

Mitigation Report for the City/County Building Jail

For the

Dane County Sheriff's Office

Final Report - August 2016



Report prepared by

**Mead
& Hunt**

In association with



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A. INTRODUCTION

The Part I – Health and Life Safety Assessment of the City/County Building (CCB) Jail concentrated on the health and life safety issues present at the CCB, the Prison Rape Elimination Act (PREA), and solitary confinement (restrictive housing) in the current environment as they relate to the CCB Jail. After careful consideration of the study facts, the Public Protection & Judiciary Committee (PP&J) of the Dane County Board concluded that the County should take steps to discontinue the use of the CCB Jail to house inmates.

Working towards the decommissioning of the CCB Jail, many health and life safety problems that currently exist are in need of immediate action. A workgroup comprised of County stakeholders and correctional design professionals reviewed and discussed the recommendations of the Part I Preliminary Report to determine a strategy to mitigate some of the more serious issues. The workgroup recommended that the following short-term solutions be completed to mitigate potential hazards to people living and working in the CCB Jail.

The workgroup also evaluated options for mitigating previously identified deficits in the CCB's efforts to achieve compliance with the PREA standards. The Dane County officials reviewed the consultants' recommendations and decided on the following initial step in moving the CCB towards PREA compliance in a manner that reflects the County's decision to decommission the CCB.

It should be noted that the minor changes to the CCB outlined here are merely a 'Band-Aid' to resolve some of the most significant problems, and in no way should be considered a long term solution or fix. The remodeling and repairs suggested within this report assume that the County will continue moving quickly toward a solution to get inmates out of the CCB Jail as soon as possible. Any delay in moving out of the CCB Jail will continue to increase the risk and exposure of staff and inmates regarding health and life safety.

As Correctional Design professionals, we see inefficiencies and inadequate conditions at similar facilities on a regular basis. However, with the City County Building (CCB) Jail, stakeholders should be extremely cautious in considering long term solutions for this building as a medium/maximum security Jail. Several reasons bring us to this conclusion.

As stated in the Part 1 Preliminary Report, there are some significant problems, issues, and conditions with the CCB Jail. The linear supervision model has not been an accepted design/management style since the 1970s. Due to the physical structure of the existing building, this model has been perpetuated as it cannot be modified without a complete and total renovation.

Examples of potential loss of life risks include doors that do not open in emergencies; as well as inadequate and unsafe exiting for staff and inmates in case of fire. In addition, the age of the building, outdated technology, and poor physical conditions of the building gives rise to numerous risks and hazards to the staff and inmates. A few of those are:

- Inmate and staff security risks during potential fire/smoke event.
- The need to manufacture parts for locks, security panels, and plumbing fixtures that are no longer available.
- Costly and time consuming repairs.
- Fail-safe functions at doors that are not operational for life safety exiting, both for inmates and staff.
- High levels of staffing due to inefficiencies created by the floor housing arrangement. Staffing is one of the most expensive costs, year after year.
- Likely existence of hazardous materials (asbestos and lead).

The Jail System has no current capacity to absorb all the inmates located in the CCB. While this design and construction is occurring, the CCB Jail would require renovation work to provide a safe and secure environment for staff and inmates. A new or remodeled facility will be required to house inmates currently

located in the CCB Jail.

While PREA standards cover many aspects of correctional operations, the mitigation plan presented in this document focuses primarily on operational practices, staffing, and capital improvement strategies to mitigate the City County Building's (CCB) physical plant conditions that adversely impact the DCSO's ability to comply with the PREA standards. It should be noted that this plan will not bring the CCB into compliance with PREA; rather the plan is a means to potentially help reduce the County's exposure.

PREA standards where a facility's physical plant impacts an agency's ability to comply with PREA include:

- §115.11 Zero tolerance of sexual abuse and sexual harassment; PREA coordinator
- §115.13 Supervision and monitoring
- §115.14 Youthful inmates
- §115.15 Limits to cross-gender viewing and searches
- §115.18 Upgrades to facilities and technologies
- §115.42 Use of screening information
- §115.43 Protective custody

Refer to Figures I a.1 & I a.2 for diagrams of the CCB Jail.



Figure I a.1
CCB Sixth Floor – Existing Space Layout



**Figure I a.2
CCB Seventh Floor – Existing Space Layout**

B. RECOMMENDATIONS AND COMMENTARY

i. Health and Life Safety

Travel distance to Exit Discharge and Smoke Compartments / Floor Evacuation:

Recommendation:

LSC – R4: Convert exit stairways 1, 2, 3 & 4 into smoke barriers to provide additional smoke compartment locations. A refuge area of at least 6-net square feet per inmate shall be provided on each side of smoke barrier [IBC 408.6.2] for the total number of inmates in the adjacent smoke compartments. The space shall be readily available wherever the inmates are moved laterally across the smoke barrier in an emergency evacuation. Current procedure is to provide space in the corridors of each smoke compartment for occupants being moved into those areas before evacuation from the CCB.

Rec #	Description	Methodology	Cost
LSC-R4	Provide travel distance to smoke barrier from cellblocks not in compliance.	Convert stairs into smoke compartments to provide additional smoke compartment locations. IBC 408.6.1, NFPA 23.2.6.3, NFPA 23.2.6.5	\$6,000

LSC – R5: Upgrade the wall construction between the 1954 and 1985 areas to 2-hr rated fire barrier to decrease travel distance to required exit, i.e. horizontal exit.

Rec #	Description	Methodology	Cost
LSC-R5	Provide travel distance to horizontal exit from cellblocks not in compliance.	Create fire barrier at wall between 1954 and 1985 building to decrease travel distance. NFPA 23.2.6.3, NFPA 23.2.6.5	\$18,800

Commentary:

A common path of travel [NFPA 23.2.5.3] shall not exceed 100-ft within smoke compartments protected throughout by an approved automatic sprinkler system.

Travel distance [NFPA 23.2.6.3] between any room door required as an exit access and an exit or smoke barrier shall not exceed 150-ft in buildings protected throughout by an approved automatic sprinkler system. The current plan of the Jail does not meet this travel distance requirement to either an exit or a smoke barrier. (See Figure Ia.3 and Ia.4)

Travel distance [NFPA 23.2.6.5] between any point in a room and an exit or smoke barrier shall not exceed 200-ft in buildings protected throughout by an approved automatic sprinkler system. The current plan of the Jail does not meet this travel distance requirement to either an exit or a smoke barrier. (See Figure Ia.3 and Ia.4).

There are no provisions in the IBC where the exit distance requirement is to either the exit or smoke barrier as noted in the Life Safety Code (NFPA 23.2.6.3 and 23.2.6.5).

Horizontal evacuation into an adjacent smoke zone is the preferred method to move inmates in the case of an event per the Security Services Manual "Emergency Evacuation of the Jail" policy and procedure. The evacuation plan for fire/smoke events consist of horizontal evacuation routes through a smoke barrier to the adjacent smoke compartments of the CCB. The doors at the smoke barrier partition are opened for operational necessity which would require use of a hold-open device and an automatic closing device connected to the operation of a smoke detector, loss of power to the smoke detector or hold-open device, or other fire-alarm function [IBC 715.4.8.3]. The doors in the current smoke barrier do not have either the hold-open device or the closing device required per Life Safety Code.

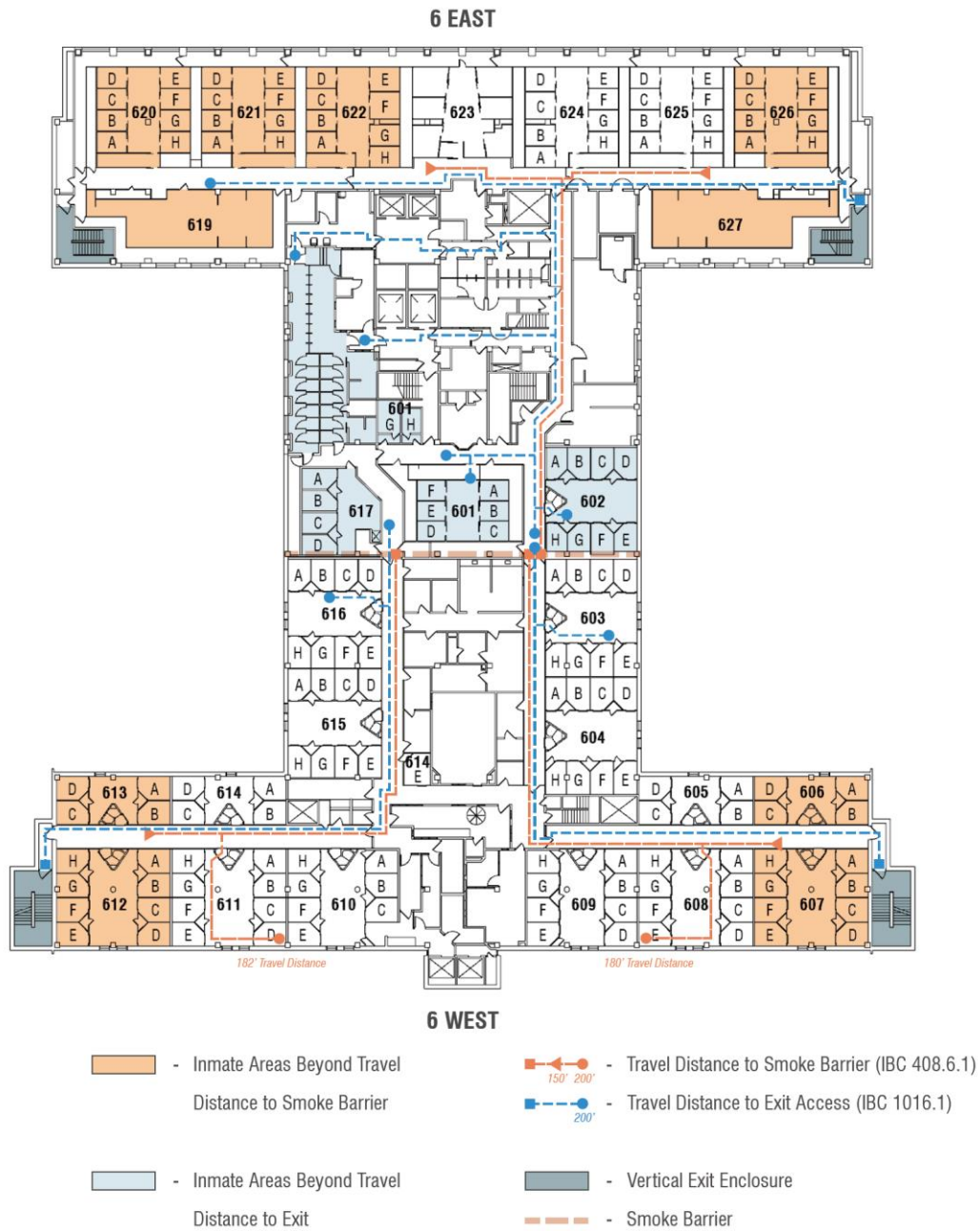
When moving inmates from one smoke compartment to the next, the evacuation areas would consist of the corridors and exit stairways where the inmates would be contained. The evacuation process of moving inmates from housing units to safe locations also requires additional staff time. Cell doors on the east side, when there is a complete loss of power, require manually removing the sliding door device cover, dis-engaging the locking column and then sliding the door open. **During an event requiring evacuation, this operation becomes time-consuming and problematic.**

Exit [IBC 1002.1, NFPA 3.3.83] is that portion of a means of egress system which is separated from other interior spaces of the building by fire-resistive construction and opening protectives as required to provide a protected path of egress travel between the exit access and the exit discharge. In the case of the CCB, the exit includes vertical exit enclosures.

Horizontal exits within Group I-3 occupancies [IBC 1025.1, NFPA 3.3.83.1] are permitted to comprise 100-percent of the exits required for Jail occupancies. Due to travel distances to an exit, the current CCB requires the partition between the east side and the west side to be a horizontal exit. The CCB appears to have a horizontal exit construction at the sixth and seventh floors. The door assemblies do not meet the fire-resistive construction requirements and would need to be renovated to utilize the wall as a horizontal exit.

Vertical exit enclosures that lead to a public way from the CCB are located at the four corners of the building. At these exits there is a manual controlled secure perimeter door that leads to a corridor to the enclosed exit stairway. The current exit width of the door is 36-inches which allows for a maximum of 120 occupants through each door opening. An area of rescue assistance would not be required at exit stairway in building equipped throughout with an automatic sprinkler system.

Refer to the Sixth and Seventh Floor Access Diagrams below:



CCB Sixth Floor - Access Diagram

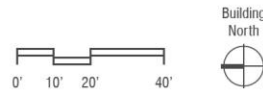


Figure I a.3
CCB Sixth Floor – Access



CCB Seventh Floor - Access Diagram

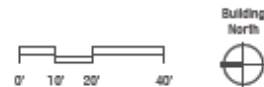


Figure I a.4
CCB Seventh Floor – Access Diagram

Evacuation Procedures:**Recommendation:**

LSC – R3a: Provide Life Safety/Fire Safety Coordinator, contingent on funding for this position.

Rec #	Description	Methodology	Cost
LSC-R3.a	Fund 1 FTE Life Safety/Fire Safety Coordinator	Life Safety/Fire Safety Coordinator will have the rank of lieutenant or higher; average annual compensation cost for lieutenant (\$138,990)	\$130,890/year

Note: Salary information provided by DCSO, using 2016 compensation cost to calculate staffing

Commentary:

Horizontal evacuation into an adjacent smoke zone is the preferred method to move inmates in the case of an event per the Security Services Manual "Emergency Evacuation of the Jail" policy and procedure.

When moving inmates from one smoke compartment to the next, the evacuation areas would consist of the corridors and exit stairways where the inmates would be contained. The evacuation process of moving inmates from housing units to safe locations also requires additional staff time. Cell doors on the east side, when there is a complete loss of power, require manually removing the sliding door device cover, dis-engaging the locking column and then sliding the door open. **During an event requiring evacuation, this operation becomes time-consuming and problematic.**

The full-time Life Safety/Fire Safety coordinator position, which would be responsible for coordinating fire drills, drafting emergency evacuation procedures, conducting fire inspections, and other related activities would make staff more efficient during the evacuation process.

Door Controls and Electronics:**Recommendations:**

LSC – R8.b: Replacement of locks and sliding devices, due to the fact that there is a potential for loss of life due to malfunctioning detention locks.

Rec #	Description	Methodology	Cost
LSC-R8.b	Upgrade detention door hardware and electronics	Existing door hardware is well beyond usable life expectancy and continued use is potentially hazardous	\$400,000

LSC – R8.c: All electrified detention swing doors in the CCB should be upgraded with half-cycle motor locks to comply with requirement.

Rec #	Description	Methodology	Cost
LSC - R8.c	Replace existing swing door half-cycle motor locks	Existing swing doors	\$200,000

Commentary:

The existing door control and monitoring system consists of a combination of electro-mechanical and mechanical detention locks and sliding devices controlled locally by a local control panel and mechanical gang release system.

Existing gang release cabinets are equipped with red/green rocker switches used for local door control. Door status can only be monitored when the cabinet is in the open and unlocked position. The local door control system on the East side is not integrated with the touch screen control system remote emergency gang release. The West side does integrate with the touch screen system.

The gang release system is critical to ensure inmate are not trapped during an emergency situation.

In certain areas, the only way to release an inmate from a cell that no longer operates electrically is to remote a cover at the top of the sliding device and inserts a release key to manually lift the lock bar in order to open the door. Some staff are unable to reach and lift the manual release mechanism within the cellblock without something to stand on.

All doors with electrified hardware are equipped with manual key override. Door position switches and latch bolt indication switches are used to monitor the secured status of all detention doors.

Electrified detention locks will relock upon closing, even in an emergency condition.

Door control power supplies are equipped with on-board battery back-up. The door control and monitoring system is on emergency power and distributed uninterruptable power supply (UPS) system.

Detention locks of this vintage have been discontinued. Parts are no longer available for servicing and maintenance.

State and National Building Codes require any electrified detention lock released under an emergency condition not to relock upon closing. All electrified detention swing doors in the CCB building should be upgraded with half-cycle motor locks to comply with this code requirement.

Consideration should also be given to equip high use doors with local electric key switches or card readers to gain operational efficiencies.

Floor Smoke Evacuation:**Recommendation:**

LSC – R7.a: Replace selected fixed windows with operable windows at West side of CCB Jail to remove the windowless building requirements.

Rec #	Description	Methodology	Cost
LSC-R7.a	Replace windows with operable units on west portion of CCB to remove Windowless Building requirements	Replace windows with operable units	\$250,000

LSC – R7.b: Provide stairwell Smoke Control management system at the four corner Stair Enclosures.

Rec #	Description	Methodology	Cost
LSC - R7.b	Install code compliant stairwell smoke control management system.	The smoke control system is non-existent.	\$75,000

Commentary:

The west side of the CCB has non-openable and not readily breakable windows, therefore the floors would be considered a windowless building. Windowless buildings [IBC 408.9] shall be provided with an engineered smoke control system to provide a tenable environment for exiting from the smoke compartment in the area of fire origin for each windowless smoke compartment. Currently, this smoke compartment does not have an engineered smoke control system.

The east side of the CCB has windows that are operable and use as part of the smoke evacuation process. The windows are operable and located outside of the secured perimeter of the cellblocks. Smoke is exhausted out of the area through the barred opening in the housing units through the opened windows. If the cell fronts and backs are provided with solid room faces, the windowless building [IBC 408.9] provisions would be required and an engineered smoke control system would be needed.

Luminous Egress Path Markings:

Recommendation:

LSC – R9: Provide luminous markings at exit path within vertical exit enclosure.

Rec #	Description	Methodology	Cost
LSC-R9	Provide luminous egress path markings at exit paths with vertical exit enclosures.	IBC 1024.1	\$96,000

Commentary:

Exit discharge [IBC 1002.1] is that portion of a means of egress system between the termination of an exit and a public way. The exit discharge will typically begin when the occupants reach the exterior at or very near grade level and will provide a path of travel away from the building. Currently, the exit discharge is acceptable as part of the means of egress system. Typically exiting of the Jail occupants occurs in stages to allow staff and other law enforcement agencies to contain inmates when evacuated.

Luminous egress path markings [IBC 1024.1] delineating the exit path shall be provided having occupied floors located more than 75 feet above the lowest level of fire department vehicle access. Improved safety for occupants negotiating stairs during egress is provided by improving the visibility of stair treads, landings, perimeter demarcation lines, and handrails under emergency conditions. Currently luminous egress path markings are not provided at the vertical exit enclosures.

HVAC Maintenance:

Recommendation:

LSC – R7.c: Clean ducts and duct louvers/grilles throughout CCB Jail.

Rec #	Description	Methodology	Cost
LSC - R7.c	Clean ducts and duct louvers throughout CCB Jail	Ducts and louvers are extremely dirty and un-healthy	\$280,000

Commentary:

The duct distribution system should be cleaned periodically to provide a clean, efficient system for the movement of air throughout the CCB Jail to improve the health of staff and inmates.

The ductwork distribution system on the CCB Jail floors is largely original (1954 and 1985) with few remodeling projects. Operational issues have been reported regarding the HVAC systems. Ventilation related problems include dust complaints, general air circulation quantity, and inadequate exhaust ventilation in the showers. Air temperature and humidity has been a continual issue with complaints of being too hot, too cold, or high humidity. This would be expected considering the type and age of the HVAC system, particularly on the east side of the CCB Jail.

Video Surveillance:

Recommendation:

ISC – R6: Recommend upgrading video surveillance system from analog to digital. Replace existing analog cameras with new digital cameras and upgrade coaxial cable infrastructure with new category cable to each camera location.

R20-OP-08: Prevent routine viewing of cameras by opposite gender staff of inmates performing bodily functions, bathing, and clothing changes by modifying camera angles to ensure requisite privacy. See recommendation ISC-R6, which replaces analog cameras with digital cameras that will have the capability of obscuring areas where inmates perform bodily functions, bathing, and clothing changes.

R21-OC-21: A full assessment to determine the location for additional cameras (personnel to monitor cameras not included) is required; for planning purposes, an estimated 25% increase in camera coverage is assumed. (R21-OC-21, R21-CC-13) This issue is resolved by implementation of ISC-R6, which upgrades the video surveillance system.

Rec #	Description	Methodology	Cost
ISC - R6	Replace outdated analog cameras and cable with new digital system with upgraded software for motion detection activated call up.	The analog systems are antiquated and problematic. Newer systems provide much better resolution and functionality	\$250,000
R20-OP-08	PREA Recommendation	Identify cameras that capture inmates performing bodily functions, bathing, or clothing changes – adjust camera angle to provide requisite privacy	See ISC-R6
R21-OC-21	PREA Recommendation	Conduct a full assessment to determine additional locations in the CCB requiring cameras/motion detector alarms. Costs include software upgrade of ISC-R6 to motion detection cameras.	\$250,000

Commentary:

There is more liability in corrections today than there was when this facility was originally designed. In today's current marketplace, a greater emphasis is placed on the effectiveness of the video surveillance system to protect the County from incidents that occur during normal operation. Modern correctional designs include a multitude of cameras (with superior image quality) to provide a digital record of incidents as they occur.

Provide additional camera coverage in all dayrooms and areas of remote door control. Integrate video surveillance system with voice communication system for automatic camera call-up upon activation of intercom call.

Fire Alarm System:**Recommendation:**

ISC – R10: Replace Fire Alarm devices as they fail, until CCB Jail is decommissioned. Estimated 3 year process.

Rec #	Description	Methodology	Cost
ISC - R10	Fire Alarm system will require maintenance and replacement of devices	Existing system should be expected to last up to 10 years, however devices will fail and require replacement	\$45,000

Other Health Safety Recommendations:**Recommendation:**

ISC – R13.g: In order to put a cost on reducing or eliminating the lead content in the drinking water there needs to be an extensive investigation done to determine where all the lead piping is located and what else may be contributing to the lead problem.

Rec #	Description	Methodology	Cost
ISC - R13.g	Thorough testing of the existing water system for lead and contaminants	Further investigation is required to determine where there may be lead within the existing water system. Mitigation or treatment may be necessary	\$20,000

Commentary:

Since meeting with County Officials, the Sheriff's Office in collaboration with the Department of Administration collected 20 random sample of water in the City-County Building Jail, five (5) per wing of the building. Three (3) of those sample were slightly elevated and tested above the EPA's Actionable limit of 15 parts per billion for lead. All samples collected were a first-draw samples. All three of the cells with slightly elevated lead levels were vacant at the time of testing; one had been vacant for forty-one (41) days prior to testing. At the time of this report, comprehensive testing is being done to test the drinking water supply in the jail. In the interim, at the recommendation of Public Health, inmates have been notified to run the water for one to two minutes or until cold. In addition, they have been advised not to consume the hot water.

Based on the results of the water testing, additional mitigation may be required. The cost of intensive investigation, mitigation and treatment have not been captured as part of the costs outlined in this report.

LSC-R10: Due to the fact that this data center is a mission critical area for the jail and City of Madison functions (and directly below the 6th floor jail), protection from flooding is highly recommended. Protect the data center by creating a “No construction Zone” above and around the Data center. Provide water catch curbing on floors above the data center and dust curtains on all walls around the data center.

This work needs to be coordinated and shared between the City of Madison and Dane County and would be handled as a separate project from the mitigation project.

Rec #	Description	Methodology	Cost
LSC - R10	Install secondary water proof ceiling, curbing and dust curtains	Mission critical area that requires high level of protection	\$150,000

ii. PREA

The primary PREA standard and corresponding mitigation strategies selected for implementation by Dane County are presented below, and reflect the corresponding recommendation number from the original PREA compliance report (May 2016).¹ The primary PREA standard and corresponding recommendations are presented below, and outline activities associated with implementing the recommendations. Table A cross-references each recommendation and provides detailed descriptions of the basic steps necessary to achieve the recommendations, cost methodologies and calculations, and ongoing cost implications (e.g., one-time or recurring costs). This table may be found at the conclusion of this section.

Zero tolerance of sexual abuse and sexual harassment: PREA coordinator (\$115.11)

Recommendation:

R1-OC-01: Fund a full-time PREA coordinator position.

Rec #	Description	Methodology	Cost
R1-OC-01	Fund 1 FTE PREA Coordinator	PREA Coordinator will have the rank of lieutenant or higher; average annual compensation cost for lieutenant (\$130,890)	\$130,890

Note: Salary information provided by DCSO, using 2016 compensation cost to calculate staffing

R2-OC-02: Establish and fund a full-time PREA manager position at the CCB. This deviates from the original recommendation that assumed a half-time PREA manager position. In making this position full time, the position will also be utilized to achieve implementation of recommendation R17-OC-18, which requires direct staff supervision when youthful inmates are attending programs/activities with adult inmates. At a minimum, 20 hours per week should be dedicated for CCB PREA compliance efforts.

¹ Mead & Hunt in association with Potter Lawson and Pulitzer/Bogard & Associates, LLC. (2016). Dane County Jail and Sheriff's Office: Part I – Health and Life Safety Assessment of City/County Building Jail, Preliminary Report, Section II b. PREA Compliance Report.

Rec #	Description	Methodology	Cost
R2-OC-02	Fund 1 FTE PREA Manager for the CCB with a minimum of 20 hours per week dedicated for CCB PREA compliance, and remaining time providing direct supervision when youthful inmates attend programs, visits, etc. with adult inmates	PREA Manager will have the rank of Deputy I-II; average annual compensation cost for Deputy I-II (\$103,704)	\$103,704

Supervision and monitoring (\$115.13)

R3-OP-01: Expand staff resources to:

- a. Enable more direct observation of inmates by staff as meaningful interaction between staff and inmates in the cellblocks can prevent incidents of sexual victimization.
 - i. Develop and implement an Inmate Behavior Management (IBM) plan that outlines staff duties/responsibilities associated with actively supervising inmates. (R3-OP-01, R3-OP-02)
 - ii. Train staff on the IBM plan. (R3-OC-03, R3-OC-04)
- b. Modify operational practices to enhance existing security staffs' ability to monitor and supervise inmate movement, inmate participation in programs/activities (e.g., recreation, chapel, education), foodservice and laundry operations, and unattended closets/rooms/areas. This deviates in that the original recommendation sought a comprehensive staffing analysis. (R3-OC-07)

Rec #	Description	Methodology	Cost
R3-OP-01	Develop and implement an Inmate Behavior Management (IBM) plan	DCSO Administration to establish plan	N/A
R3-OP-02	Modify policy and procedure, and post orders to reflect the IBM plan and staff duties/responsibilities associated with actively supervising inmates	DCSO Administration to make necessary policy changes	N/A
R3-OC-03	Initial training for staff (including supervisors) on the IBM plan	Initial training - 24 hours. Estimated 235 staff; coverage for time away from scheduled duties to attend training will be via overtime for Sgt, DIII, and DI-II	\$330,416
R3-OC-04	Annual refresher training for staff on the IBM plan	Annual refresher training - 4 hours. Estimated 235 staff; coverage for time away from scheduled duties to attend training will be via overtime for Sgt, DIII, and DI-II	\$55,069
R3-OC-07	Modify operational practices to enhance security staffs' ability to monitor and supervise inmates as well as securing all unattended closets/rooms/areas	DCSO Administration to make necessary policy changes	N/A

R7-OP-03: Complete installation of privacy curtains and replacement of solid-panel shower curtains with split-view shower curtains.

Rec #	Description	Methodology	Cost
R7-OP-03	Complete replacement of solid shower curtains with split-view curtains and installation of privacy curtains	Presently in progress	N/A

R9-OC-05: Install ample glazing to afford deputies direct observation into 6W housing unit 617 from common corridor.

Rec #	Description	Methodology	Cost
R9-OC-15	Loss of cellblock use during installation of glazing in common corridor walls in 6W-617	Estimated 1 week shutdown; 4 cells -loss of cell use requires boarding inmates at another correctional facility; cost associated with boarding inmates will be calculated as part of overall CCB Mitigation construction/renovation project	N/A
R9-CC-05	Install glazing in common corridor walls in 6W-617		\$28,000

R10-OP-04: Secure unoccupied spaces when not in use or no one is present (e.g., janitor closet).

R10-OP-05: Conduct hourly inspections to ensure unoccupied rooms/areas are locked.

Rec #	Description	Methodology	Cost
R10-OP-04	Modify policy and procedure to require that all unoccupied spaces are secured when not in use or no one is present	DCSO Administration to make necessary policy changes	N/A
R10-OP-05	Modify policy and procedure, and post orders to require designated staff post(s) to conduct hourly inspection to ensure unoccupied rooms/areas inmates are locked	DCSO Administration to make necessary policy changes	N/A

R11-CC-07: Install vision panel in kitchen walk-in cooler door.

Rec #	Description	Methodology	Cost
R11-CC-07	Install vision panel in kitchen walk-in cooler door		\$1,500

R13-CC-09: Seal off the dead-spot behind the dryer.

Rec #	Description	Methodology	Cost
R13-CC-09	Seal off the dead-spot behind the dryer		\$3,400

R14-CC-10: Remove mirrored tint from glazing in indoor recreation.

Rec #	Description	Methodology	Cost
R14-CC-10	Remove mirrored tint from glazing in indoor recreation		\$11,300

R15-OP-06: Remove the window shades in the chapel.

Rec #	Description	Methodology	Cost
R15-OP-06	Remove the window shades in the chapel	DCSO Maintenance to remove window shade	N/A

Youthful inmates (\$115.14)

R17-OP-07: Conduct programs and visitation and other activities where youthful inmates are with adult inmates by either

- a. Scheduling educational services, visits, etc. for youthful inmates separately from adult inmates; (R17-OP-07) or

- b. Assigning a deputy to provide direct supervision whenever youthful inmates are together with adult inmates. (R17-OC-18)

Rec #	Description	Methodology	Cost
R17-OP-07	Schedule programs, visits, etc. for youthful inmates separately from adult inmates	DCSO to negotiate w/ Madison Metropolitan School District (MMSD) for additional hours in order to provide separate programming times for youthful and adult inmates; DCSO to modify visits and activity schedule	N/A
R17-OC-18	Fund a Deputy I-II to provide direct supervision when youthful inmates attend programs, visits, etc. with adult inmates	The duties associated with this position will be assumed by the CCB PREA Manager; cost associated with PREA Manager (DI-II) reflected in RC-OC-02 (\$103,704)	N/A

Limits to cross-gender viewing and searches (\$115.15)

R20-OP-08: Prevent routine viewing of cameras by opposite gender staff of inmates performing bodily functions, bathing, and clothing changes by

- a. Modifying camera angles to ensure requisite privacy. (R20-OP-08)

COST: See recommendation ISC-R6, which replaces analog cameras with digital cameras that will have the capability of obscuring areas where inmates perform bodily functions, bathing, and clothing changes.

Rec #	Description	Methodology	Cost
R20-OP-08	Identify cameras that capture inmates performing bodily functions, bathing, or clothing changes - adjust camera angle to provide requisite privacy	DCSO Administration to establish a plan	N/A

Upgrades to facilities and technologies (\$115.18)

R21-OC-21 & R21-OC-13: A full assessment to determine the location for additional cameras (personnel to monitor cameras not included) is required; for planning purposes, an estimated 25% increase in camera coverage is assumed. This issue is resolved by implementation of ISC-R6, which upgrades the video surveillance system.

Rec #	Description	Methodology	Cost
R21-OC-21	Conduct a full assessment to determine additional locations in the CCB requiring cameras/motion detectors alarms	See recommendation ISC-R6	N/A
R21-CC-13	Install cameras as indicated by the results of the camera assessment (see R21-OC-21)	See recommendation ISC-R6	N/A

R22-OP-10: Develop a plan and schedule for monitoring cameras, identifying which cameras should be viewed in real time and those that will be subject to routine post-recording review.

Rec #	Description	Methodology	Cost
R22-OP-10	Evaluate the purpose for each camera, and designate both an observation level for it (e.g., real time, intermittent, continuous, routine post-recording review), and the staff position responsible for monitoring the camera	DCSO Administration to establish plan	TBD

Use of screening information (\$115.42)

R24-OP-11: Ensure inmates at risk for sexual victimization to not participate in programs and visitation together with inmates deemed to be sexually abusive.

Rec #	Description	Methodology	Cost
R24-OP-11	Modify policy and procedure to ensure inmates at risk for sexual victimization do not participate in programs and visitation together with inmates deemed to be sexually abusive either by creating separate scheduling or providing direct staff supervision	DCSO Administration to make necessary policy changes	N/A

C. IMPLEMENTATION PLAN

Construction Implementation Plan

Recommendation:

Divide the Sixth and Seventh floors into six construction work zones per floor that can be separated from continuous Jail activities and reduce the number of relocated inmates that would be required for construction.

Commentary:

The designation of zones within the CCB Jail for construction would be created to allow construction to occur within areas that would minimize inmate relocation. The zones would be sized to allow contractors to work in areas separated from inmate traffic and allow the minimal number of inmates to be relocated.

With materials having a long lead time for submittals, manufacturing, and delivery, construction would not begin until materials are procured. Opinion of probable project time of 70 weeks is recommended. This time frame would provide 20 weeks for material procurement, construction duration of 48 weeks which allows the contractor 4 weeks in each construction zone, and 2 weeks for project close-out.

Construction work would be scheduled to allow contractors a minimal time frame within each work zone based on them having materials available within the Madison metropolitan area. Materials will be procured and delivered to staging area before work would be constructed. The contractor would be able to schedule the work in a timely manner.

Inmate Relocation Implementation Plan

Recommendation:

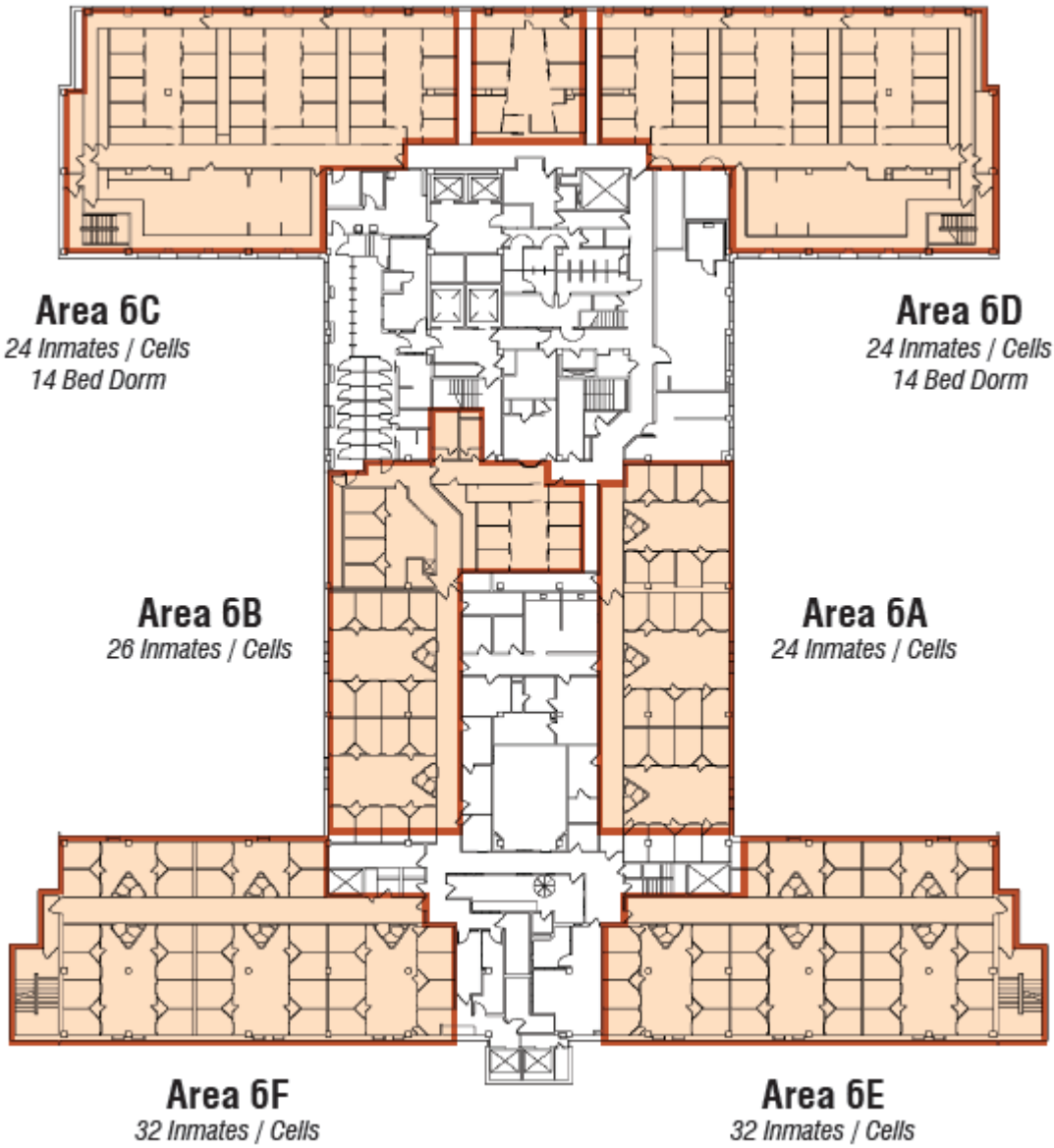
Make every effort to relocate inmates within the existing Jail System, if classification allows, to open space for construction to occur. It is better for the inmates and their families to keep inmates within the Jail System in the county that they reside.

Commentary:

In reviewing possible scenarios for the relocation of inmates, cost for staffing, contract services, and inmate boarding are to be considered. Options that have been discussed would include boarding with agencies outside Dane County or housing within the current Jail System.

Boarding inmates at agencies outside of the Dane County has multiple components that include cost of boarding inmates, transportation cost, cost of staff during transportation, and other possible unknown expenses. Other considerations of boarding inmates outside of Dane County are the cost to the family of inmates, visitation with family members, and other community issues.

See Figures I a.5 and I a.6 for diagram of Mitigation Plan below:



CCB Sixth Floor - Mitigation

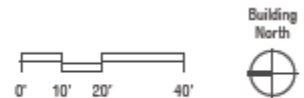
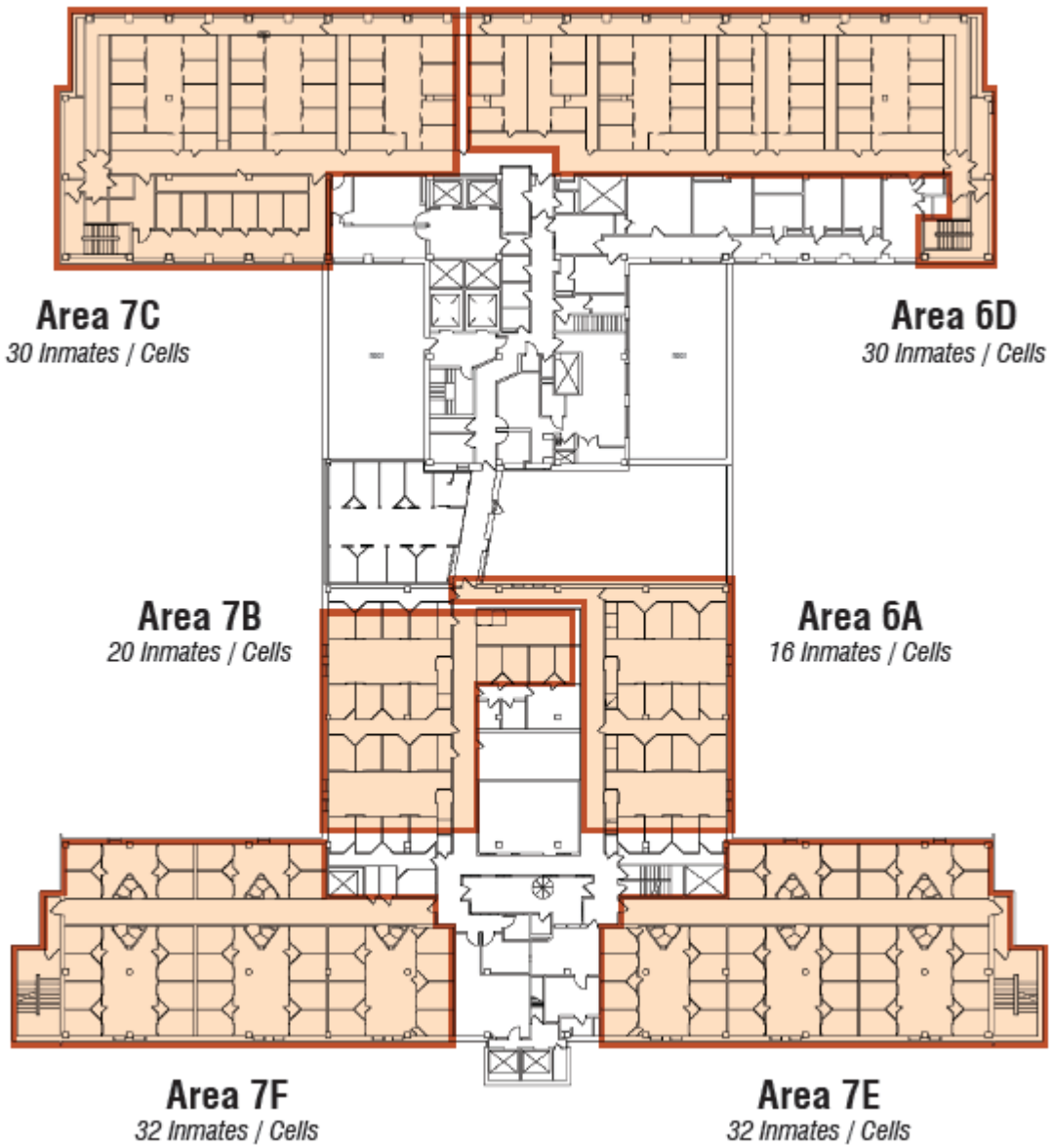


Figure I a.5
CCB Sixth Floor – Mitigation



CCB Seventh Floor - Mitigation

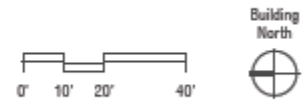


Figure I a.6
CCB Seventh Floor – Mitigation

D. OPINION OF PROBABLE COSTS

i. Opinion of Probable Capital Cost

Opinion of probable capital cost for the work is based on preliminary concept design discussions with stakeholders and professional opinion of the consultants. Contingencies at this very high level of design are strongly recommended, especially for a complex project type as this. Estimating and construction contingency percentages should both be carried. For this type project, at this level of discussion, an estimating contingency of 15% and a construction contingency of 17.5% is standard. Additionally an inflation adjustment of 7.9% of the construction costs is recommended, as bidding conditions and pricing are on the increase.

The construction project will be difficult due to the parameters of: working in and around a 7x24x365 occupied jail; a building that has little to no extra space within the CCB where a contractor could stage equipment, materials and tools; and one or two shift construction. These parameters will cost the project a premium, which we list as staging costs in the table below. These costs could be in the range of \$100k to \$300k.

Due to the available work shifts and periods of the jail operations, it is anticipated that the contract will be working more than just 8-5 shifts. Therefore, we have included an additional second shift premium of \$50,000 in the cost.

Additional inflation should be considered if bidding and construction occurs after June 2017.

Breakdowns of costs are as follows:

Rec #	Recommendation	Cost
LSC-R4	Provide smoke compartment at exit stairways:	\$6,000
LSC-R5	Replace horizontal exit doors:	\$18,800
LSC- R7.a	Replace fixed window with operable window with screens:	\$250,000
LSC-R7.b	Provide stair smoke control system:	\$75,000
LSC-R7.c	Clean HVAC ducts and louvers:	\$280,000
LSC-R8.b	Replacement of cellblock and cell door sliding devices:	\$400,000
LSC-R8.c	Replace electrified detention door locks in exit access:	\$200,000
LSC-R9	Luminous marking at building vertical exit enclosure:	\$96,000
LSC-R10	Fifth Floor Data Center – Coordinate with City to protect with water proofing. Estimated cost is \$150,000, and will be a separate project.	See comments
ISC-R6	Video Surveillance – Replace outdated analog cameras and cable with digital	\$250,000
R20-OP-08	Identify cameras that capture inmates performing bodily functions, bathing, or clothing changes – adjust camera angle to provide requisite privacy	See ISC-R6.
R21-OC-21	Conduct a full assessment to determine additional locations in the CCB requiring cameras/motion detector alarms. Costs include software upgrade of ISC-R6 to motion detection cameras.	\$250,000
ISC-R10	Fire Alarm System – maintenance and replacement of failed devices over 3 year period	\$45,000
ISC-R13.g	Testing of water for lead and contaminants	\$20,000

R9-CC-05	Install glazing in common corridor walls 6W-617	\$28,000
R11-CC-07	Install vision panel in kitchen walk-in cooler door	\$1,500
R13-CC-09	Seal off dead-spot behind dryer	\$3,400
R14-CC-10	Remove mirrored tint from glazing in indoor recreation	\$11,300
	Staging Costs could be in the range of \$100k to \$300k	\$300,000
	Contractor 2 Shift Premium	\$50,000
	Sub-total	\$2,285,000
	Estimating Contingency at 15%	\$342,750
	Construction Contingency at 17.5%	\$399,875
	Inflation adjustment at 7.9% for work beginning June 2017	\$180,515
	Estimated Construction Cost	3,208,140
	Inmate Boarding - 32 inmates X \$55/day = \$1,760/day X 365day	\$642,400
	Total	\$3,850,540

Additional costs for this project may include: design fees, public works fees, hazardous materials mitigation, soft costs associated with the management of the project, etc. Soft costs include, among other things, owner's construction contingency, FF&E (fixtures, furnishing & equipment), site survey, geotechnical investigation, material testing and inspections, permitting, State plan review fees, legal fees, Owner's insurance during construction, staff time and external support associated with the project and owner's administration of the project.

ii. Opinion of Probable Additional County Costs, (based on this type and complexity of project).

Cost Item	Responsibility	Potential Cost	Notes	Cost
Engaging Architect/Engineer for Design	Dane County Sheriff/County	% of Construction plus contingencies	typically 10%, depending on difficulty, new construction or remodeling	\$320,814
Pre-Design (Scoping)	A/E		2% of total A/E fee	
Preliminary Design	A/E		3% of total A/E fee	
Schematic Design	A/E		5% of total A/E fee	
Design Documents	A/E		30% of total A/E fee	

Construction Documents	A/E		35% of total A/E fee	
Bidding Assistance	A/E and County		2% of total A/E fee	
Construction Administration	A/E and County		23% of total A/E fee	
City of Madison Review	A/E and County	\$10k - \$18k	Review time, additions to the project which were not expected.	\$18,000
City of Madison Engineering Review	A/E and County	\$5k - \$8k		\$8,000
City of Madison Fire Department Review	A/E and County	\$2k-\$5k	They often add items to the project, which cost the owner. Per MFD based on square footage. The GSF of the CCB is 81,000 SF	\$5,000
Plan Commission Review	A/E and County	\$5k - \$8k		\$8,000
DOC Jail Inspector Fees	Dane County Sheriff		Unknown if they charge	\$0
Public Works Fee	County	2.0%	Based on discussion with Scott Carlson, Public Works	\$100,000
Insurance Costs	County	\$2,783.30	Builders Risk will get rolled into the costs when submitted for bid. Not for the design costs. Includes Total Capital Costs and staging and Contingency based on a rate of 0.066 cents per \$100	\$2,800
			TOTAL	\$462,614

It should be noted that costs associated with boarding inmates during physical plant renovations, and with providing security supervision of renovations/work crews are reflected within the costs being presented for life safety code-related capital improvements. All costs are projected estimates and are reflected in 2016 dollars. Prior to funding and implementing these recommendations, a thorough vetting of each recommendation will be necessary to ensure that accurate cost information and operational implications are established; particularly since a number of the recommendations are included within or are impacted by recommendations made elsewhere.

iii. Opinion of Probable Staffing and Relocation Cost

Costs Assumptions: The following boarding, inmate transportation, and security supervision costs are premised on the following:

1. The Sheriff's Office will, to the extent possible, absorb inmates in other areas of the Dane County Jail System for the duration of the construction project.
2. At any given time, up to 32 inmates will be boarded at another correctional facility.
3. Construction will occur in a single construction zone on a single floor at a time.
4. Construction crews will work 8 hours/day, 5 days/week. An alternate scenario (#2) would allow the construction crew to work 2 shifts of 8 hours/day, 5 days/week.

Two alternatives were explored regarding placement of inmates in the affected construction zones. The first alternative would consist of boarding inmates within County facilities. This would require transportation, additional staff supervision, and expanded medical and mental health coverage requiring negotiation with the Sheriff's Office medical and mental health contract provider for the duration of the construction work. Even if these measures were taken, it is unlikely that all inmates in the construction zones could be absorbed in the current Jail System. Some inmate boarding would likely be necessary. The jail population is diverse and fluid making it difficult to determine how many inmates can be housed within the system and how many will require boarding at other facilities. Therefore, costing of this scenario was not done.

The second alternative would consist of boarding inmates out of the County and would require boarding and transportation cost for 12 months. Boarding cost were calculated using an average of \$55/day times 32 inmates for the duration of the construction work. Based on the number of inmates, inmate transportation would only be required 3 days per week. Costs therefore are calculated using: three (3) deputies at 8 hours/day, 3 days per week for the duration of the construction work.

Scenario 1: The scenario would consist of boarding inmates out of the County that would require boarding and transportation cost for 12 months for a full year construction period. This scenario assumes that the construction is being performed over 1 shifts each day, for a duration of 12 months. Boarding cost would use an average of \$55/day by 32 inmates for the duration of the construction work. Transportation cost would use three (3) deputies at 8 hour day, 3 days a week for the duration of the construction work.

Inmate Boarding: 32 Inmates x \$55/day = \$1,760/day. \$1,760/day x 365 days = **\$642,400.**

Inmate Transportation: It is assumed that 3 Deputies, working 8 hours/day 3 days/week, are required to manage the movement of inmates, one (1) Deputy to coordinate scheduling inmate movement, and two (2) Deputies to transport inmates. This equates to 2.4 FTE's at an estimated cost of \$250,024. [2.4 FTE x \$103,704 = **\$250,024**]

Calculation:

1 Deputy Position will be non-relieved = .6 FTE. [6 FTE = 8 hours x 3 days x 52.14 weeks ÷ 2,086 (Non-relieved NAWH)]

2 Deputy Positions that will be relieved = 1.8 FTE. [1.8 FTE = 16 hours x 3 days x 52.14 weeks ÷ 1,382 (D I-II NAWH)]

The opinion of probable staffing and relocation cost for Scenario 1 would be \$892,424.

Scenario 2: The scenario would consist of boarding inmates out of the County that would require boarding and transportation cost for 8 months. This scenario assumes that the construction is being performed over 2 shifts each day, for a reduced duration of 8 months. Boarding cost would use an average of \$55/day by 32 inmates for the duration of the construction work. Transportation cost would use three (3) deputies at 8 hour day, 3 days a week for the duration of the construction work.

Inmate Boarding: 32 Inmates x \$55/day = \$1,760/day. \$1,760/day x 240 days = **\$422,400.**

Inmate Transportation: It is assumed that 3 Deputies, working 8 hours/day 3 days/week, are required to manage the movement of inmates, one (1) Deputy to coordinate scheduling inmate movement, and two (2) Deputies to transport inmates. This equates to 2.4 FTE at an estimated cost of \$250,024. [2.4 FTE x \$69,136 = **\$165,936**]

The opinion of probable staffing and relocation cost for Scenario 2(alternate) would be \$588,336

Construction Security Supervision:

For both scenarios, staff will be required to provide supervision of both the construction workers and any inmates that might be in the vicinity. This will include escorting construction workers to and from the work zones, coordinating with other County staff, and other miscellaneous duties.

Scenario 1: Assumes 2 Deputies, working 8 hours/day, 5 days/week for a period of 12 months, are required to provide security supervision for the proposed capital improvements. This equates to 3 FTE (8 hours × 5 days × 52.14 weeks ÷ 1,382 [D I-II NAWH] = 3 FTE).

Based on an estimated compensation of \$103,704 a year, for the 3 deputies, staffing cost would be approximately **\$311,112**.

Scenario 2: Assumes 2 Deputies, working 8 hours/day, 5 days/week for a period of 8 months, are required to provide security supervision for the proposed capital improvements. This equates to 3 FTE (8 hours × 5 days × 52.14 weeks ÷ 1,382 [D I-II NAWH] = 3 FTE).

Based on an estimated compensation of \$103,704 for 8 months for the 3 deputies, staffing cost would be approximately **\$207,408**.

Proposed Design and Construction Schedule:

PROJECT MILESTONES	DUE DATE
Mitigation Report to DCSO	29-Aug-16
Introduction to Dane County	6-Sep-16
Review/Approval by Dane County Board	22-Sept-16
Mead & Hunt Notice to proceed	23-Sep-16
Schematic Design completion	7-Nov-16
Design Documents completion	4-Jan-17
Construction Documents completion	15-Mar-17
Bidding	25-Apr-17
Construction Start	1-Jun-17
Substantial Completion	1-Feb-18

iv. Opinion of Probable Operating Costs

Category	Comment	Recurring Costs		Grand Total
		No	Yes	
Operational Costs				
LSC-R3.a	Fund 1 FTE Life Safety/Fire Safety Coordinator who will have the rank of lieutenant or higher.		\$130,890	
R1-OC-01	Fund 1 FTE PREA Coordinator who will have the rank of lieutenant or higher.		\$130,890	
R2-OC-02	Fund 1 FTE PREA Manager, with the rank of DI-DII, for the CCB with a minimum of 20 hours per week dedicated for CCB PREA compliance, and remaining time providing direct supervision when youthful inmates attend programs, visits, etc. with adult inmates.		\$103,704	

Category	Comment	Recurring Costs		Grand Total
		No	Yes	
R3-OC-03	Initial training (24 hours) for staff, including supervisors, on the IBM plan.	\$330,416		
R3-OC-04	Annual refresher training (4 hours) for staff on the IBM plan		\$55,069	
R21-OC-21	The Sheriff's Office should evaluate the purpose for each camera, and designate both an observation level for it (e.g., real time, intermittent, continuous, routine post-recording review), and the staff position(s) responsible for monitoring the cameras.		TBD	
	Fund 2.4 FTE Deputy I-II positions to manage the movement of inmates boarded out of county during the Construction Project.	\$250,024		
	Fund 3 FTE Deputy I-II positions to 2 Deputy I-II positions working 8 hours/day, 5 days/week for a period of 12 months to provide security supervision for the proposed capital improvements	\$311,112		
Operating Costs Total		\$891,552	\$420,553	\$1,312,105

Scenario 2: Should the successful contractor have the capacity to run 2 shifts, staff time required for inmate transportation and security supervision for the proposed capital project would be reduced, resulting in a net reduction of non-recurring costs of **\$187,792** (Reduction of \$84,088 for movement of inmates and of \$103,704 for security supervision).

Table A. Recommendations by Category

Rec #	Recommendation	Description	Methodology	Calculation	Cost	Recurring Annual Costs	Notes
Health & Life Safety Recommendations							
LSC-R4	Provide additional smoke compartments	Provide travel distance to smoke barrier from cellblocks not in compliance.	Convert stairs into smoke compartments to provide additional smoke compartment locations. IBC 408.6.1, NFPA 23.2.6.3, NFPA 23.2.6.5		\$6,000	No	
LSC-R5	Provide horizontal fire barrier	Provide travel distance to horizontal exit from cellblocks not in compliance.	Create fire barrier at wall between 1953 and 1998 building to decrease travel distance. NFPA 23.2.6.3, NFPA 23.2.6.5		\$18,800	No	
LSC-R7.a	Replace windows with operable units on east portion of CCB to remove Windowless Building requirements		Replace windows with operable units		\$250,000	No	
LSC-R7.b	Add Stairwell (4) smoke Control	Need to add stairwell smoke control management system to each of 4 stairwells	The current smoke control system not functional and not code compliant	Based on square footage	\$75,000	No	
LSC - R7.c	Clean ducts and duct louvers throughout CCB Jail	Ducts and louvers are extremely dirty and unhealthy		\$2.00/sf x 140,000sf	\$280,000	No	
LSC - R8.b	Detention Door Hardware	Upgrade door hardware and electronics	Existing door hardware is well beyond usable life expectancy and continued use is potentially hazardous	various quantities	\$400,000	No	

Rec #	Recommendation	Description	Methodology	Calculation	Cost	Recurring Annual Costs	Notes
LSC - R8.c	Swing Door Upgrades	Replace existing swing door half-cycle motor locks	Existing swing doors at exit access corridors and stair enclosures.		\$200,000	No	
LSC-R9	Luminous egress path markings	Provide luminous egress path markings at exit paths with vertical exit enclosures.	2009 IBC 1024.1		\$96,000	No	
LSC-R10	Fifth Floor Data Center	Install secondary water proof ceiling, curbing and dust curtains	Mission critical area that requires high level of protection		\$150,000	No	Coordinate with City to protect with water proofing. Estimated cost is \$150,000, and will be a separate project.
ISC - R6	Video Surveillance	Replace outdated analog cameras and cable with new digital system	The analog systems are antiquated and problematic. Newer systems provide much better resolution and functionality		\$250,000	No	
ISC - R10	Fire Alarm System	Fire Alarm system will require maintenance and replacement of devices	Existing system should be expected to last up to 10 years, however devices will fail and require replacement	30 devices per year x \$500 each, over 3 years = \$45k	\$45,000	Yes	
ISC - R13.g		Thorough testing of existing water for lead and contaminants	Further investigation is required to determine where there may be lead within the buildings water system		\$20,000	Yes	See comments above regarding recent activities by the Sheriff's Office
§115.11 Zero tolerance of sexual abuse and sexual harassment; PREA coordinator							
R1-OC-01	PREA Coordinator	Fund 1 FTE PREA Coordinator	PREA Coordinator will have the rank of lieutenant or higher; average annual compensation cost for lieutenant (\$130,890)	Annual compensation cost for a lieutenant = \$130,890 (est.)	\$130,890	Yes	

Rec #	Recommendation	Description	Methodology	Calculation	Cost	Recurring Annual Costs	Notes
R2-OC-02	PREA Manager	Fund 1 FTE PREA Manager for the CCB with a minimum of 20 hours per week dedicated for CCB PREA compliance.	PREA Manager will have the rank of Deputy I-II; average annual compensation cost for Deputy I-II (\$103,704)	Annual compensation cost for a lieutenant = \$103,704 (est.)	\$103,704	Yes	This position will also be responsible for supervising programs/activities where youthful and adult inmates are together (see R17-OC-18)
§115.13 Supervision and monitoring							
R3-OP-01	Inmate supervision - IBM	Develop and implement an inmate behavior management (IBM) plan	DCSO Administration to establish plan	N/A	N/A	No	
R3-OP-02	Inmate supervision - IBM	Modify policy and procedure, and post orders to reflect the IBM plan and staff duties/responsibilities associated with actively supervising inmates	DCSO Administration to make necessary policy changes	N/A	N/A	No	
R3-OC-03	Inmate supervision - IBM	Initial training for staff (including supervisors) on the IBM plan	Initial training - 24 hours. Estimated 235 staff; coverage for time away from scheduled duties to attend training will be via overtime for Sgt, DIII, and DI-II	24 hours × applicable compensation rate (est.); regular compensation rate used for following job classifications: Capt, Lt, Admin Mgr, Class/Hearing; overtime compensation rate used for following job classifications: Sgt, DIII, DI-II	\$330,416	No	Hourly compensation rate (number of staff): Capt - \$79.59 (1); Lt - \$75.57 (3); Sgt - \$75.32 (16); Admin Mgr - \$52.13 (1); DIII - \$62.86 (8); DI-II - \$57.10 (200); Class/Hearing - \$46.82 (6)
R3-OC-04	Inmate supervision - IBM	Annual refresher training for staff on the IBM plan	Annual refresher training - 4 hours. Estimated 235 staff; coverage for time away from scheduled duties to attend training will be via overtime for Sgt, DIII, and DI-II	4 hours × applicable compensation rate (est.); regular compensation rate used for following job classifications: Capt, Lt, Admin Mgr, Class/Hearing; overtime compensation rate used for following job classifications: Sgt, DIII, DI-II	\$55,069	Yes	Hourly compensation rate (number of staff): Capt - \$79.59 (1); Lt - \$75.57 (3); Sgt - \$75.32 (16); Admin Mgr - \$52.13 (1); DIII - \$62.86 (8); DI-II - \$57.10 (200); Class/Hearing - \$46.82 (6)

Rec #	Recommendation	Description	Methodology	Calculation	Cost	Recurring Annual Costs	Notes
R3-OC-07	Inmate supervision	Modify operational practices to enhance security staffs' ability to monitor and supervise inmates as well as securing all unattended closets/rooms/areas	DCSO Administration to make necessary policy changes	N/A	N/A	Yes	
R7-OP-03	Increased visibility	Complete replacement of solid shower curtains with split-view curtains and installation of privacy curtains	Presently in progress	N/A	N/A	No	
R9-OC-15	Increased visibility	Loss of cellblock use during installation of glazing in common corridor walls in 6W-617	Estimated 1 week shutdown; 4 cells - loss of cell use requires boarding inmates at another correctional facility; cost associated with boarding inmates will be calculated as part of overall CCB Mitigation construction/ renovation project		N/A	No	
R9-CC-05	Increased visibility	Install glazing in common corridor walls in 6W-617		Capital cost est.	\$28,000	No	
R10-OP-04	Secure unoccupied spaces	Modify policy and procedure to require that all unoccupied spaces are secured when not in use or no one is present	DCSO Administration to make necessary policy changes	N/A	N/A	No	
R10-OP-05	Secure unoccupied spaces	Modify policy and procedure, and post orders to require designated staff post(s) to conduct hourly inspection to ensure unoccupied rooms/areas inmates are locked	DCSO Administration to make necessary policy changes	N/A	N/A	No	
R11-CC-07	Increased visibility	Install vision panel in kitchen walk-in cooler door		Capital cost est.	\$1,500	No	
R13-CC-09	Increased visibility	Seal off the dead-spot behind the dryer		Capital cost est.	\$3,400	No	

Rec #	Recommendation	Description	Methodology	Calculation	Cost	Recurring Annual Costs	Notes
R14-CC-10	Increased visibility	Remove mirrored tint from glazing in indoor recreation		Capital cost est.	\$11,300	No	
R15-OP-06	Increased visibility	Remove the window shades in the chapel	DCSO Maintenance to remove window shade	N/A	N/A	No	
§115.14 Youthful inmates							
R17-OP-07	Youthful inmates - programs	Schedule programs, visits, etc. for youthful inmates separately from adult inmates	DCSO to negotiate w/ Madison Metropolitan School District (MMSD) for additional hours in order to provide separate programming times for youthful and adult inmates; DCSO to modify visits and activity schedule	N/A	N/A	No	Educational services for youth presently funded by MMSD. Not anticipated that additional funding by DCSO would be required should separate programming for youthful and adult inmates be implemented. Source: Richelle Anhalt, DCSO Security Services Captain
R17-OC-18	Youthful inmates - programs	Fund a Deputy I-II to provide direct supervision when youthful inmates attend programs, visits, etc. with adult inmates	The duties associated with this position will be assumed by the CCB PREA Manager; cost associated with PREA Manager (DI-II) reflected in RC-OC-02 (\$103,704)		N/A	No	This position will also serve as the CCB's PREA Manager (see R2-OC-02)
§115.15 Limits to cross-gender viewing and searches							
R20-OP-08	Cross-gender viewing	Identify cameras that capture inmates performing bodily functions, bathing, or clothing changes - adjust camera angle to provide requisite privacy	DCSO Administration to identify cameras needing adjustment; DCSO technology/maintenance staff to adjust camera angles	N/A	N/A	No	Recommendation ISC-R6 will replace analog cameras with digital cameras that will have capability to obscure specific areas from being viewed
§115.18 Upgrades to facilities and technologies							
R21-OC-21	Cameras	Conduct a full assessment to determine additional locations in the CCB requiring cameras	See recommendation ISC-R6	N/A	250,000	No	
R21-CC-13	Cameras	Install cameras as indicated by the results of the camera	See recommendation ISC-R6	N/A	N/A	No	

Rec #	Recommendation	Description	Methodology	Calculation	Cost	Recurring Annual Costs	Notes
		assessment (see R21-OC-21)					
R22-OP-10	Cameras	Evaluate the purpose for each camera, designate both an observation level for it (e.g., real time, intermittent, continuous, routine post-recording review) and the staff position responsible for monitoring the camera	DCSO Administration to establish plan	TBD	N/A	No	Should be conducted in conjunction with R21-OC-21
§115.42 Use of screening information							
R24-OP-11	Programs/Services	Modify policy and procedure to discontinue practice of inmates at risk for sexual victimization participating in programs and visitation together with inmates deemed to be sexually abusive either by creating separate scheduling or providing direct staff supervision	DCSO Administration to make necessary policy changes	N/A	N/A	No	