

Elements of Consulting Assignment to support work of Funding Commission

1. Compile custodial-staffing-to-population ratio comparisons
 - a. Across institutions
 - b. To national averages
 - c. Over past 5 years with projections for 2021 and 2022
 - d. Consider adjustments for security levels if possible
 - e. Isolate expenditures on restrictive housing if possible
 - f. Distinguish types of custody -- pre-trial/sentenced/federal, etc.
 - g. Isolate transportation costs to the extent possible
 - h. Reconcile personnel classifications to the extent possible
2. Compare salary and benefit levels
 - a. Across institutions
 - b. To national averages
 - c. Over past 5 years with projections for 2021 and 2022
 - d. Adjustment for regional cost of living
3. Compare custodial staffing structures (span of control by rank)
 - a. Across institutions
 - b. To national averages
 - c. Over past 5 years with projections for 2021 and 2022
4. Compare per inmate spending on non-custodial programming for inmates
 - a. Across institutions
 - b. To national averages
 - c. Over past 5 years with projections for 2021 and 2022
 - d. To benchmarks for needs if available
 - e. By type of programming, including
 - i. substance use and mental health programming
 - ii. general inmate health care spending
 - iii. recidivism reduction, including
 1. case management,
 2. reentry support,
 3. behavioral health counseling,
 4. education and
 5. vocational or workforce development programs
 - f. Analyze inmate program participation rates
 - g. Include spending through private contracts
5. Compare total per inmate spending (including all costs -- utilities, etc.)
 - a. Across institutions
 - b. Adjust for security levels if possible
 - c. Analyze consequences of alternative formulae for setting spending levels
 - i. By institution
 - ii. With allowance for benchmark recidivism reduction programming
6. Compare expenditures on programs not oriented to current inmates

- a. Across institutions
 - b. Over past 5 years with projections for 2021 and 2022
 - c. By type of programming
7. Compare revenue from all sources with special focus on charges to inmates
- a. Across institutions
 - b. To national averages
 - c. Over past 5 years with projections for 2021 and 2022
 - d. By category of revenue
8. Compare overtime usage
- a. Across institutions
 - b. To national averages, if possible
 - c. Over past 5 years with projections for 2021 and 2022
 - d. Compare staff relief factors to industry standards
9. Analyze personnel retention
- a. Average tenure of staff (cross-section)
 - b. Average tenure of staff at departure
 - c. Turnover rates
 - d. Destinations of departing staff
 - e. % of jobs unfilled
 - f. Average time to fill vacancies
10. Inventory, compare and classify physical assets
- a. Across institutions
 - b. Provide valuations as available
 - c. Compare population levels to inmate capacity using all available definitions of capacity
 - i. By security level
 - ii. By special management category
 - d. reference and incorporate pending DCAM Facilities study -- conditions/needs/costs
11. Compare base vs supp/reserve appropriations; variability in costs and reserve size