions becomes understandable when one considers that jail staff consist principally of new law enforcement officers serving their probationary periods in the jail.

Only 8 of 14 facilities provide consistent in-service training. In several of these cases, in-service "training" merely seems to be the accumulation of on-the-job experience.

Standard 1.03 of the Proposed Standards for Arizona Jails will

TRAINING		
COUNTY	TRAINING IN HOURS	
	PRE-SERVICE	IN-SERVICE
APACHE	0	0
COCHISE	0	16
COCONINO	400	50
GILA	40	20
GRAHAM	0	0
GREENLEE	40	8
MARICOPA	0	0
DURANGO	0	0
MOHAVE	40	40
NAVAJO	--	--
PIMA	240	40
PINAL	80	40
SANTA CRUZ	0	0-5
YAVAPAI	65.5	20
YUMA	0	0

substantially change these conditions by requiring pre-service training in a wide variety of subjects. Among the subjects covered are security procedures, significant legal issues and fire aid and CPR. Crisis intervention, self defense and grievance and disciplinary procedures are other areas of training required.

Standard 1.03 will have an important and visibly tangible impact on the professionalism, skill and safety with which jails are operated. It will also have a significant cost impact because the expense of training staff (i.e., paying them for the time they are in training as well as the cost of trainers, material, space, etc.) would presently have to be borne by the individual jurisdictions. These costs could be compounded by high staff turnover rates within the state. This would cause the significant investment of money and time in extensive pre-service training to be repeated much more frequently than desired. Of course, there is the possibility that the effect of the standards will also be to enhance the status and compensation of officers which might in turn result in a commensurate decrease in the turnover rate.

In-service training is not deemed "essential" by the standards. However, since it would be beneficial to protect one's investment in an improved and comprehensive program of pre-service training, a follow-up in-service program would likely be an indirect product of standard 1.03. Costs for this potentiality, however, were not calculated in arriving at any of the cost estimates involving training.

POLICIES  
AND  
PROCEDURES

The Proposed Standards for Arizona Jails heavily emphasize the need for written policies, procedures and plans with respect to a wide variety of subjects. Indeed, roughly half of the standards require written materials on virtually all of a facility's operations. Standards 11.01 and 15.01 bring these various requirements for written subject matter together by specifically asking that comprehensive written policy and procedure manuals be prepared.

The impact of the standards requiring written policies and so forth will be substantial. They will have a major cost and operational impact both in terms of the staff hours they would require for the preparation of manuals and in terms of the comprehensive guidelines they could provide for facility operations. Operational guidelines would significantly improve the overall operational situation in many facilities where many things are now done on an ad hoc basis or are not done at all.

The one drawback of heavily emphasizing the creation of written policies and procedures in the text of the Proposed Standards is that their mandatory existence may not also guarantee that the policies are implemented. Strong, clear language connecting the act of writing policies to the act of implementing them is needed. Unfortunately, language within the Proposed Standards regarding the implementation of policies and procedures is both sparse and vague. Consequently, should the

Proposed Standards become mandatory at some future date, the impact of Standards 11.01 and 15.01 could become greatly diminished because of this semantic problem.

Only 8 of the 14 sample facilities forwarded a copy of their written policies and procedures for staff although 11 of 14 indicated that they had such a document. The scope and content of the available policy and procedure manuals ranged from minimal to comprehensive. The briefest document was only 4 pages long while the Coconino County Policy and Procedure Manual covered a full 176 pages. Maricopa County also had a very comprehensive document.

The findings regarding the availability of written policy and procedure manuals at the 14 sample facilities suggested that standards 11.01 and 15.01 would potentially have a major cost and operational impact --- particularly if implemented. In order to determine more specifically the potential effect of these requirements on local jails a special 7-page survey focusing exclusively on the availability of written policies, procedures and plans was prepared.

The survey was designed to do two things. It was to identify whether or not jurisdictions a) had policy and procedure dealing with the same subject matter as the standards and b) whether or not that policy and procedure qualitatively complied with the requirements of the standards.

With respect to the first issue, the survey was designed to not only



detect the existence of written policies but to detect the existence of informal policies. This was done to avoid the misleading conclusion that the absence of written policy and procedure also means the absence of any policy and procedure at all. Many facilities, and organizations of all types, frequently operate on "unwritten rules" or policies passed on by word of mouth.

This approach of identifying both written and unwritten policy helped the contractors more accurately estimate the cost of standards 11.01 and 15.01. Essentially, it allowed for a more prudent projection of costs as a result of acknowledging that staff would have less original work to do because of the existence of established informal policy.

The survey was conducted at five of the six facilities visited. The Maricopa County Durango facility was excluded because it operated from the same policy and procedure manual as the Central Jail facility (which was included in the survey).

The results of the survey showed that the sample facilities had written policy and procedure for an estimated 50% of the written subject matter required by the Proposed Standards. An additional 39% of the requirements for written materials was reportedly covered by informal policy. Totaled, this data suggests that existing written or informal policy and procedure deals with slightly more than 89% of the subjects treated by the standards.

With respect to issues of qualitative compliance, it was discovered

that the five surveyed facilities attained 69.1% compliance.

WRITTEN POLICIES & PROCEDURES					
COUNTY	WRITTEN	INFORMAL	NONE	YES	NO
COCHISE	19 (42%)	25 (56%)	1 (2%)	97 (83%)	18 (15%)
MARICOPA	35 (78%)	7 (16%)	3 (6%)	95 (81%)	17 (14%)
PINAL	20 (44%)	22 (49%)	2 (4%)	78.5 (67%)	31.5 (27%)
SANTA CRUZ	30 (67%)	11 (24%)	4 (9%)	84 (72%)	27 (23%)
YUMA	9 (20%)	23 (51%)	12 (27%)	49.5 (42%)	63.5 (54%)
TOTALS:	113 (50%)	88 (39%)	22 (10%)	404 (69%)	157 (27%)

As can be seen in the preceding chart, there was a considerable range of findings from facility-to-facility among the five facilities surveyed. Yuma County had the poorest subject matter compliance factor in terms of written policy with only 20% of the required subject matter covered while Maricopa County's written manual covered the most with 78%. However, Cochise County had the best combined total of written and informal policy with 98%. Cochise County also had the best qualitative compliance score with a tally of 83% while Yuma County had the lowest compliance count with 42%.

The tallies were based on a total of 45 subject matter questions and 117 qualitative questions.

The results suggest that considerable work will be needed to write acceptable policy and procedure manuals. This effort will be made somewhat easier, however, by virtue of the fact that a certain degree of compliant informal policy is apparently in place to complement the existing measure of compliant written policy.

In terms of daily operations, should the written policies, procedures and plans be implemented, compliance would appear to be somewhat more difficult and costly since an average of roughly 27% of the standards are not being met by existing operations.

INMATE  
RULES

Standard 2.01 and other related standards require that written rules and regulations be made available to each incoming inmate. These are to clearly specify acceptable rules of conduct and the punishments which will be given out should inmates be guilty of rules violations. They are also to specify inmate rights, describe available services and inform inmates how to obtain emergency help should they need it. Disciplinary and grievance procedures are also to be detailed.

Only 8 out of 14 of the surveyed facilities forwarded copies of their existing inmate rules and regulations to the contractors. As in the case of the policy and procedure manuals, the comprehensiveness of the available documents corresponded well with their size. The briefest was one-half page while the longest was the substantially compliant 14 page document

prepared by Maricopa County.

As might be imagined the briefer documents were inadequate in communicating the required information on rules, punishments, emergency services, sick-call, visiting privileges, inmate responsibilities and the myriad other issues raised by the standards. Consequently, it appears that the development of comprehensive inmate rules, regulations and information could have a measureable impact on facility operations, inmate awareness and staff-inmate relations. At the same time it would appear that cost impact would only be a fraction of that for a policy and procedure manual. An estimate would be that writing and implementing inmate rules and regulations would require roughly 10-20% of the time and money required for writing and implementing policies and procedures.

RECORDS  
AND  
LOGS

An area in which the Proposed Standards will have a broad impact on jail operations is log and record keeping. At least 39 of the proposed standards would require the formal recording or logging of data concerning one form of jail operations or another. These records and logs are to be kept on a wide variety of subjects ranging from daily inmate counts to written notices of inmate rules violations to special dietary requirements.

In order to help measure the impact of such staff-intensive activities, the General Survey which was mailed to all 15 sample facilities included

39 questions regarding each facility's record and log keeping activities. From the 15 surveys returned it was discovered that records and logs were kept for an estimated 68.9% of the topics required by the standards. While this was higher than was first expected, the cumulative 29.9% deficiency that remained (1.2% --- no response) suggested that the average local jail would have to increase it's record keeping activities by nearly half to attain compliance. This initially suggests a significant state-wide impact in terms of increased daily operations, staff time and, consequently, operational costs. Increased capital costs of a lesser magnitude would also be incurred.

This impact statewide, however, is lessened when we take into account the fact that the state's two largest county jail systems, those of Maricopa County and Pima County, are substantially in compliance. This will lessen the impact because the overall volume, and consequently the expense, of log and record keeping is closely tied to the size of each facility's inmate population (unlike the volume and expense of writing policies and procedures). Therefore, given Maricopa and Pima County's individually high level of compliance and their size, the estimated 29.9% factor of statewide non-compliance would not correspond proportionately to a statewide increase in staff work and expense.

Indeed, when the degrees of non-compliance at each facility are weighted to account for the size of each facility's population, the estimated level of non-compliance on a statewide basis drops to 18.5%. Consequently, the estimated cost and operational impacts statewide would be estimated to drop

to the same degree.

At both the Central Jail and at Durango, Maricopa County kept an estimated 90% of the records required while Pima County kept about 87%. Yavapai County topped the findings with a 97% score while Graham County was estimated to keep only 21% of the required records and logs.

RECORDS KEEPING		
COUNTY	YES	NO
APACHE	18 (46%)	21 (54%)
COCHISE	29 (74%)	10 (26%)
COCONINO	35 (90%)	4 (10%)
GILA	25 (64%)	14 (36%)
GRAHAM	8 (21%)	30 (77%)
GREENLEE	19 (49%)	20 (51%)
MARICOPA CO.	35 (90%)	4 (10%)
DURANGO	35 (90%)	4 (10%)
MOHAVE	21 (54%)	18 (46%)
NAVAJO	30 (77%)	5 (13%)
PIMA	34 (87%)	5 (13%)
PINAL	26 (67%)	12 (31%)
SANTA CRUZ	30 (77%)	9 (23%)
YAVAPAI	38 (97%)	1 (3%)
YUMA	20 (51%)	18 (46%)
TOTALS:	403 (68.9%)	175 (29.9%)

The preceding chart gives the "compliance" level of each facility. In Appendix 2, on pages 6 through 8 of the General Survey, overall compliance levels by the type of record or log required are given.

### CAPITAL IMPACT

The standards effecting jail buildings and equipment appear to have a more far-reaching impact on Arizona jails than do the operational standards; at least over the short term. The effect of some of the more consequential requirements found in the Physical Plant section of the Proposed Standards would be to require a considerable amount of renovation, addition and new construction. Indeed, it is estimated that the total amount of architectural work created by the standards would roughly equal the re-building of 36% of the entire local jail capacity now available in the state of Arizona. Few county jails, or detention facilities, would avoid the need for additions or new construction. Local holding facilities, however, would be considerably less effected by the more impactful facility standards since many of these are applicable to detention facilities only.

It is important to bear in mind as this and the later cost discussion proceeds, that while the physical plant requirements demand significant changes in Arizona detention facilities, they are not near as stringent as those of other states attempting to accomodate modern trends. For example, requirements for the exclusive use of single occupancy cells only, dayrooms for each cellblock in all existing and new facilities, and separate indoor

recreation spaces appear in standards in Kansas, Michigan and other states but not in the Proposed Standards for Arizona Jails. Each of these requirements if applied in Arizona would significantly increase the impact of proposed standards on local jails. Indeed, it would essentially render most of them obsolete.

This is not to say that the additional requirements found in other standards are unwarranted. Many of them are consistent with standards being developed at the national level by the United States Department of Justice and the American Correctional Association's Commission on Accreditation for Corrections. Instead it is merely to illustrate that the extensive implications of the Proposed Standards owe mainly to the fundamentally deficient nature of Arizona jails rather than to extravagance in the standards' requirements.

### OVERALL COMPLIANCE

The Survey of Physical Requirements that was used during the on-site evaluations recorded data on each facility's compliance or non-compliance with capital standards. On the basis of a simple standard-by-standard tally, Arizona jails, as represented by the six surveyed facilities, attained a compliance of 69.5%. That is, the average facility would be expected to comply with 69.5% of the standards which primarily effect facilities and equipment.

COMPLIANCE	COMPLIANCE	NON-COMPLIANCE	NO ANSWER
PHYSICAL PLANT SURVEYS	69.5%	27.5%	3.0%

Although the six facilities visited only represent 9% of the state's 67 county jails, annexes, city jails and substations, they also represent 43% of the total bed capacity found in Arizona jails. This high percentage tends to tremendously increase the relevance of the survey sample.

Based on the 69.5% compliance level, and more importantly the 27.5% non-compliance level, it is clear that improvements of a measurable order would probably have to be made if the standards were to be complied with.

On an individual basis, four of the six county jails performed at about the same relatively high level when evaluated according to compliance requirements. Of the remaining two facilities, the Pinal County Jail (1953) complied with a moderately lower number of capital standards while the Yuma County Jail (1928 --- renovation 1964) complied at a substantially lower level. The table on the following page illustrates the compliance levels attained by each of the six facilities visited during the course of the study.

It should be noted that in calculating these compliance levels, no attempt was made to account for the significance of the requirements satisfied or not satisfied. As a consequence, the figures in the following

table are only ballpark indicators of an individual facility's degree of compliance.

PHYSICAL PLANT SURVEY	YES	NO
COCHISE CO. JAIL	75.5%	22.5%
MARICOPA CO. CENTRAL JAIL	79.4%	16.2%
DURANGO JAIL	74.0%	22.1%
PINAL CO. JAIL	66.2%	29.4%
SANTA CRUZ CO. JAIL	74.5%	25.5%
YUMA CO. JAIL	43.1%	52.9%
TOTALS:	69.5%	27.7%

CELL  
SPACE  
STANDARDS

Easily the most impactful of all of the standards, including those for facility operations, are standards 10.08 and 10.09. These two standards present the principal challenge to the acceptability and long-term utility of Arizona jails should compliance be attained or required. Both standards are designated "essential" to detention facilities only and both deal with space requirements for inmate cells.

Standard 10.09 is the most important of the two. It states that each multiple occupancy cell shall "hold no more than 16 inmates" and provide

at least "50 square feet of living space per inmate (dayrooms, hallways, and similar spaces do not constitute cell floor space)." The effect of this is to reduce the capacity of the average cell in local jails by an estimated 50% to 75%. For example, in Yuma County Standard 10.09 would reduce the capacity of it's multiple occupancy cells from four inmates to one inmate, it's 30-inmate dorms to 16-inmate dorms, and it's overall 124 bed capacity (115 as per the Update) to 48 beds. This represents a total reduction of capacity of 61% although the re-location of cell partitions can drop the loss to 53% (at 58 beds).

The upshot of this is that many detention facilities across the state would witness a big drop in their rated capacity as a result of Standard 10.09. This drop would more than likely cause these facilities to become overcrowded. This would in turn demand that either major facility expansion or new construction commence. In Yuma County's case the average daily jail population (1979 data) would exceed the renovated facility capacity (58 beds) by 87%, thereby requiring a major capital investment to meet present day population demands. The renovated capacity would be exceeded by 148% by the peak population experienced in 1979.

The only other alternative to such capital programs would be for the county's to make programmatic and system changes which would effectively reduce their average daily jail populations.

Standard 10.08 deals with space requirements for single occupancy cells. It essentially requires that single cells provide 60 square feet

each if inmates are confined in them 10 hours or less and 70 square feet each if inmates are confined in them for more than 10 hours. These criteria do have a significant impact on facility capacity but to a degree which is negligible when compared to the far reaching effect of Standard 10.09.

Each of the six facilities visited were carefully evaluated against standards 10.08 and 10.09. The results of the evaluation indeed showed a serious reduction in the capacities of the facilities and a subsequent overcrowding of the jails. The current jail populations of the six surveyed facilities went from averaging 74% of current capacities to 154% of the reduced capacity resulting from an application of 10.08 and 10.09. Replacement capacities for this huge shortfall would obviously have to be built at considerable expense. The cost impact of this could range from roughly \$14,000/bed to about \$28,000/bed depending on whether an addition could be built or whether entirely new facilities with all the associated functions and spaces would be required.

CAPACITY IMPACT	CURRENT CAPACITY <sup>a</sup>	MODIFIED CAPACITY	AVERAGE POPULATION	PEAK POPULATION
COCHISE COUNTY	90	47	50	70
MARICOPA COUNTY	630	259	526	593
DURANGO	808	448	534	632
PINAL COUNTY	92	24	70	95
SANTA CRUZ COUNTY	48	22	26	44
YUMA COUNTY	124	58	108	144

<sup>a</sup> from UPDATE on ARIZONA JAILS 1979 with modifications based on site visit findings.



Standards 10.08 and 10.09 are also unique in the sense that they broadly effect the degree to which many of the other facility standards must be complied with. This occurs when new facilities become necessary to provide the capacity displaced by the two space standards. Obviously, one could not build a facility simply containing cells with compliant square footages. Toilet fixtures, visiting rooms, control centers and a wide variety of other features required by the Proposed Standards would also have to be created where they might otherwise not have been needed. This greatly increases the impact and, as we shall see later, the costs of standards 10.08 and 10.09.

There are other physical plant, or capital standards which would have a prominent effect of Arizona jails if compliance were attained or mandated. However, their effect is in no way comparable to that of the space standards for single occupancy and multiple occupancy cells. Nonetheless they are of consequence and are in fact comparable in cost impact to some of the more noteworthy operational standards such as those on training and staffing. Descriptions of the most prominent capital standards follow below.

AUDIO  
COMMUNICATIONS

The most impactful of the other capital standards might be one requiring audio communication between the control center and the inmate living areas in all facilities (11.08). There was a compliance level of only 53% attained among all surveyed facilities on this issue. Consequently, a large number of facilities statewide (approximately 30 of 67) could be re-

quired to make installations of audio communications equipment as a direct result of Standard 11.08.

CELL  
PLUMBING  
FIXTURES

A considerably more costly pair of standards are 10.02 and 10.03. Respectively, these require that each single and multiple occupancy cell in detention facilities "shall contain a toilet and wash basin with running water". However, while the costs of these standards are high, second only to the space standards in magnitude (as can be seen in the later Cost of Compliance charts), the statewide impact is minimal. The reason for this is that the affects of the standards are felt at principally one detention facility only, the Maricopa County Durango Jail. Durango is an atypical facility in that only 24 of its 448 cells (5%) have plumbing fixtures in them. Each of the other five facilities visited by the contractors had sufficient fixtures in virtually every cell. Consequently, while the impact at Durango is tremendous, the impact on the other detention facilities in the state is seen to be minimal.

SPECIAL  
PURPOSE  
CELLS

Standard 10.05 requires that special purpose cells be made available in all facilities to house persons who are a security risk to themselves or others, and to house those who are either intoxicated or require constant medical supervision. This standard is projected to affect many facilities throughout the state. Only four of the six facilities visited had adequate

special purpose cells for security risks and only one of six had special purpose cells for intoxicants or those needing close medical supervision. This segment of the population was inappropriately placed in the general population of the non-compliant facilities. However, this standard offers the hope of significant improvement in this important area where wide spread deficiencies currently compromise facility security and safety.

ENVIRONMENTAL  
STANDARDS

Based on survey results, it is estimated that Standards 10.06 and 10.07 will serve to significantly improve the quality of the jail environment in numerous detention and holding facilities across the state. Standard 10.06 requires artificial light levels of at least 30 footcandles in all living areas. Standard 10.07 specifies temperature and ventilation criteria of 65 degrees to 85 degrees and 10 cubic feet per minute of air circulation, respectively.

Only three of six facilities surveyed complied with Standard 10.06. With respect to the different parts of Standard 10.07 the results varied. Only four of six facilities satisfied the minimum 65 degree temperature requirement, three of six satisfied the maximum 85 degree temperature requirement, and four of six met the ventilation requirement. These findings suggest that the two environmental standards of 10.06 and 10.07 will likely lead to improved living and working conditions in one-third to one-half of the state's facilities. As might be imagined these improvements will largely be made in the state's older jails.

THE COST  
IMPACT

The Proposed Standards for Arizona Jails will potentially have a considerable cost impact on local detention and holding facilities across the state. In total they are projected to cost the state's 67 local jails \$46.3 MILLION for capital and first-year operational expenditures.

The capital expense is by far the most significant of the two, at least on the short-run, at a total estimated amount of \$43.5 MILLION.

Additional operational expenses, while being at a relatively modest \$2.8 MILLION for the first year, are on-going costs which will add up over time. Over a 20 year period, for example, the additional \$2.8 MILLION per year for standards-compliant operations would result in a total additional operating expense of \$56 MILLION.

COMPLIANCE COSTS	
OPERATIONAL COMPLIANCE COSTS	\$2,754,367*
CAPITAL COMPLIANCE COSTS	\$43,528,743
<b>TOTAL COST:</b>	<b>\$46,283,110</b>

\* Part of the figure is for one-time set-up costs. Therefore, the dollar amount per year would actually be diminished somewhat by the second year.

QUALIFYING  
THE  
COSTS

The estimated costs that were derived in the course of this study must be accompanied by several important qualifying statements. These describe the parameters and assumptions behind the cost estimates and may tend to limit the applicability of the figures. These qualifying factors are important to understand and are as follows:

1. Estimates are based on operational and physical plant conditions as they existed in November and December of 1980. Consequently, new construction at Pima County and other locales have not been taken into account. Neither have plans for facility design or construction as they may be developing throughout the state.

These new facilities or plans would quite possibly resolve many areas of non-compliance in current facilities. As a result the actual compliance cost attributable to the Proposed Standards might actually drop significantly since major fiscal commitments would already have been made without the motivation of the standards.

Indeed, many of the more impactful compliance issues might already be resolved by the future date at which these standards might become mandatory.

2. In estimating capital costs no attempt was made to project the future growth rate of facility jail populations. Therefore the growth rate in the average daily population with its commensurate demand for greater capacity and construction expenditures were not taken into account.

In essence, existing capacities were viewed as adequate and any new construction or additions estimated were for replacing lost capacity only.

3. Operational costs were calculated under the assumption that no functions of consequence could be absorbed by existing staff.

4. Operational costs are for a single year's operation only and include some one-time costs such as the initial writing of a comprehensive policies and procedures manual. These one-time costs would not carry over to the operational budgets of subsequent years.
5. Capital costs are by and large one-time costs and include new construction.
6. Capital costs for renovation, addition or new construction do not include the cost of site acquisition, professional fees, financing charges or contingencies. Construction costs only are included.
7. Cost estimates were made for those standards which were designated ESSENTIAL for either holding facilities or detention facilities or both.
8. A literal interpretation of each standard was made to the greatest degree possible in making cost estimates. Where specific measurements were included cost estimates were made. Where standards were vague by using terms like "adequate" and "sufficient" every effort was made not to read into the standards the subjective point of view of the contractor. Consequently, some standards which on first reading seem important are, in fact, relegated to a "no cost" status.

OPERATIONAL  
COSTS

The additional first year operating costs of \$2.8 million required by the standards, represents an estimated 21.7% increase over current estimated operational costs. This factor of increase is based on an estimated statewide operational cost of \$12.7 million per year (as derived from individual figures supplied by the 15 facilities questioned in the General Survey). The 21.7% increase translates into an additional \$1.80 per day per bed in the statewide capacity. Current costs are at an estimated \$8.30 per bed per day.

OPERATIONAL COMPLIANCE COSTS	\$2,754,367
ESTIMATED STATEWIDE OPERATING COSTS	\$12,700,000
FACTOR OF INCREASE:	21.7%
EXTRA COST/DAY/BED:	\$1.80

In terms of average daily jail population the average operating cost at the 15 surveyed facilities (for which reliable population data was available) was an estimated \$3,203 per inmate per year, or \$8.77 per inmate per day.

The ten (10) most cost impactful operations standards are listed on the next page. Capital cost figures are included since many of the operational requirements imply the need for staff office space, file areas, storage space and the like.

The cost of the remaining standards principally effecting operations falls off steadily from this point on. Each of these can be found in the Cost of Compliance charts which follow this Final Report section.

MOST IMPACTFUL OPERATING STANDARDS -- ON OPERATIONS			
STANDARD	OPERATING	CAPITAL	TOTAL
15.01 P & P MANUAL	\$391,817	\$143,455	\$535,272
1.03 TRAINING	388,599	11,366	399,965
12.01 24-HR. SURVEILLANCE	385,618	0	385,618
12.03 FREQUENCY/OBSERVATION	362,177	0	362,177
12.07 MALE/FEMALE SUPER.	227,756	0	227,756
11.07 STAFF BACK-UP	133,279	0	133,279
5.10 KITCHEN SUPERVISION	81,092	0	81,092
5.02 3 MEALS/DAY	73,402	0	73,402
15.02 UPDATE P & P MANUAL	60,757	24,610	85,367
3.03 INMATE COUNT DATA	57,816	9,485	67,301

CAPITAL  
COSTS

The total capital costs implied by compliance with the Proposed Standards for Arizona Jails is an estimated \$43.5 million. This represents a full 94% of the total cost of compliance presented in this document. Of course, if the long-term cost impact of operational requirements were taken into account rather than a single year total, this estimated capital expense would drop in proportion to operating expenses. After a

period of about 15 years, the cumulative costs (in 1980 dollars) of the newly required operations would be roughly equivalent to those of facilities and equipment.

As noted in the Executive Summary, the total capital cost of \$43.5 million would roughly equal the estimated total dollar amount needed to re-build 1518 beds or approximately 36% of the present statewide jail capacity --- although this is not to suggest that all capital needs must be satisfied through new construction. The 36% figure used in this illustration is based on a standardized cost of \$91 per square foot of jail space at an average of 315 gross square feet of space per bed. The \$91 per square foot figure was derived from a nationwide cost study conducted by the authors. The area per bed figure was extrapolated from information in the same cost study and from data found in facility drawings.

ILLUSTRATION OF CAPITAL COST IMPACT	
CAPITAL COST OF COMPLIANCE	\$43,528,743
EQUIVALENT CAPACITY IN NEW CONSTRUCTION	1518 BEDS
% OF PRESENT STATEWIDE CAPACITY	36.2%

STANDARDS  
10.08 & 10.09

The estimated direct and indirect impact of Standards 10.08 and 10.09, on the size of single occupancy and multiple occupancy cell space respectively, is staggering. At an estimated \$41,160,317 these two standards are alone responsible for 94.6% of capital compliance costs and 88.9% of the total costs of compliance.

Generally speaking, 10.08 and 10.09 are the most costly because they reveal the principal weakness of Arizona jail facilities when compared to modern day standards. That weakness is the crowding of too many people into too little space.

When considering the impact of these standards, however, it is essential to understand that much of the cost is indirectly mandated. That is, the cost of simply providing adequate cell space as per Standards 10.08 and 10.09 would in and of itself be considerably less than \$41 million. However, since a major impact of the requirements is to significantly reduce the capacity of existing jails, they also generate the need for new facilities in some cases. Consequently, Standards 10.08 and 10.09 create a need to comply with other physical plant standards where that need had not existed before. This is why various capital standards listed in the Cost of Compliance charts are noted as being "partially accounted for in 10.08 and 10.09."

A CONTRADICTION --  
THE GRANDFATHER  
CLAUSE

An important factor in these cost estimates, particularly insofar as the effects of 10.08 and 10.09 are concerned, is the interpretation of the "Grandfather Clause" written into the preamble of the Proposed Standards. This clause raises the question of whether or not new construction could indeed be mandated by the standards:

"It is not our intention to force any institutions to start new construction to meet these standards. However, if these standards are made mandatory by governmental authority and if an institution commences construction, then it is our intention that the new construction, when done, will be such as to meet these standards."

On the face of it, this clause would seem to rule out the possibility of requiring new construction as a means to compliance. Based on this, it might be argued that new construction costs are not chargeable" to the Proposed Standards. However, since the practical consequence of Standards 10.08 and 10.09 would be to create facilities crowded well beyond compliant capacity levels, some new construction (and addition -- which is presumably also under the heading of new construction) will clearly be needed as a matter of reality.

For the purposes of this study and of communicating as realistic an impact of the standards as possible, the contractors have resolved this apparent contradiction by including new construction costs in the total compliance cost estimates despite the language of the "Grandfather Clause."

Without this inclusion, the total cost of compliance would be a fraction of it's current estimated amount of \$46.3 million.

OTHER  
CAPITAL  
COSTS

The chart on the following page lists the ten most impactful capital standards. Clearly with 10.08 and 10.09 so overwhelming in impact, the other figures seem to quite rapidly drop off into insignificance. In reality though, the second through the tenth most costly standards are really quite significant and are comparable to the most costly operational standards. Indeed many of the "other nine" of the top ten capital standards actually have additional cost impacts which are accounted for in 10.09 for the reasons expressed previously. The operational costs associated with these capital standards, if any, are listed for the same reasons that capital costs were listed earlier when the cost of operational standards were being discussed.

COST OF  
COMPLIANCE  
CHART

Immediately following this Final Report section is the standard-by-standard tallies of the costs of complying to the Proposed Standards for Arizona Jails. These figures are presented in terms of both the capital costs and the operating costs estimated for each standard.



MOST IMPACTFUL CAPITAL STANDARDS			
STANDARD	OPERATING	CAPITAL	TOTAL
10.08, 10.09, CELL SIZE	\$0	\$41,160,317	\$41,160,317
10.03 MULT. CELL PLUMBING	0	1,240,040	1,240,040
10.02 SING. CELL PLUMBING	0	297,584	297,584
15.01 P & P MANUAL	391,817	*143,455	535,272
10.05 SPCL. PURPOSE CELLS	0	111,864	111,864
11.08 AUDIO COMMUNICATIONS	0	107,479	107,479
10.07 HVAC SYSTEMS	0	84,849	84,849
10.01 INTAKE AREA	0	75,110	75,110
11.26 EMERGENCY EQUIPMENT	0	68,440	68,440
11.09 ALARM SYSTEMS	0	37,618	37,618

\* this cost associated with one-time P & P writing effort.

# COST of COMPLIANCE CHARTS

## COST CALCULATION APPROACH

When calculating the economic impact of each proposed standard, one routine approach was adopted and applied for standards principally having operational cost implications and another applied for those principally having capital cost implications. In all cases, however, the potential operational and capital cost of each standard was calculated.

### OPERATIONAL STANDARDS

For "operational" standards, costs were estimated by utilizing the basic steps which follow. Of course, deviations from this approach occurred as warranted because of the special demands of a particular standard:

#### OPERATIONAL SIDE OF THE COSTS:

1. Based on survey data and/or on-site evaluations, identify the overall and individual compliance attained by the surveyed facilities.
2. Estimate the number of staff-hours required by professional staff to execute the basic task or tasks required such as report writing or inmate supervision.
3. Estimate the associated staff-time required for staff supervision, typing, filing, copying and so forth.
4. Identify the frequency with which the task would be executed within one year's time, i.e., twice daily, once weekly, quarterly, etc.
5. Identify associated costs which would come out of operating expenses such as printing, the design of

new forms or logs, and paper.

6. Calculate the operational costs to the surveyed facilities, if any, by taking into account the information determined in the preceding steps and factoring in appropriate standardized salary rates for the various principals involved (salary rates were derived from data provided by the sampled facilities).
7. Formulate a statewide estimate by multiplying the added cost to the surveyed facilities by an appropriate cost factor. Cost factors were based either on the total facility capacity of the jails affected by the standards or on the total number of facilities affected depending on which was appropriate.

Other spaces which were covered by "capital" standards were not calculated as an outgrowth of operational standards.

#### THE CAPITAL SIDE OF THE COSTS

Capital costs were calculated after, and were based on, operational expenses. Costs were taken into account for routine spaces not covered by the standards but nonetheless required to complete specific operational tasks. Included was office space for supervisory staff, secretary space, file space and storage space. These were tied to operational requirements by establishing standardized space costs which were based on time or volume factors; i.e., the space for one secretary was reduced to a cost per hour of use, and the cost of file space was reduced to a cost per sheet of paper. The capital costs associated with "operations" standards were then calculated by:

1. multiplying standard cost factors by the amount of time or volume of items involved with the required operational task as per compliance findings,
2. multiplying the resultant figure by the same cost factor used for operational expenses in making them applicable statewide.

"CAPITAL"  
STANDARDS

The standards which were basically capital intensive in nature were calculated by the outline below. Standardized or researched cost factors were utilized and were based on interviews with manufacturer's representatives and the results of studies previously conducted by the contractors for the National Institute of Corrections:

1. Ascertain individual and collective levels of compliance with the standard in question working from survey data and/or facility drawings.
2. Identify the specific impact of the standard, i.e., a loss of 35 beds, the need for 3 breathing apparatus, the installation of an audio communications system, etc.
3. Identify the specific costs involved at each facility whether it be the cost of 1000 square feet of new detention space, 2 first-aid kits, etc.
4. Total the costs of each facility surveyed under the particular standard.
5. Multiply the total cost of the standard at the surveyed facilities by the appropriate cost factor making it applicable to the entire state.

The operational side of the "capital" standards, where there was one, was calculated in the same fashion described earlier.

KEY TO THE COST OF COMPLIANCE CHARTS:

- NC --- No cost standard
- P --- Found in cost columns and means that the principal cost of the standard is found in the act of writing policy and procedure. This is either due to the nature of the of the standard or Compliance by sampled facilities.
- --- Means that all costs are accounted for elsewhere.
- \$0 --- Entered when a standard that implies cost has been satisfied by all surveyed facilities. The word COMPLIANCE will appear in the Remarks section.
- NON-ESSENTIAL Found in Remarks section and indicates that the standard was designated ESSENTIAL for neither holding nor detention facilities.
- \* --- Found preceding the number of the standard and indicates that it is not essential to holding facilities.

# SUMMARY

SECTION/TITLE	COST		NO COST
	OPERATING	CAPITAL	
1 TRAINING AND ENTRY LEVEL SKILLS FOR DETENTION OFFICERS	\$388,599	\$11,366	2/NC
2 INMATE RULES AND DISCIPLINE	32,291	6,273	5/NC
3 INMATE RECORDS	93,854	16,944	2/NC
4 SANITATION	0	0	1/NC
5 FOOD SERVICES	201,667	505	4/NC
6 COMMUNICATIONS	61,333	17,782	2/NC
7 INMATE CLOTHING AND HYGIENIC LIVING CONDITIONS	64,243	0	2/NC
8 MEDICAL AND HEALTH CARE SERVICES	113,832	11,782	8/NC
9 INMATE SAFETY	67,175	67,092	2/NC
10 PHYSICAL PLANT	0	42,987,188	4/NC
11 SECURITY AND CONTROL	196,632	213,703	2/NC
12 SUPERVISION OF INMATES	983,757	0	1/NC
13 SPECIAL MANAGEMENT INMATES	54,434	11,371	7/NC
14 INMATE RIGHTS	1,691	0	1/NC
15 ADMINISTRATION, ORGANIZATION, MGMT.	452,574	168,065	5/NC
16 CLASSIFICATION	42,285	16,672	0/NC
17 RECEPTION, ORIENTATION, RELEASE AND PROPERTY CONTROL	0	0	2/NC
18 INMATE PROGRAMS	0	0	2/NC
CATAGORICAL COSTS	\$2,754,367	\$43,528,743	52/NC

**COST of COMPLIANCE:**

**\$46,283,110**

**1 TRAINING AND ENTRY LEVEL SKILLS FOR DETENTION OFFICERS** **COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
1.01	Staff Qualifications			NC	
*1.02	Training Ensured	--	--		costs accounted for in 1.03
*1.03	Training Specifics	\$388,599	\$11,366		covers costs of 1.02
1.04	In-service Training			NC	NON-ESSENTIAL standard
<b>TOTALS:</b>		\$388,599	\$11,366	2/NC	<b>1</b>

**2** INMATE RULES AND DISCIPLINE

**COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
*2.01	Written Inmate Rules	\$21,622	\$3,737		
2.02	Posting of Rules			NC	
*2.03	Oral Rules Presentation to Illiterates	--	--		accounted for in 2.08
*2.04	Rules in Appropriate Languages	R	R		
2.05	Behavior Counseling			NC	"may" be done
2.06	Violation Reports	0	0		COMPLIANCE by surveyed jails
2.07	Report Contents	0	0		COMPLIANCE by surveyed jails
*2.08	Disciplinary Hearing	4,685	778		partially accounted for in 2.01, accounts for 2.03
2.09	Immediate Segregation			NC	
2.10	Prohibiting Food Denials			NC	
2.11	Prohibiting Denial of Hygienic Materials			NC	
2.12	Protection from Staff Abuse	P	P		
*2.13	Disciplinary Investigations	2,039	614		
2.14	Criminal Prosecution of Inmate Offense	R	R		
<b>TOTALS:</b>					<b>2</b>

2 INMATE RULES AND DISCIPLINE (continued)		COST of COMPLIANCE			
STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
*2.15	Inmate Grievance Procedure	\$3,945	\$1,144		
<b>TOTALS:</b>		\$32,291	\$6,273	5/NC	<b>2</b>



**3** INMATE RECORDS

**COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
3.01	Inmate Count System	--	--		accounted for in 3.03
3.02	One Inmate Count/Day	\$0	\$0		COMPLIANCE by survey facilities
3.03	Specific Count Data Required	57,816	9,485		accounts for 3.01
*3.04	Intake Form	15,664	118		
3.05	Required Inmate Records	20,374	7,341		
3.06	Safeguard Inmate Records			NC	
3.07	Release of Information Form	--	--		accounted for in 3.05
3.08	Inmate Access to Records			NC	
<b>TOTALS:</b>		\$93,854	\$16,944	2/NC	<b>3</b>

**4** SANITATION

**COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
4.01	Code Compliance	X	X		undetermined
4.02	Maintenance Plan	P	P		compliance with requirement for "regular" maintenance.
4.03	Vermin/Pest Control			NC	indeterminate
4.04	Cleaning Supplies	\$0	\$0		COMPLIANCE by surveyed facilities
<b>TOTALS:</b>		\$0	\$0	1/NC	<b>4</b>

**5** FOOD SERVICES

**COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
*5.01	Food Service Plan	\$1,240	\$0		
5.02	Three Meals/Day	73,402	0		
*5.03	Two Hot Meals/Day	0	0		COMPLIANCE by surveyed facilities
*5.04	Food Flavor, Temperature, Palatability			NC	
*5.05	Menu Preparation			NC	
5.06	Medical Diets			NC	negligible frequency of occurrence
5.07	Religious Diets			NC	negligible frequency of occurrence
*5.08	Food Service Records	1,032	505		
5.09	State Sanitation	X	X		undetermined
5.10	Food Service Supervision	81,092	0		
5.11	Supervision of Meal Serving	0	0		COMPLIANCE by surveyed facilities
5.12	Medical Screening for Food Service Workers	559	0		partially accounted for in 8.07, 8.11
5.13	Inspection of Kitchen	44,342	0		
5.14	Quality of Food Storage	0	0		COMPLIANCE by surveyed facilities
<b>TOTALS:</b>		\$201,667	\$505	4/NC	<b>5</b>

**6 COMMUNICATIONS** **COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
*6.01	Mail Handling Plan	P	P		
*6.01a	Censorship, Confiscation	\$3,701	\$469		partially accounted for in 2.15
*6.01b	Notice of Contraband Seizure	339	125		
*6.01c	Grievance Procedure	337	101		
*6.01d	Mail Volume Receivable			NC	
*6.01e	Free Postage to Indigents	56,210	16,608		
*6.01f	Sources of Mail			NC	
*6.01g	Mailing/Delivery Schedule	0	0		COMPLIANCE by surveyed facilities
*6.01h	Forwarding of Mail	P	P		
*6.01i	Written Mail Policies	--	--		accounted for in 2.01, 15.01
6.02	Telephone Access	746	479		accounts for 14.15
<b>TOTALS:</b>		\$61,333	\$17,782	2/NC	<b>6</b>

**7** INMATE CLOTHING AND HYGIENIC LIVING CONDITIONS

**COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
*7.01	Clothing, Mattresses, Linens	--	--		accounted for by 7.05
*7.02	Special Clothing	\$0	\$0		COMPLIANCE by surveyed facilities
*7.03	Weekly Change of Clothing	992	0		
7.04	Cleaning of Bedding	0	0		COMPLIANCE by surveyed facilities
7.05	Sufficient Clothing, Bedding	63,251	0		accounts for 7.01
*7.06	Showering/Bathing	0	0		COMPLIANCE by surveyed facilities. availability of showers covered by 10.04.
*7.07	Hygienic Items			NC	responsibility for provision not assigned
*7.08	Hair Care Services	0	0		COMPLIANCE by surveyed facilities
7.09	Use of Insecticides, etc.			NC	
7.10	Disinfecting Personal Clothing	0	0		COMPLIANCE by surveyed facilities
<b>TOTALS:</b>		\$64,243	\$0	2/NC	<b>7</b>

**8** MEDICAL AND HEALTH CARE SERVICES

**COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
8.01	Medical Service Agreements			NC	"whenever possible"
8.02	Medical Staff Licensing			NC	
8.03	Restrictions on Physician			NC	
8.04	Security Regulations for Medical Personnel			NC	
*8.05	Health System Report	\$5,635	\$2,400		
8.06	Standard Medical Procedures	P	P		cost on actual procedures accounted for throughout section 8
*8.07	Medical Services	4,048	38		consultation costs only; types of services required indeterminate, i.e., "may include"
*8.08	Job Descriptions	624	135		
8.09	Acceptable Circumstances for Non-emergency Treatment	P	P		
*8.10	Medical Space & Equipment	1,674	0		compliance in terms of space and equipment --- consultation expenses required
*8.11	Receiving Screening	11,860	984		partially accounts for 5.12
8.12	Medical Observation at Receiving	--	--		accounted for in standards 8.07, 8.11, 8.13, 8.21
<b>TOTALS:</b>					<b>8</b>

**8** MEDICAL AND HEALTH CARE SERVICES (continued)

**COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
8.13	Emergency Services	\$0	\$0		COMPLIANCE by surveyed facilities
8.14	Posting Emergency Numbers			NC	
*8.15	First-aid Training	12,430	0		
8.16	First-aid Kits	0	0		COMPLIANCE by surveyed facilities
*8.17	Tests for Diseases	12,902	68		
*8.18	Procedures for Obtaining Medical Services	1,939	5,771		
*8.19	Collection of Medical Complaints	0	0		COMPLIANCE by surveyed facilities
*8.20	Sick Call	53,010	536		
*8.21	Emergency Medical/Dental	0	0		COMPLIANCE by surveyed facilities
8.22	Informed Consent			NC	
*8.23	Medical Records	--	--		accounted for in 8.11, 8.17, 8.20
*8.24	Location of Medical Records	1,571	1,848		
*8.25	Record Transfers	8,139	0		
8.26	Experimental Testing			NC	
8.27	Inmate Death			NC	
<b>TOTALS:</b>		\$113,832	\$11,780	8/NC	<b>8</b>



**9 INMATE SAFETY**

**COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
9.01	Fire Prevention Regulations	\$36,678	\$14,360		
9.02	Containers for Combustibles	0	4,329		
9.03	Graphic Evacuation Plan	20,633	3,819		
9.04	Emergency Transfers	--	--		accounted for in 1.03
9.05	Marked, Illuminated Exits	0	10,407		
9.06	Fire Resistant Mattresses, Materials	0	13,884		
*9.07	Breathing Apparatus	215	16,211		
9.08	Clean, Safe Floors			NC	
9.09	Obtaining Emergency Help	9,649	4,082		
9.10	Protective Custody Housing			NC	
<b>TOTALS:</b>		\$67,175	\$67,092	2/NC	<b>9</b>

**10** PHYSICAL PLANT

**COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
*10.01	Reception/Release Area	\$0	\$75,110		partially accounted for in 10.09
*10.02	Water Closet/Lavatories in Single Occupancy Cells	0	297,584		one water closet & lavatory per cell, partially accounted for in 10.09
*10.03	Water Closet/Lavatories in Multiple Occupancy Cells	0	1,240,040		one water closet & lavatory per cell per eight inmates --- partially accounted for in 10.09
*10.04	Showers	0	7,400		one per every 15 inmates
10.05	Security Cells/Detoxification Cells/Medical Cells	0	111,864		partially accounted for in 10.09
10.06	Artificial Lighting	0	10,024		partially accounted for in 10.09, 11.26
10.07	HVAC Systems	0	84,849		partially accounted for in 10.09
*10.08	Single Cell Size	--	--		totally accounted for in 10.09
*10.09	Multiple Cell Size	0	41,160,317		totally accounts for 10.08 --- partially accounts for all physical plant cost standards in terms of costs of new construction where needed and additions
10.10	Noise Levels			NC	
10.11	Cell Capacity Limit	--	--		accounted for in 10.08, 10.09
<b>TOTALS:</b>					<b>10</b>

**CONTINUED**

**1 OF 2**

**10** PHYSICAL PLANT (continued)

**COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
*10.12	Inmate Exercise Space			NC	indeterminate --- "suitable" space
*10.13	Visiting Space			NC	indeterminate --- "suitable" space
10.14	Hazardous Material Storage	0	0		COMPLIANCE by surveyed facilities
10.15	Preventative Maintenance			NC	NON-ESSENTIAL standard
*10.16	Dayrooms	--	--		accounted for in 10.09
<b>TOTALS:</b>		\$0	\$42,987,188	4/NC	<b>10</b>

**11 SECURITY AND CONTROL** **COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
11.01	Security & Control Policies	P	P		accounted for in 15.01
11.02	Control Center	\$0	\$0		COMPLIANCE by surveyed facilities
11.03	One Inmate Count/Day	--	--		duplicate of 3.02
*11.04	Assignment to Isolation	56,250	0		
11.05	Security Door Locking	P	P		
11.06	Security Perimeter	0	0		COMPLIANCE by surveyed facilities
11.07	Staff Back-up	133,279	0		
11.08	Audio Communication	0	107,479		accounts for 12.02
11.09	Alarm Systems	0	37,618		
11.10	Inspection of Security Devices	P	P		
11.11	Heat Resistant Locks			NC	
11.12	Facility Searches	P	P		no frequency identified
11.13	Security Equipment	P	P		partially accounted for in 3.01; partially indeterminate, i.e., "sufficient" equipment
11.14	Security Equipment Storage	P	P		partially indeterminate as in 11.13
<b>TOTALS:</b>					<b>11</b>

**11** SECURITY AND CONTROL (continued)

**COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
11.15	Equipment Inventories	\$3,129	\$29		
11.16	Equipment Distribution Plan	3,974	137		
11.17	Equipment Use Report	--	--		accounted for in 11.16
11.18	Injury Examinations	0	0		COMPLIANCE by surveyed facilities
11.19	Weapons Prohibition			NC	
11.20	Key Control	P	P		partially indeterminate, i.e., "may," "should," etc.
11.21	Tools and Culinary	0	0		COMPLIANCE by surveyed facilities
11.22	Flammable, Toxic Materials	0	0		COMPLIANCE by surveyed facilities
11.23	Escape Plan, Review, Training	--	--		accounted for in 1.03, 15.01, 15.02
11.24	Emergency Procedures	--	--		accounted for in 1.03, 15.01
11.25	Emergency Space Arrangements	P	P		
11.26	Emergency Equipment	0	68,440		partially accounts for 10.06
11.27	Use of Force	0	0		COMPLIANCE by surveyed facilities
11.28	Restraint Equipment	P	P		
11.29	Prisoner Transportation	P	P		
<b>TOTALS:</b>		\$196,632	\$213,703	2/NC	<b>11</b>

**12 SUPERVISION OF INMATES** **COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
12.01	24-Hour Surveillance	\$385,618	\$0		
12.02	Hearing/Responding to Calls	--	--		accounted for in 11.08, audio listening
12.03	Frequency of Observation	362,177	0		
12.04	Surveillance Equipment Location			NC	NON-ESSENTIAL standard
12.05	Staff Needs	--	--		accounted for throughout
12.06	Exit/Entrance Searches	8,206	0		
12.07	Male/Female Supervision by Staff of Same Sex	227,756	0		
<b>TOTALS:</b>		\$983,757	\$0	1/NC	<b>12</b>



**13** SPECIAL MANAGEMENT INMATES

**COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
13.01	Administrative Segregation	P	P		
*13.01A	Segregation Hearing	23,535	5,310		
*13.01B	Disciplinary Hearing	--	--		accounted for in 2.08
*13.01C	Living Conditions	0	0		COMPLIANCE by surveyed facilities
*13.01D	Status Review	8,358	3,178		
*13.01E	Report of Privelege Denial	95	15		
*13.01F	Clothing, Personal Items			NC	
13.01G	Meals			NC	
13.01H	Visitation, Correspondence			NC	
*13.01I	Clothing, Bedding, Linen			NC	
*13.01J	Exercise			NC	neutralized requirement, i.e., "unless... conditions dictate otherwise."
*13.01K	Legal Materials			NC	
*13.01L	Reading Materials			NC	
13.01M	Legal Telephone Calls	--	--		accounted for in 6.02
13.01N	Normal Telephone Calls	--	--		accounted for in 6.02
<b>TOTALS:</b>					<b>13</b>

**13** SPECIAL MANAGEMENT INMATES (continued) **COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
*13.010	Psychological Assessment	442	11		
*13.01P	Permanent Log	10,954	562		
*13.01Q	Release Review Process	11,050	2,295		
<b>TOTALS:</b>		\$54,434	\$11,371	7/NC	<b>13</b>

**14** INMATE RIGHTS

**COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
14.01	Access to Courts	P	P		
14.02	Attorneys Access to	P	P		
*14.03	Legal Assistance	P	P		
*14.04	Pretrial/Sentenced Separation	P	P		partially neutralized, i.e., "where necessary."
14.05	Protection from Abuse	--	--		duplicate of 11.27
*14.06	Access to Exercise	P	P		closely related to 10.12
*14.07	Religious Practices	\$1,388	\$0		
14.08	Medical Services	P	P		accounted for throughout section 8
14.09	Searches, Evidence	P	P		
14.10	Discrimination	P	P		
14.11	Programs & Services	P	P		compliance with qualitative requirement
14.12	Visitation	P	P		partially indeterminate --- no frequency of visits required
14.13	Visitor Log	303	0		
*14.14	Communication Priveleges	--	--		accounted for in 6.01a, 6.01f, 6.02
<b>TOTALS:</b>					<b>14</b>

**14** INMATE RIGHTS (continued)

**COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
14.15	Telephone at Intake	--	--	.	accounted for in 6.02
14.16	Commissary			NC	NON-ESSENTIAL standard
14.17	Personal Property, Money	P	P		
*14.18	Operation of Commissary	P	P		
<b>TOTALS:</b>		\$1,691	\$0	1/NC	<b>14</b>

**15** ADMINISTRATION, ORGANIZATION, MANAGEMENT

**COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
15.01	Written Operations Manual for All Policies & Procedures	\$391,817	\$143,455		all costs referred to throughout under the letter "P" accounted for here
15.02	Review of Manual	60,757	24,610		
15.03	Administrative Responsibility	0	0		COMPLIANCE by surveyed facilities
15.04	Channels of Communication			NC	NON-ESSENTIAL standard
15.05	Operations Monitoring			NC	indeterminate, i.e., "regular basis"
15.06	Legal Assistance			NC	NON-ESSENTIAL standard
15.07	System of Reports	P	P		partially indeterminate
15.08	Media Access			NC	NON-ESSENTIAL standard
15.09	Fiscal Policy			NC	NON-ESSENTIAL standard
<b>TOTALS:</b>		\$452,574	\$168,065	5/NC	<b>15</b>

16 CLASSIFICATION		COST of COMPLIANCE			
STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
*16.01	Classification Plan	\$3,251	\$783		
16.02	Juvenile/Adult Separation	0	0		COMPLIANCE by surveyed facilities
16.03	Male/Female Separation	0	0		COMPLIANCE by surveyed facilities
*16.04	Identifying Inmate Problems	23,621	9,632		partially accounted for in 8.07, 8.11 --- partially indeterminate
*16.05	Classification-sentenced	P	P		partially accounted for in 16.01
*16.06	Re-classification	15,413	6,257		
16.07	Discrimination	--	--		duplicates 14.10
*16.08	Equal Access to Programs	--	--		duplicates 14.11
<b>TOTALS:</b>		\$42,285	\$16,672	0/NC	<b>16</b>

**17** RECEPTION, ORIENTATION, RELEASE AND PROPERTY CONTROL **COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO COST	REMARKS
		OPERATING	CAPITAL		
*17.01	Admission of Inmates	P	P		
17.02	Pretrial Release			NC	
*17.03	Initial Screening			NC	
17.04	Positive Identification of Releasee	\$0	\$0		COMPLIANCE by surveyed facilities
<b>TOTALS:</b>		\$0	\$0	2/NC	<b>17</b>



**18** INMATE PROGRAMS

**COST of COMPLIANCE**

STANDARD	SUBJECT	COST		NO-COST	REMARKS
		OPERATING	CAPITAL		
18.01	Inmate Work Assignments			NC	NON-ESSENTIAL standard
18.02	Exclusions from Work	P	P		
*18.03	Work Assignments for Handicapped	P	P		
*18.04	Educational & Counseling Programs			NC	neutralized requirement --- "whenever possible."
<b>TOTALS:</b>		\$0	\$0	2/NC	<b>18</b>

# APPENDICES

## Appendix I

### STAFF SALARIES

COUNTY	CORRECTIONAL OFFICER COST/YEAR	NUMBER OF STAFF	TOTAL STAFF COST
APACHE COUNTY	\$10,890	6	\$65,340
COCHISE COUNTY	14,880	11	163,677
COCONINO COUNTY	19,007	29	551,194
GILA COUNTY	11,353	4.5	51,088
GRAHAM COUNTY	--	--	--
GREENLEE COUNTY	14,751	6.2	91,459
MARICOPA COUNTY	20,650	68	1,404,200
DURANGO	20,650	77	1,590,050
MOHAVE COUNTY	9,450	13	122,850
NAVAJO COUNTY	11,664	15	174,960
PIMA COUNTY	14,342	128	1,835,827
PINAL COUNTY	15,203	8	121,628
SANTA CRUZ COUNTY	10,320	7	72,240
YAVAPAI COUNTY	10,430	13	135,590
YUMA COUNTY	16,498	13	214,474
		398.7	\$6,594,577
		AVERAGE/YEAR	\$16,540



ARIZONA STATE JUSTICE PLANNING AGENCY  
 PROFESSIONAL PLAZA, SUITE 400  
 4820 NORTH BLACK CANYON FREEWAY  
 PHOENIX, ARIZONA 85017  
 TELEPHONE (602) 255-5466

Appendix 2

BRUCE BABBITT  
 GOVERNOR  
 CHARLES ARES  
 CHAIRMAN

RICHARD C. WERTZ  
 EXECUTIVE DIRECTOR

GENERAL  
 SURVEY

Comparative Analysis  
 of  
 Existing Arizona Jails  
 to  
 Proposed State Jail Standards

Facility Name: CUMULATIVE TALLIES

Facility Address: \_\_\_\_\_

Facility Phone: \_\_\_\_\_ Date: \_\_\_\_\_

Respondent's Name & Title: \_\_\_\_\_

\*SEND TO: Dennis A. Kimme, 1115 W. Charles St., Champaign IL 61820

ORDER TALLIED

- |                 |                     |                    |
|-----------------|---------------------|--------------------|
| 1. Apache Co.   | 6. Maricopa Co.     | 11. Santa Cruz Co. |
| 2. Cochise Co.  | 7. Maricopa-Durango | 12. Yavapai Co.    |
| 3. Coconino Co. | 8. Mohave Co.       | 13. Yuma Co.       |
| 4. Gila Co.     | 9. Pima Co.         | 14. Navajo Co. 1   |
| 5. Greenlee Co. | 10. Pinal Co.       | --- Graham Co.     |

A. OPERATIONS AND SERVICES

- |   |  |
|---|--|
| 1. What was the average daily jail population in 1979?  | 14-50-101-28-10-526-534<br>48-359-70-26-44-108-45    |
| 2. What was the peak number of people held in the jail on one day in 1979?  | 19-70-125-52-13-593-632<br>75-408-95-44-62-144-90    |
| 3. What percentage of the average daily jail population is represented by the following offender types? If an offender type is not housed at the jail, leave appropriate space blank: |  |
|   | a) Adult Females 1-4-10-.1-1-0-60-1-10.5-5-5% -5-2-6 |
|   | b) Juvenile Males 3-0-0-0-2-2-0-0-.01-1-0-0-0-0%     |
|   | c) Juvenile Females 0-0-0-0-2-0-0-0-0-1-0-0-0-0%     |
| (10.08) 4. What percentage of the inmate population in single cells remains locked up in the cell for more than 10 hours a day?   | 50-2-1-0-0-0-0-100-100-15-0-0-0-50%                  |
| (16.04) 5. Indicate whether or not programs or services dealing with the problems of the following inmate types are provided:   |  |
|   | Yes No   |
| a) drug abusers   | 10.0 4.0   |
| b) alcohol abusers  | 10.0 4.0   |
| c) emotionally disturbed  | 10.0 4.0   |
| d) mentally retarded  | 8.0 6.0  |
| e) physically handicapped   | 4.0 9.0  |
| (8.07) 6. Indicate the type(s) of health services provided to inmates and the location(s) where they are delivered:   |  |
|   | At Jail In Community Not Provided                    |
| (8.07) a) medical screening at intake (questionnaire, observation)  | 9.0 1.0 4.0  |
| (8.17) b) tests for infectious diseases   | 4.5 5.5 4.0  |
| (8.07) c) first-aid   | 10.0 4.0 0   |
| (8.07) d) care of mentally ill or retarded  | 4.0 9.0 1.0  |

6. (continued)	At Jail	In Community	Not Provided
(8.07) e) detoxification of alcohol or drug abusers	5.0	7.0	2.0
(8.07) f) de-lousing procedures	10.5	0.5	3.0
(8.07) g) routine medical exam by doctor or nurse	4.0	2.0	8.0
(8.20) h) routine sick call	7.0	4.0	3.0
(8.07) i) dispensing of medicines	13.5	0.5	0.0
(8.07, 8.21) j) emergency medical care	1.5	12.5	0.0
(8.07, 8.21) k) emergency dental care	0.5	13.5	0.0
(8.07) l) infirmary care	1.5	9.5	3.0
(8.17) m) treatment of contagious diseases	3.0	11.0	0.0
(8.07) n) convalescent care	5.0	6.0	3.0
o) dental exams	1.5	8.5	4.0
p) x-rays	0.5	12.5	1.0
q) dental treatment	0.5	12.5	1.0
(8.02) r) care for pregnant women	2.5	10.5	0.0
s) minor out-patient surgery	2.0	12.0	0.0
t) other _____	0.0	0.0	0.0
(14.03) 7a. Are legal materials provided to inmates within the facility?		10.0 Yes	4.0 No
(14.03) b. Do inmates have access to legal materials outside of the facility?		10.0 Yes	4.0 No
(5.02) 8. How many meals a day does the facility provide? 3-3-3-2-2-3-3-3-3-2-3-3-3			
(5.03) 9. How many hot meals a day does the facility provide? 2-2/3-3-2-2-3-3-3-2-2-2-2-2-2			
10. Does the facility do the following upon intake?			
(8.17) a) medical screening including tests for infectious diseases		3.0 Yes	11.0 No
(7.06) b) shower		10.0 Yes	4.0 No
c) hair care, if necessary		3.0 Yes	11.0 No
d) screening interview for potential security problems		5.0 Yes	9.0 No
e) reception and orientation		5.0 Yes	9.0 No
(16.06) f) classification & assignment to a housing unit		9.0 Yes	4.0 No

(6.01) 11. Are paper, writing equipment, stamps and envelopes made available to indigent inmates?	10.0 Yes	4.0 No
(7.01) 12. Indicate whether or not the following articles are provided to inmates after their arrival at the jail:		
a) clean clothing	9.5 Yes	3.5 No
b) clean mattresses	14.0 Yes	0.0 No
c) clean blankets	14.0 Yes	0.0 No
d) clean footwear	10.0 Yes	4.0 No
e) clean towels	14.0 Yes	0.0 No
(7.07) 13. Does the facility provide the following items as needed by the inmates?		
a) soap	14.0 Yes	0.0 No
b) toothbrush or dental cleanser	10.0 Yes	4.0 No
c) shampoo	4.0 Yes	10.0 No
d) comb	6.0 Yes	8.0 No
e) toilet paper	14.0 Yes	0.0 No
f) special hygiene materials for women	11.5 Yes	1.5 No
(7.03) 14. How often do inmates receive a clean change of clothing? 3/W-1/W-1/W-2/W-as needed-1/W-2/W-1/W-2/W-indirect thing-2/W-3/W-1/W-1/W		
15. What were the jail's total operating costs for 1979? \$60,258-\$400,000-\$622,376-\$103,608-\$109,803-\$1,486,000-\$1,673,000-\$236,400-\$2,600,000-\$293,692-\$115,000-\$180,851-\$332,000-\$00.00		
<b>B. FACILITIES AND EQUIPMENT</b>		
(10.07) 1a. Are heating and cooling systems available and operable which can keep temperatures between 65° and 85° F?	12.0 Yes	2.0 No
b. If not, what is the basic problem? _____		

(10.06) 2a. Are artificial light levels in the cell sufficient to comfortably allow an inmate to read a book without eye strain? 8.0 Yes 6.0 No

b. If not, what is the basic problem? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

10.02, 14.15) 3. Are there telephones accessible to use by inmates? 13.0 Yes 1.0 No

(11.08) 4. Does the jail provide electronic audio communications between a centralized point in the jail and the inmate living areas? 8.0 Yes 6.0 No

(11.09) 5a. Does the jail have a fire alarm system? 10.0 Yes 4.0 No

b. . . . a smoke detection system? 8.0 Yes 6.0 No

c. . . . are either tied to a central control point? 9.0 Yes 5.0 No

(11.26) 6. Does the facility have adequate emergency equipment to maintain:

a) essential lights? 11.0 Yes 3.0 No

b) essential communications? 9.0 Yes 5.0 No

c) essential power? 10.0 Yes 4.0 No

(9.01) 7a. Are portable fire extinguishers available in the facility? 14.0 Yes 0.0 No

(9.01) b. . . . at locations recommended by the fire marshall? 13.0 Yes 1.0 No

(9.01) 8. Is a fully operational fire hose available at the facility? 8.0 Yes 6.0 No

(9.07) 9. How many self-contained breathing apparatus are available to staff in the event of a fire? 0-0-2-1-3-10-2-0-17-2-0-2-3-0

(9.02) 10. Are there separate, safe containers for combustible materials available in the inmate living quarters? 7.0 Yes 7.0 No

(9.05) 11. Are exits distinctly marked and continuously illuminated? 9.0 Yes 5.0 No

C. STAFF

(12.01, 12.05) 1. Including shift commanders and the like, but excluding administrative staff, what is the total number of correctional officers employed at the jail (please express the total in terms of Full-Time Equivalency, that is, one full-time person equals 1.0 staff, one half-time person equals 0.5 staff, etc.)?

6-11-29-4.5-6.2-68-77-13-128-8-7-13-10-15 F.T.E.

(12.01) 2. Does the jail house 24-hour dispatching? 9.0 Yes 4.0 No

(12.01, 12.05) 3. Excluding dispatchers, indicate the number of correctional officers providing inmate supervision on each shift. Also indicate the times of each shift.

Shift 1 ( 2300 am to 700 am ) : 1-0-7-1-0-12-16-3-28-1-1-2/5-2-3  
Shift 2 ( 700 am to 1500 am ) : 1-0-7-1-11-18-17-4-18-5-3-2/5-3-3  
Shift 3 ( 1500 am to 2300 am ) : 1-0-7-1-11-16-17-4-33-2-2-2/5-2-3

4. What is the average annual salary of a correctional officer/jailer?

\$9,900-\$12,504-\$14,520-\$10,512-\$14,049-\$17,500-\$17,500-\$9,000-\$11,952-\$11,544-\$8,600-\$9,840-\$33,200-\$10,800

5. Approximately what percentage above the officers' salary would all of his or her fringe benefits represent (i.e., retirement, insurance, social security, etc.)? Example: \$1,000 worth of fringe benefits over a \$10,000 salary equals 10%.

10%-19%-30.9%-8%-5%-18%-18%-5%-20%-31.7%-20%-6%-21%-8%

(12.05) 6. Can back-up staff always be made available whenever a correctional officer must enter an inmate living area? 12.0 Yes 2.0 No

(16.03) 7. Are female staff available or on-call to provide constant supervision of female inmates? 12.0 Yes 2.0 No

8. Not counting clerical staff or secretaries, how many administrative staff (non-correctional officers) are employed to run the jail's affairs (in terms of full-time equivalency)? 0-2-9-0-2-1-0-2-25-2-1-0-0-3

- (8.01) 9. Is there a doctor available to the facility to provide routine medical services? 11.0 Yes 3.0 No  
0-by appt-1/W-1 or 2 W-0-5/W-
- (8.20) 10. How often does a doctor and/or nurse hold sick call? 7/W-1/W-5/W-0-0-as req'd-5/W-0
- (8.21) 11. Is there an emergency on-call physician available? 10.0 Yes 4.0 No
- (5.01) 12. Does a licensed dietician or certified nutritionist prepare a written food service plan for the jail? 10.0 Yes 3.0 No
13. Does the jail retain a professional cook? 9.0 Yes 5.0 No
- (7.08) 14. Is there a hair care professional retained to provide hair care services at the jail? 1.0 Yes 13.0 No
- (13.010) 15. Does the jail utilize a professional social worker, psychologist or psychiatrist to provide classification assessments? 5.0 Yes 9.0 No

D. STAFF TRAINING

- (1.02, 1.03) 1. How many hours of initial training do new correctional officers receive? 0-0-400-40-40-0-0-40-240-80-0-65.5-0-0
- (1.02, 1.04) 2. How many hours of additional in-service training, seminars or coursework do correctional officers receive annually? 0-16-50-20-8-0-0-40-40-40-none to 5/10-20-0-0
- (8.15) 3. What percentage of the jails correctional officers have training and certification in first-aid equivalent to that offered by the American Red Cross? 25-0-100-75-0-0-0-5-100-50-100-5-20-80

E. RECORDS AND LOGS

Indicate whether or not records or logs are kept on the following subjects:

- 1) staff counseling efforts with respect to inmate rule violations 9.0 Yes 5.0 No
- (2.06) 2) major or minor rule violations by inmates 14.0 Yes 0.0 No
- (2.08) 3) written notices to inmate of rule violation charges 8.0 Yes 6.0 No

- (2.01) 4) proceedings of disciplinary hearing 8.0 Yes 6.0 No
- (2.15) 5) written responses to inmate grievances 8.0 Yes 5.0 No
- (3.03) 6) daily headcounts broken down by offender categories 8.0 Yes 6.0 No
- (3.04) 7) basic intake data 13.0 Yes 1.0 No
- (3.05) 8) transfer orders 10.0 Yes 4.0 No
- (3.05) 9) cash and property receipts 14.0 Yes 0.0 No
- (3.05) 10) individual inmate involvement in work assignments or programs 10.0 Yes 4.0 No
- (3.05) 11) physician's orders 14.0 Yes 0.0 No
- (3.05) 12) special dietary requirements 12.0 Yes 1.0 No
- (3.05) 13) court orders 14.0 Yes 0.0 No
- (3.05) 14) bond papers 14.0 Yes 0.0 No
- (3.05, 3.07) 15) inmate "release of personal information" forms 10.0 Yes 4.0 No
- (5.08) 16) daily menus and number of meals served 13.0 Yes 1.0 No
- (6.01) 17) reports explaining reasons for mail censorship or confiscation 2.0 Yes 12.0 No
- (6.01) 18) notices to inmates and sender of censorship or confiscations 2.0 Yes 11.0 No
- (8.02) 19) licenses or certification credentials for medical personnel 7.0 Yes 7.0 No
- (8.05) 20) quarterly reports on health delivery system and health environment 7.0 Yes 7.0 No
- (8.07) 21) initial health appraisals and data collection at intake 10.0 Yes 4.0 No
- (8.19) 22) medical complaints by inmates 13.0 Yes 0.0 No
- (8.22) 23) "informed consent forms" in cases of emergency or need for surgery 7.0 Yes 7.0 No
- (9.01) 24) fire drill data 7.0 Yes 7.0 No
- (11.01, 15.01) 25) updated manual of facility policies and procedures 11.0 Yes 3.0 No
- (11.16, 11.17) 26) routine and emergency distribution and use of security equipment 7.0 Yes 7.0 No
- (11.20) 27) tracking of daily whereabouts of security keys 10.0 Yes 4.0 No



(11.27)	28)	the use of physical force by staff against inmates	<u>14.0</u> Yes	<u>0.0</u> No
(14.13)	29)	names and dates of visitors to inmates	<u>13.0</u> Yes	<u>1.0</u> No
(14.15)	30)	telephone calls by inmates	<u>12.0</u> Yes	<u>2.0</u> No
(14.17)	31)	inmate money and expenditures	<u>14.0</u> Yes	<u>0.0</u> No
(14.18)	32)	inmate commissary accounts and inventory	<u>13.0</u> Yes	<u>1.0</u> No
(15.07)	33)	regular reports of jail conditions by facility administrator	<u>9.0</u> Yes	<u>4.0</u> No
(13.01B)	34)	reasons to extend an inmate's disciplinary period	<u>9.0</u> Yes	<u>5.0</u> No
(13.01E)	35)	denials of usually authorized items or activities to inmates	<u>11.0</u> Yes	<u>3.0</u> No
(13.01H)	36)	reasons why inmates are denied normal visiting privileges	<u>12.0</u> Yes	<u>2.0</u> No
(13.01P)	37)	history of inmate time in administrative and/or disciplinary detention	<u>10.0</u> Yes	<u>4.0</u> No
	38)	signed statements that inmates have received facility orientation	<u>3.0</u> Yes	<u>10.0</u> No
	39)	comprehensive records on the temporary release of inmates	<u>12.0</u> Yes	<u>2.0</u> No

#### F. MISCELLANEOUS

(18.04)	1.	Are educational programs made available to inmates who want or need them?	<u>7.0</u> Yes	<u>5.0</u> No
(14.06)	2a.	Are recreation opportunities available?	<u>10.0</u> Yes	<u>2.0</u> No
	b.	...how often? 0-2/W-2/W-0-2/W-sporadic-0-1/W-7/W-1/W-2/W-0-0-7/W		
(2.15)	3.	Does the jail have inmate grievance procedures?	<u>6.5</u> Yes	<u>5.5</u> No
(7.05)	4.	Are there sufficient clothing, bedding, and linen to accommodate the maximum inmate population?	<u>5.0</u> Yes	<u>0.0</u> No

## Appendix 3

### REFERENCES

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**END**