OFFICIAL AGENDA
TUESDAY March 31, 2026
Meeting Start Time: 9:00 a.m.
Board of County Commissioners
Yellowstone County, Montana
Ostlund Building
2825 3rd Ave N, Room 309
Billings, MT
8:45 a.m. Agenda Setting

Pledge to the Flag: Moment of Silence: Minutes

REGULAR AGENDA

9:00 a.m. PUBLIC HEARING

a. Resolution 26-41 to Hold Election to Issue Bonds for Yellowstone County Detention Facility
b. Resolution 26-42 to Approve a Public Safety Mill Levy

PUBLIC COMMENTS ON REGULAR, CONSENT AND FILED AGENDA ITEMS

1. **COMMISSIONERS**

   Proclamation - Child Abuse Prevention Month

CLAIMS

CONSENT AGENDA

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1. **COMMISSIONERS**
   a. Term End Thank You Letter - Woody Woods, Lockwood TEDD
   b. Board Reappointment - Glenn Paulson to Shepherd FSA

2. **COUNTY ATTORNEY**

   Resolution 26-40 Requesting Prosecutorial Assistance in State v. ME

3. **ELECTIONS**
   a. Resolution 26-28 to Cancel and Elect by Acclamation for Carroll Drainage District
   b. Resolution 26-29 to Cancel and Elect by Acclamation for Danford Drainage District
   c. Resolution 26-30 to Cancel and Elect by Acclamation for Nutting Drainage District Board
   d. Resolution 26-31 to Cancel and Elect by Acclamation for Laurel Fire District Board No. 5
   e. Resolution 26-32 to Cancel and Elect by Acclamation for Laurel Fire District Board No. 7
   f. Resolution 26-33 to Cancel and Elect by Acclamation for Lockwood Fire District Board No. 8
   g. Resolution 26-34 to Cancel and Elect by Acclamation for Worden Fire District No. 4
   h. Resolution 26-35 to Cancel and Elect by Acclamation for Crystal Springs Water District
   i. Resolution 26-36 to Cancel and Elect by Acclamation for Hidden Lake Water and Sewer District
   j. Resolution 26-37 to Cancel and Elect by Acclamation for Huntley Water and Sewer District
   k. Resolution 26-38 to Cancel and Elect by Acclamation for Worden/Ballentine Water and Sewer District
   l. Resolution 26-39 to Cancel and Elect by Acclamation for Yellowstone Boys and Girls Ranch Water and Sewer District Board

4. **FINANCE**
   a. Semi-Annual Financial Report and Quarterly Progress Report for the Lockwood TEDD Water/Sewer Service Extension Project Grant with the EDA
   b. Contract Amendment - Parking Lot Design - Cushing Terrell
   c. Bond for Lost Warrant

5. **METRA PARK**

   1 Year Renewal of Metra Park Network/Internet Services Provided by Lumen

6. **PUBLIC WORKS**

   Proposed Land Trade Letter

7. **SHERIFF**

   Donation of Decommissioned Patrol Vehicle to Shepherd Fire Department

8. **HUMAN RESOURCES**

   a. Letter to The Prism Health Group

   b. **PERSONNEL ACTION REPORTS - Justice Court -** 1 Appointment; **Elections** - 1 Appointment

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FILE ITEMS

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1. **AUDITOR**

   Payroll Audit March 1 to March 15, 2026

2. **COMMISSIONERS**

   a. Board Minutes - Heights Water District February 2026

   b. Board Minutes - Tax Appeal Board 3/24/26

   c. Letter from BOI - Notice to Yellowstone County, Zoning Change

3. **COUNTY ATTORNEY**

   Jail Needs Assessment

4. **FINANCE**

   Notification of Compliance with Award Closeout Process from the U.S. Department of Treasury, Local Assistance and Tribal Consistency Fund (LATCF)

5. **HUMAN RESOURCES**

   March 1 - March 15 Payroll Audit

PUBLIC COMMENTS ON COUNTY BUSINESS

*Public comment is an opportunity for individuals to address the Board, however, the Board cannot engage in discussion or take action on items not properly noticed on the agenda.

B.O.C.C. Regular a.

Meeting Date: 03/31/2026

Title: Public Hearing- Yellowstone County Public Safety Jail Bond and Mill Levy

Submitted For: Melissa Williams, Deputy County Attorney

Submitted By: Melissa Williams, Deputy County Attorney

TOPIC:

Resolution 26-41 to Hold Election to Issue Bonds for Yellowstone County Detention Facility

BACKGROUND:

On March 10, 2026, the Yellowstone County Board of County Commissioners passed a resolution of intent to issue bonds to renovate and expand the Yellowstone County Detention Facility conditioned on voter approval and set a public hearing on the bonds for March 31, 2026. On March 10, 2026, the Yellowstone County Board of County Commissioners passed a resolution of intent to approve a public safety mill levy to operate the Yellowstone County Sheriff's Office and the Yellowstone County Attorney's Office conditioned on voter approval and set a public hearing on the mill levy for March 31, 2026. Prior to passing the resolution of intent, the County studied the criminal justice system and the need for expansion in Yellowstone County. Attached as a file item is the jail needs assessment. The jail needs assessment was developed by a national team including HDR, Justice Planners and A&E, along with local stakeholders in the criminal justice system.

RECOMMENDED ACTION:

Agenda Item

Attachments

2026 Jail Expansion Resolution

YELLOWSTONE COUNTY BOARD OF COUNTY COMMISSIONERS

Resolution No. 26-41

Resolution to Hold Election to Issue Bonds for Yellowstone County Detention Facility

WHEREAS, pursuant to Section 7-7-2201 of the Montana Code Annotated (2025), a county has the authority to issue bonds. Pursuant to Sections 7-7-2203 and 7-7-2101 of the Montana Code Annotated (2025), the aggregate amount of all bonds issued by a county cannot exceed 2.5% of the total assessed value of the taxable property in the county. Pursuant to Section 7-7-2206 of the Montana Code Annotated (2025), the term of a bond is limited to 20 years. Pursuant to Section 7-7-2223 of the Montana Code Annotated (2025), to issue bonds a board of county commissioners has to unanimously pass a resolution to issue the bonds and the voters have to approve the issuance of the bonds. Pursuant to Section 7-7-2237 of the Montana Code Annotated (2025), the percentile of votes to approve the issuance of bonds depends on the percentile of the voters who voted. When 40% of the voters vote, a majority of votes is needed to approve the issuance of the bonds. When more than 30% but less then 40% of the voters vote, 60% of the votes is needed to approve the issuance of the bonds. When less than 30% vote, the bond issuance is considered rejected. Pursuant to Section 7-7-2238 of the Montana Code Annotated (2025), if the voters approve the issuance of the bonds, the board of county commissioners passes a resolution to issue the bonds.

WHEREAS, the process for a county to issue bonds is the board of county commissioners passes a resolution of intent to issue bonds, sets a public hearing, provides notice of the public hearing, holds a public hearing, receives public comment, considers the public comment, passes a resolution to hold an election, holds an election and passes a resolution to issue the bonds.

WHEREAS, Yellowstone County is a political subdivision of the State of Montana. The County has the authority to issue bonds. The total assessed market value less tax increment value received from the State of Montana in August, 2025, in Yellowstone County is $33,954,966,417. The total aggregate amount of bonds the County can issue is $848,874,160, 2.5% of $33,954,466,417. As of March 1, 2026, the total aggregate amount of bonds the County has outstanding is $5,500,000. The County has the ability to issue additional bonds in the amount of $843,374,160.

WHEREAS, Yellowstone County through the Yellowstone County Sheriff's Office operates the Yellowstone County Detention Facility. The Facility detains men and women charged with or convicted of crimes. The number of inmates in the Facility has increased. Yellowstone County needs to renovate and expand the Facility to accommodate the increased number of inmates. To renovate and expand the Facility, the County needs to obtain $175,000,000.00. To obtain the $175,000,000.00 to renovate and expand the Facility, the County would like to issue $175,000,000.00 in general obligation amortization bonds that will retire in 20 years.

Purpose:	Renovate and Expand the Yellowstone County Detention Facility
Amount:	$175,000,000.00
Mills:	32 Mills approximately
Duration:	20 years
Impact:	Fair Market Value $100,000.00 Home = $ 23.00
	Fair Market Value $300,000.00 Home = $ 70.00
	Fair Market Value $600,000.00 Home = $ 165.00

WHEREAS, on March 10, 2026, the Yellowstone County Board of County Commissioners passed a resolution of intent to issue bonds to renovate and expand the Yellowstone County Detention Facility conditioned on voter approval and set a public hearing on the bonds for March 31, 2026. On March 13, 2026, March 20, 2026 and March 27, 2026, the Yellowstone County Clerk and Recorder published notice of the public hearing in the *Yellowstone County News*, *Billings Gazette and Laurel Outlook*. On March 31, 2026, the Board held a public hearing. The Board heard comments on the bonds and considered the bonds and the comments. The Board determined that it would be in the best interest of the public to issue the bonds conditioned on an election.

NOW THEREFORE, BE IT RESOLVED,

The Yellowstone County Board of County Commissioners approves the issuance of $175,000,000.00 in general obligation amortization bonds that will retire in 20 years for the renovation and expansion of the Yellowstone County Detention Facility conditioned on an election in which the voters approve the bonds.

The Board orders the Yellowstone County Election Administrator to make appropriate arrangements to place the question of whether the County shall be authorized to issue and sell the bonds on the official ballot for the general election to be held on November 3, 2026. If the voters approve the bonds, the Board will pass a resolution to issue the bonds. If the voters do not approve the bonds, the Board will pass a resolution not to issue the bonds.

Passed and Adopted on the 31st day of March, 2026.

BOARD OF COUNTY COMMISSIONERS
YELLOWSTONE COUNTY, MONTANA

_____
Mark Morse, Chair

_____
Michael J. Watters, Member

ATTEST:

_____ _____
Chris White, Member Jeff Martin, Clerk and Recorder

B.O.C.C. Regular b.

Meeting Date: 03/31/2026

Title: Public Safety Mill Levy

Submitted By: Teri Reitz, Board Clerk

TOPIC:

Resolution 26-42 to Approve a Public Safety Mill Levy

BACKGROUND:

On March 10, 2026, the Yellowstone County Board of County Commissioners passed a resolution of intent to issue bonds to renovate and expand the Yellowstone County Detention Facility conditioned on voter approval and set a public hearing on the bonds for March 31, 2026. On March 10, 2026, the Yellowstone County Board of County Commissioners passed a resolution of intent to approve a public safety mill levy to operate the Yellowstone County Sheriff's Office and the Yellowstone County Attorney's Office conditioned on voter approval and set a public hearing on the mill levy for March 31, 2026. Prior to passing the resolution of intent, the County studied the criminal justice system and the need for expansion in Yellowstone County. Attached as a file item is the jail needs assessment. The jail needs assessment was developed by a national team including HDR, Justice Planners and A&E, along with local stakeholders in the criminal justice system.

RECOMMENDED ACTION:

Attachments

Res for Public Safety Mill Levy

YELLOWSTONE COUNTY BOARD OF COUNTY COMMISSIONERS

Resolution No. 26-42

Resolution to Approve a Public Safety Mill Levy

WHEREAS, pursuant to Section 7-6-2501 of the Montana Code Annotated (2025), a county has the authority to impose mills to fund the operation of the county. Pursuant to Section 7-6-2513 of the Montana Code Annotated (2025), a county has the authority to impose mills for public safety. The mills imposed for public safety can only be used for public safety. The mills cannot be used for any other purpose. Pursuant to Section 15-10-402 of the Montana Code Annotated (2025), the amount of mills a county can levy is limited. Pursuant to Section 15-10-425(1) of the Montana Code Annotated (2025), for a county to increase the mills it levies a board of county commissioners passes a resolution to increase the mills and the voters through an election approve the increase. In more detail, the board passes a resolution of intent, sets a public hearing, provides notice of the public hearing, holds a public hearing, receives public comment, considers the public comment, passes a resolution to hold an election, holds an election and passes a resolution to increase the mills if the election approves the increase.

WHEREAS, the cost to operate the Yellowstone County Sheriff's Office and the Yellowstone County Attorney's Office has increased. Yellowstone County needs more money for public safety operations. To ensure adequate money to operate offices that promote public safety in the County, the County would like to permanently increase the public safety mill levy to approximately 49 mills that would generate $20,000,000.00 per year. The mills would be solely for the offices and could not be used for any other purpose.

Purpose:	Public safety operations in Yellowstone County
Amount:	$20,000,000.00
Mills:	49 Mills approximately
Duration:	Perpetual
Impact:	Fair Market Value $100,000.00 Home = $36.00
	Fair Market Value $300,000.00 Home = $108.00
	Fair Market Value $600,000.00 Home = $256.00

WHEREAS, on March 10, 2026, the Yellowstone County Board of County Commissioners passed a resolution of intent to approve a public safety mill levy to operate the Yellowstone County Sheriff's Office and the Yellowstone County Attorney's Office conditioned on voter approval and set a public hearing on the mill levy for March 31, 2026. On March 13, 2026, March 20, 2026 and March 27, 2026, the Yellowstone County Clerk and Recorder published notice of the public hearing in the Yellowstone County News, Billings Gazette and Laurel Outlook. On March 31, 2026, the Board held a public hearing. The Board heard comments on the mill levy and considered the mill levy and the comments. The Board determined that it would be in the best interest of the public to approve the mill levy conditioned on an election.

NOW THEREFORE, BE IT RESOLVED,

The Yellowstone County Board of County Commissioners approves a mill levy to fund the public safety operations in Yellowstone County, conditioned on an election in which the voters approve the mill levy.

The Board orders the Yellowstone County Election Administrator to make appropriate arrangements to place the question of whether the County shall be authorized to impose the mill levy on the official ballot for the general election to be held on November 3, 2026. If the voters approve the mill levy through the election, the Board will pass a resolution to impose the mill levy. If the voters do not approve the mill levy, the Board will pass a resolution not to impose the mill levy.

Passed and Adopted on the 31st day of March, 2026.

BOARD OF COUNTY COMMISSIONERS
YELLOWSTONE COUNTY, MONTANA

_____
Mark Morse, Chair

_____
Michael J. Watters, Member

ATTEST:

_____
Chris White, Member

_____
Jeff Martin, Clerk and Recorder

B.O.C.C. Regular
Meeting Date: 03/31/2026
Title: Proclamation - Child Abuse Prevention Month
Submitted By: Erika Guy

TOPIC:
Proclamation - Child Abuse Prevention Month

BACKGROUND:
See Attached

RECOMMENDED ACTION:
Approve or Deny

Attachments
Child Abuse Prevention Month

PROCLAMATION

Resolution 26-15

WHEREAS, Yellowstone County is committed to both protecting our children and ensuring that each is provided a safe and healthy environment whereby they may develop healthfully and become adults able to obtain their full potential; and,

WHEREAS, child abuse and neglect not only contribute to adverse childhood experiences, but such may also have profound impacts on adulthood which may last a lifetime; and,

WHEREAS, child abuse and neglect may be 100% preventable, its cost is considerably less than that of treatment for those affected; and,

WHEREAS, research shows that provisions of early education and preventative services for parents of young children and families are effective, they also aid in stopping the generational cycles of abuse; and,

WHEREAS, educating adults how to use positive coping skills, seek options, and be flexible enables them to be stronger, more resilient individuals throughout their lives and create more stable environments and brighter futures for children; and,

WHEREAS, child abuse and neglect prevention is a community responsibility, and on behalf of Yellowstone County's children, we join with Family Tree Nurturing Center, leading the efforts to prevent child abuse and neglect through partner organizations; and,

WHEREAS, the blue and silver pinwheels displayed during April and throughout the year symbolize the health and happiness all children deserve; and,

NOW, THEREFORE, we, the Board of County Commissioners, do hereby proclaim April 2026 as child abuse prevention month

PASSED AND ADOPTED by the Board of County Commissioners, Yellowstone County, Montana this 31st day of March, 2026.

Sincerely,

BOARD OF COUNTY COMMISSIONERS

YELLOWSTONE COUNTY, MONTANA

_____

Mark Morse, Chair

_____

Michael J. Waters, Member

ATTEST:

_____

Chris White, Member

_____

Jeff Martin, Clerk and Recorder

B.O.C.C. Regular

1. a.

Meeting Date: 03/31/2026

Title: Term End Thank You Letters

Submitted By: Erika Guy

TOPIC:

Term End Thank You Letter - Woody Woods, Lockwood TEDD

BACKGROUND:

See Attached

RECOMMENDED ACTION:

Sign and Mail

Attachments

Woody Woods

Yellowstone County

COMMISSIONERS
(406) 256-2701
(406) 256-2777 (FAX)

P.O. Box 35000
Billings, MT 59107-5000
bocc@yellowstonecountymt.gov

March 31, 2026

Mr. Woody Woods
129 Rolling Meadow Dr
Billings, MT 59101

Dear Mr. Woods,

The Board of County Commissioners would like to extend our sincere appreciation for your service on the Lockwood TEDD Advisory Board. Your time and dedication to the board over the last 8 years has been invaluable.

Once again, thank you for your service to our community and we wish you the best.

Sincerely,

BOARD OF COUNTY COMMISSIONERS
YELLOWSTONE COUNTY, MONTANA

_____
Mark Morse, Chair

_____
Michael J. Waters, Member

_____
Chris White, Member

BOCC/eg

c: Board File – Clerk & Recorder
Ms. Dianne Lehm, 201 N Broadway, Billings, MT 59101

B.O.C.C. Regular 1. b.
Meeting Date: 03/31/2026
Title: Board Reappointment
Submitted By: Erika Guy

TOPIC:
Board Reappointment - Glenn Paulson to Shepherd FSA

BACKGROUND:
See Attached

RECOMMENDED ACTION:
Sign and Mail

Attachments
Glenn Paulson

Yellowstone County

COMMISSIONERS
(406) 256-2701

P.O. Box 35000
Billings, MT 59107-5000
bocc@yellowstonecountymt.gov

March 31, 2026

Mr. Glenn Paulson
4925 Powmer Rd
Billings, MT 59105

RE: Re-appointment to Shepherd Fire Service Area Board

Dear Mr. Paulson,

The Board of County Commissioners of Yellowstone County has re-appointed you to the above-named board. Your term by this appointment will be to May 1, 2029.

We wish to take this opportunity to thank you, in advance, for accepting this community service.

Sincerely,

BOARD OF COUNTY COMMISSIONERS
YELLOWSTONE COUNTY, MONTANA

_____
Mark Morse, Chair

_____
Michael J. Waters, Member

_____
Chris White Member

BOCC/eg

c: Board File - Clerk & Recorder
Mr. Derek Yeager, 2825 3rd Ave N, Billings, MT 59101

B.O.C.C. Regular
Meeting Date: 03/31/2026
Title: Prosecutorial Assistance in State v. ME
Submitted For: Amy Tolzien Submitted By: Amy Tolzien

TOPIC:
Resolution 26-40 Requesting Prosecutorial Assistance in State v. ME

BACKGROUND:
Suspect and victim are both members of local law enforcement, thus we need an outside prosecutor to review.

RECOMMENDED ACTION:
Approve.

Attachments
Resolution - ME

YELLOWSTONE COUNTY BOARD OF COUNTY COMMISSIONERS

Resolution No. 26-40

Resolution for Prosecutorial Assistance

WHEREAS, the Yellowstone County Attorney's Office has requested prosecutorial assistance in *State of Montana v. M.E.* (26-017192); and

WHEREAS, it is deemed appropriate that a Special Deputy County Attorney be appointed to assist in the prosecution of the aforementioned cases;

IT IS HEREBY RESOLVED that attorneys for the Montana Department of Justice, Prosecution Services Bureau be appointed as Special Deputy County Attorneys for Yellowstone County for the purpose of assisting in the prosecution of the aforementioned case.

DATED this _____ day of March, 2025.

BOARD OF COUNTY COMMISSIONERS
YELLOWSTONE COUNTY, MONTANA

_____
Chairman

_____
Member

_____
Member

ATTEST:

_____
Clerk and Recorder

B.O.C.C. Regular 3. a.
Meeting Date: 03/31/2026
Title: Resolution 26-28 to Cancel and Elect by Acclamation for Carroll Drainage District
Submitted By: Dayna Causby, Election Administrator

TOPIC:
Resolution 26-28 to Cancel and Elect by Acclamation for Carroll Drainage District

BACKGROUND:
Resolution 26-28 to Cancel and Elect by Acclamation for Carroll Drainage District

RECOMMENDED ACTION:
Approve

Attachments
Resolution 26-28 to Cancel and Elect by Acclamation for Carroll Drainage District

YELLOWSTONE COUNTY BOARD OF COUNTY COMMISSIONERS

Resolution No. 26- 28

Resolution to Cancel Election for Commissioner for the Carroll Drainage District Board

WHEREAS, pursuant to Sections 85-8-302 of the Montana Code Annotated, the commissioners for a drainage district board are elected. Pursuant to Sections 13-1-502, 13-1-304 and 85-8-307 of the Montana Code Annotated, if no one files as a candidate for election as a commissioner on a drainage district board, the election administrator should cancel the election, and the drainage district board should appoint a commissioner.

WHEREAS, on February 4, 2026, the deadline to file as a candidate for election as a commissioner with the Carroll Drainage District Board closed. Three (3) positions for election with 3-year terms were open for filing. At the close of filing, no candidates had filed of office. The remaining members of the board shall elect to fill the vacancies to a drainage district board. On February 4, 2026, the Yellowstone County Election Administrator cancelled the election and has requested the Yellowstone County Board of County Commissioners affirm the cancellation. Attached as Exhibit A is a letter from the Election Administrator to the Board of County Commissioners.

NOW THEREFORE, BE IT RESOLVED,

The Yellowstone County Board of County Commissioners affirms the decision of the Yellowstone County Election Administrator to cancel the election for a commissioner for the Carroll Drainage District Board. The remaining members of the Carroll Drainage District Board should appoint drainage district commissioners. On May 5, 2026, the current term of the three (3) commissioners on the Carroll Drainage District Board shall expire. Newly appointed drainage district commissioners will serve from May 6, 2026 to May 9, 2029

Passed and Adopted on the 31st day of March 2026.

BOARD OF COUNTY COMMISSIONERS
YELLOWSTONE COUNTY, MONTANA

_____
Mark Morse, Chair

_____
Michael J. Waters, Member

ATTEST:

_____
Chris White, Member

_____
Jeff Martin, Clerk and Recorder

ELECTION ADMINISTRATIONS

(406) 256-2740 (OFFICE)
(406) 254-7940 (FAX)

P.O. Box 35002
Billings, MT 59107-5002

elections@yellowstonecountymt.gov
www.YellowstoneCoVotes.com

March 23, 2026

To: Board of County Commissioners
Yellowstone County

From: Dayna Causby, Election Administrator
Yellowstone County

RE: Cancellation of Election – Carroll Drainage District

As of the write-in deadline for the May 5, 2026, special purpose district election, the number of candidates that filed for the position of trustee for the Carroll Drainage District was equal to or less than the number of positions to be filled at the special purpose district election. Therefore, pursuant to sections 13-1-502 and 13-1-304, MCA, I am notifying the governing body of the local government that the election has been cancelled.

In the Carroll Drainage District, there were three (3) positions for election with a 3-year term. At the close of filing, no candidates had filed.

The term of office for the vacancies created by the cancellation of the election would expire May 9, 2029.

I request that the Board of County Commissioners affirm the cancellation of the election for the aforementioned special purpose district.

Sincerely,

Dayna Causby
Yellowstone County
Election Administrator

cc: Carroll Drainage District

Exhibit A

B.O.C.C. Regular 3. b.
Meeting Date: 03/31/2026
Title: Resolution 26-29 to Cancel and Elect by Acclamation for Danford Drainage District
Submitted By: Dayna Causby, Election Administrator

TOPIC:
Resolution 26-29 to Cancel and Elect by Acclamation for Danford Drainage District

BACKGROUND:
Resolution 26-29 to Cancel and Elect by Acclamation for Danford Drainage District

RECOMMENDED ACTION:
Approve

Attachments
Resolution 26-29 to Cancel and Elect by Acclamation for Danford Drainage District

YELLOWSTONE COUNTY BOARD OF COUNTY COMMISSIONERS

Resolution No. 26- 29

Resolution to Cancel Election for Commissioner for the Danford Drainage District Board

WHEREAS, pursuant to Sections 85-8-302 of the Montana Code Annotated, the commissioners for a drainage district board are elected. Pursuant to Sections 13-1-502, 13-1-304 and 85-8-307 of the Montana Code Annotated, if no one files as a candidate for election as a commissioner on a drainage district board, the election administrator should cancel the election, and the drainage district board should appoint a commissioner.

WHEREAS, on February 4, 2026, the deadline to file as a candidate for election as a commissioner with the Danford Drainage District Board closed. One (1) position for election with 3-year terms was open for filing. At the close of filing, no candidates had filed of office. The remaining members of the board shall elect to fill vacancies to a drainage district board. On February 4, 2026, the Yellowstone County Election Administrator cancelled the election and has requested the Yellowstone County Board of County Commissioners affirm the cancellation. Attached as Exhibit A is a letter from the Election Administrator to the Board of County Commissioners.

NOW THEREFORE, BE IT RESOLVED,

The Yellowstone County Board of County Commissioners affirms the decision of the Yellowstone County Election Administrator to cancel the election for a commissioner for the Danford Drainage District Board. The remaining members of the Danford Drainage District Board should appoint drainage district commissioners. On May 5, 2026, the current term of the one (1) commissioner on the Danford Drainage District Board shall expire. Newly appointed drainage district commissioners will serve from May 6, 2026 to May 9, 2029

Passed and Adopted on the 31st day of March 2026.

BOARD OF COUNTY COMMISSIONERS
YELLOWSTONE COUNTY, MONTANA

_____
Mark Morse, Chair

_____
Michael J. Waters, Member

ATTEST:

_____
Chris White, Member

_____
Jeff Martin, Clerk and Recorder

YELLOWSTONE COUNTY VOTES

ELECTION ADMINISTRATIONS

(406) 256-2740 (OFFICE)
(406) 254-7940 (FAX)

P.O. Box 35002
Billings, MT 59107-5002

elections@yellowstonecountymt.gov
www.YellowstoneCoVotes.com

March 23, 2026

To: Board of County Commissioners
Yellowstone County

From: Dayna Causby, Election Administrator
Yellowstone County

RE: Cancellation of Election – Danford Drainage District

As of the write-in deadline for the May 5, 2026, special purpose district election, the number of candidates that filed for the position of trustee for the Danford Drainage District was equal to or less than the number of positions to be filled at the special purpose district election. Therefore, pursuant to sections 13-1-502 and 13-1-304, MCA, I am notifying the governing body of the local government that the election has been cancelled.

In the Danford Drainage District, there was one (1) position for election with a 3-year term. At the close of filing, no candidates had filed.

The term of office for the vacancies created by the cancellation of the election would expire May 9, 2029.

I request that the Board of County Commissioners affirm the cancellation of the election for the aforementioned special purpose district.

Sincerely,

Dayna Causby

Dayna Causby
Yellowstone County
Election Administrator

cc: Danford Drainage District

Exhibit A

B.O.C.C. Regular 3. c.

Meeting Date: 03/31/2026

Title: Resolution 26-30 to Cancel and Elect by Acclamation for Nutting Drainage District Board

Submitted By: Dayna Causby, Election Administrator

TOPIC:

Resolution 26-30 to Cancel and Elect by Acclamation for Nutting Drainage District Board

BACKGROUND:

Resolution 26-30 to Cancel and Elect by Acclamation for Nutting Drainage District Board

RECOMMENDED ACTION:

Approve

Attachments

Resolution 26-30 to Cancel and Elect by Acclamation for Nutting Drainage District Board

YELLOWSTONE COUNTY BOARD OF COUNTY COMMISSIONERS

Resolution No. 26- 30

Resolution to Cancel Election for Commissioner for the Nutting Drainage District Board

WHEREAS, pursuant to Sections 85-8-302 of the Montana Code Annotated, the commissioners for a drainage district board are elected. Pursuant to Sections 13-1-502, 13-1-304 and 85-8-307 of the Montana Code Annotated, if no one files as a candidate for election as a commissioner on a drainage district board, the election administrator should cancel the election, and the drainage district board should appoint a commissioner.

WHEREAS, on February 4, 2026, the deadline to file as a candidate for election as a commissioner with the Nutting Drainage District Board closed. One (1) position for election with 3-year terms was open for filing. At the close of filing, no candidates had filed of office. The remaining members of the board shall elect to fill vacancies to a drainage district board. On February 4, 2026, the Yellowstone County Election Administrator cancelled the election and has requested the Yellowstone County Board of County Commissioners affirm the cancellation. Attached as Exhibit A is a letter from the Election Administrator to the Board of County Commissioners.

NOW THEREFORE, BE IT RESOLVED,

The Yellowstone County Board of County Commissioners affirms the decision of the Yellowstone County Election Administrator to cancel the election for a commissioner for the Nutting Drainage District Board. The remaining members of the Nutting Drainage District Board should appoint drainage district commissioners. On May 5, 2026, the current term of the one (1) commissioner on the Nutting Drainage District Board shall expire. Newly appointed drainage district commissioners will serve from May 6, 2026 to May 9, 2029

Passed and Adopted on the 30[1st] day of March 2026.

BOARD OF COUNTY COMMISSIONERS
YELLOWSTONE COUNTY, MONTANA

_____
Mark Morse, Chair

_____
Michael J. Waters, Member

ATTEST:

_____
Chris White, Member

_____
Jeff Martin, Clerk and Recorder

ELECTION ADMINISTRATIONS

(406) 256-2740 (OFFICE)
(406) 254-7940 (FAX)

P.O. Box 35002
Billings, MT 59107-5002

elections@yellowstonecountymt.gov
www.YellowstoneCoVotes.com

March 23, 2026

To: Board of County Commissioners
Yellowstone County

From: Dayna Causby, Election Administrator
Yellowstone County

RE: Cancellation of Election – Nutting Drainage District

As of the write-in deadline for the May 5, 2026, special purpose district election, the number of candidates that filed for the position of trustee for the Nutting Drainage District was equal to or less than the number of positions to be filled at the special purpose district election. Therefore, pursuant to sections 13-1-502 and 13-1-304, MCA, I am notifying the governing body of the local government that the election has been cancelled.

In the Nutting Drainage District, there was one (1) position for election with a 3-year term. At the close of filing, no candidates had filed.

The term of office for the vacancies created by the cancellation of the election would expire May 9, 2029.

I request that the Board of County Commissioners affirm the cancellation of the election for the aforementioned special purpose district.

Sincerely,

Dayna Causby

Dayna Causby
Yellowstone County
Election Administrator

cc: Nutting Drainage District

Exhibit A

B.O.C.C. Regular 3. d.

Meeting Date: 03/31/2026

Title: Resolution 26-31 to Cancel and Elect by Acclamation for Laurel Fire District Board No. 5

Submitted By: Dayna Causby, Election Administrator

TOPIC:

Resolution 26-31 to Cancel and Elect by Acclamation for Laurel Fire District Board No. 5

BACKGROUND:

Resolution 26-31 to Cancel and Elect by Acclamation for Laurel Fire District Board No. 5

RECOMMENDED ACTION:

Approve

Attachments

Resolution 26-31 to Cancel and Elect by Acclamation for Laurel Fire District Board No. 5

YELLOWSTONE COUNTY BOARD OF COUNTY COMMISSIONERS

Resolution No. 26- 31

Resolution to Cancel Election for Laurel Fire District Board No. 5

WHEREAS, pursuant to Section 7-33-2106 of the Montana Code Annotated, the trustees for a fire district board are elected. Pursuant to Sections 13-1-502, 13-1-304 and 7-33-2106(6) of the Montana Code Annotated, if the number of candidates who file is equal to or less than the number of trustee positions to be elected for the fire district board, the election administrator should cancel the election, and the board of county commissioners should appoint trustees to the fire district board. On May 6, 2026, the terms created by the vacancies shall expire.

WHEREAS, on February 4, the deadline to file as a candidate for election as a trustee to Laurel Fire District Board No. 5 closed. In the Laurel Fire District No. 5, there were two (2) positions for election with three (3) year terms. At the close of filing, no candidates had filed. On February 4, 2026, the Yellowstone County Election Administrator cancelled the election and has requested the Yellowstone County Board of County Commissioners affirm the cancellation of the election. Attached as Exhibit A is a letter from the Election Administrator to the Board of County Commissioners.

NOW THEREFORE, BE IT RESOLVED,

The Yellowstone County Board of County Commissioners affirms the decision of the Yellowstone County Election Administrator to cancel the election for the trustees for Laurel Fire District Board No. 5.

Passed and Adopted on the 31st day of May 2026.

BOARD OF COUNTY COMMISSIONERS
YELLOWSTONE COUNTY, MONTANA

_____
Mark Morse, Chair

_____
Michael J. Waters, Member

ATTEST:

_____
Chris White, Member

_____
Jeff Martin, Clerk and Recorder

YELLOWSTONE COUNTY VOTES

ELECTION ADMINISTRATIONS

(406) 256-2740 (OFFICE)
(406) 254-7940 (FAX)

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Billings, MT 59107-5002

elections@yellowstonecountymt.gov
www.YellowstoneCoVotes.com

March 23, 2026

To: Board of County Commissioners
Yellowstone County

From: Dayna Causby, Election Administrator
Yellowstone County

RE: Cancellation of Election – Laurel Fire District #5

As of the write-in deadline for the May 5, 2026, special purpose district election, the number of candidates that filed for the position of trustee for the Laurel Fire District #5 was equal to or less than the number of positions to be filled at the special purpose district election. Therefore, pursuant to sections 13-1-502 and 13-1-304, MCA, I am notifying the governing body of the local government that the election has been cancelled.

In the Laurel Fire District #5, there were (2) positions for election with a 3-year term. At the close of filing, no candidates had filed.

The term of office for the vacancies created by the cancellation of the election would expire May 9, 2029. The Board of County Commissioners appoints any vacancies to a rural fire district board.

I request that the Board of County Commissioners affirm the cancellation of the election for the aforementioned special purpose district.

Sincerely,

Dayna Causby
Yellowstone County
Election Administrator

cc: Laurel Fire District #5

Exhibit A

B.O.C.C. Regular 3. e.

Meeting Date: 03/31/2026

Title: Resolution 26-32 to Cancel and Elect by Acclamation for Laurel Fire District Board No. 7

Submitted By: Dayna Causby, Election Administrator

TOPIC:

Resolution 26-32 to Cancel and Elect by Acclamation for Laurel Fire District Board No. 7

BACKGROUND:

Resolution 26-32 to Cancel and Elect by Acclamation for Laurel Fire District Board No. 7

RECOMMENDED ACTION:

Approve

Attachments

Resolution 26-32 to Cancel and Elect by Acclamation for Laurel Fire District Board No. 7

YELLOWSTONE COUNTY BOARD OF COUNTY COMMISSIONERS

Resolution No. 26- 32

Resolution to Cancel Election for Laurel Fire District Board No. 7

WHEREAS, pursuant to Section 7-33-2106 of the Montana Code Annotated, the trustees for a fire district board are elected. Pursuant to Sections 13-1-502, 13-1-304 and 7-33-2106(6) of the Montana Code Annotated, if the number of candidates who file is equal to or less than the number of trustee positions to be elected for the fire district board, the election administrator should cancel the election, and the board of county commissioners should appoint trustees to the fire district board. On May 6, 2026, the terms created by the vacancies shall expire.

WHEREAS, on February 4, the deadline to file as a candidate for election as a trustee to Laurel Fire District Board No. 7 closed. In the Laurel Fire District No. 7, there were two (2) positions for election with a three (3) year term. At the close of filing, no candidates had filed. On February 4, 2026, the Yellowstone County Election Administrator cancelled the election and has requested the Yellowstone County Board of County Commissioners affirm the cancellation of the election. Attached as Exhibit A is a letter from the Election Administrator to the Board of County Commissioners.

NOW THEREFORE, BE IT RESOLVED,

The Yellowstone County Board of County Commissioners affirms the decision of the Yellowstone County Election Administrator to cancel the election for the trustees for Laurel Fire District Board No. 7.

Passed and Adopted on the 31st day of May 2026.

BOARD OF COUNTY COMMISSIONERS
YELLOWSTONE COUNTY, MONTANA

_____
Mark Morse, Chair

_____
Michael J. Waters, Member

ATTEST:

_____
Chris White, Member

_____
Jeff Martin, Clerk and Recorder

YELLOWSTONE COUNTY VOTES

ELECTION ADMINISTRATIONS

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www.YellowstoneCoVotes.com

March 23, 2026

To: Board of County Commissioners
Yellowstone County

From: Dayna Causby, Election Administrator
Yellowstone County

RE: Cancellation of Election – Laurel Fire District #7

As of the write-in deadline for the May 5, 2026, special purpose district election, the number of candidates that filed for the position of trustee for the Laurel Fire District #7 was equal to or less than the number of positions to be filled at the special purpose district election. Therefore, pursuant to sections 13-1-502 and 13-1-304, MCA, I am notifying the governing body of the local government that the election has been cancelled.

In the Laurel Fire District #7, there were two (2) positions for election with a 3-year term. At the close of filing, no candidates had filed.

The term of office for the vacancies created by the cancellation of the election would expire May 9, 2029. The Board of County Commissioners appoints any vacancies to a rural fire district board.

I request that the Board of County Commissioners affirm the cancellation of the election for the aforementioned special purpose district.

Sincerely,

Dayna Causby
Yellowstone County
Election Administrator

cc: Laurel Fire District #7

Exhibit A

B.O.C.C. Regular 3. f.

Meeting Date: 03/31/2026

Title: Resolution 26-33 to Cancel and Elect by Acclamation for Lockwood Fire District Board No. 8

Submitted By: Dayna Causby, Election Administrator

TOPIC:

Resolution 26-33 to Cancel and Elect by Acclamation for Lockwood Fire District Board No. 8

BACKGROUND:

Resolution 26-33 to Cancel and Elect by Acclamation for Lockwood Fire District Board No. 8

RECOMMENDED ACTION:

Approve

Attachments

Resolution 26-33 to Cancel and Elect by Acclamation for Lockwood Fire District Board No. 8

YELLOWSTONE COUNTY BOARD OF COUNTY COMMISSIONERS

Resolution No. 26- 33

Resolution to Cancel Election for Lockwood Fire District Board No. 8

WHEREAS, pursuant to Section 7-33-2106 of the Montana Code Annotated, the trustees for a fire district board are elected. Pursuant to Sections 13-1-502, 13-1-304 and 7-33-2106(6) of the Montana Code Annotated, if the number of candidates who file is equal to or less than the number of trustee positions to be elected for the fire district board, the election administrator should cancel the election, and the board of county commissioners should appoint trustees to the fire district board. On May 6, 2026, the terms created by the vacancies shall expire.

WHEREAS, on February 4, the deadline to file as a candidate for election as a trustee to Lockwood Fire District Board No. 8 closed. In the Lockwood Fire District No. 8, there were two (2) positions for election with three (3) year terms. At the close of filing, no candidates had filed. On February 4, 2026, the Yellowstone County Election Administrator cancelled the election and has requested the Yellowstone County Board of County Commissioners affirm the cancellation of the election. Attached as Exhibit A is a letter from the Election Administrator to the Board of County Commissioners.

NOW THEREFORE, BE IT RESOLVED,

The Yellowstone County Board of County Commissioners affirms the decision of the Yellowstone County Election Administrator to cancel the election for the trustees for Lockwood Fire District Board No. 8.

Passed and Adopted on the 31st day of May 2026.

BOARD OF COUNTY COMMISSIONERS
YELLOWSTONE COUNTY, MONTANA

_____
Mark Morse, Chair

_____
Michael J. Waters, Member

ATTEST:

_____
Chris White, Member

_____
Jeff Martin, Clerk and Recorder

YELLOWSTONE COUNTY VOTES

ELECTION ADMINISTRATIONS

(406) 256-2740 (OFFICE)
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www.YellowstoneCoVotes.com

March 23, 2026

To: Board of County Commissioners
Yellowstone County

From: Dayna Causby, Election Administrator
Yellowstone County

RE: Cancellation of Election – Lockwood Fire District #8

As of the write-in deadline for the May 5, 2026, special purpose district election, the number of candidates that filed for the position of trustee for the Lockwood Fire District #8 was equal to or less than the number of positions to be filled at the special purpose district election. Therefore, pursuant to sections 13-1-502 and 13-1-304, MCA, I am notifying the governing body of the local government that the election has been cancelled.

In the Lockwood Fire District #8, there were two (2) positions for election with a 3-year term. At the close of filing, no candidates had filed.

The term of office for the vacancies created by the cancellation of the election would expire May 9, 2029. The Board of County Commissioners appoints any vacancies to a rural fire district board.

I request that the Board of County Commissioners affirm the cancellation of the election for the aforementioned special purpose district.

Sincerely,

Dayna Causby
Yellowstone County
Election Administrator

cc: Lockwood Fire District #8

Exhibit A

B.O.C.C. Regular
Meeting Date: 03/31/2026
Title: Resolution 26-34 to Cancel and Elect by Acclamation for Worden Fire District No. 4
Submitted By: Dayna Causby, Election Administrator

TOPIC:
Resolution 26-34 to Cancel and Elect by Acclamation for Worden Fire District No. 4

BACKGROUND:
Resolution 26-34 to Cancel and Elect by Acclamation for Worden Fire District No. 4

RECOMMENDED ACTION:
Approve

Attachments
Resolution 26-34 to Cancel and Elect by Acclamation for Worden Fire District No. 4

YELLOWSTONE COUNTY BOARD OF COUNTY COMMISSIONERS

Resolution No. 26- 34

Resolution to Cancel Election for Worden Fire District Board No. 4

WHEREAS, pursuant to Section 7-33-2106 of the Montana Code Annotated, the trustees for a fire district board are elected. Pursuant to Sections 13-1-502, 13-1-304 and 7-33-2106(6) of the Montana Code Annotated, if the number of candidates who file is equal to or less than the number of trustee positions to be elected for the fire district board, the election administrator should cancel the election, and the board of county commissioners should appoint trustees to the fire district board. On May 6, 2026, the terms created by the vacancies shall expire.

WHEREAS, on February 4, the deadline to file as a candidate for election as a trustee to Worden Fire District Board No. 4 closed. In the Worden Fire District No. 4, there was one (1) position for election with a three (3) year term. At the close of filing, no candidates had filed. On February 4, 2026, the Yellowstone County Election Administrator cancelled the election and has requested the Yellowstone County Board of County Commissioners affirm the cancellation of the election. Attached as Exhibit A is a letter from the Election Administrator to the Board of County Commissioners.

NOW THEREFORE, BE IT RESOLVED,

The Yellowstone County Board of County Commissioners affirms the decision of the Yellowstone County Election Administrator to cancel the election for the trustees for Worden Fire District Board No. 4.

Passed and Adopted on the 31st day of May 2026.

BOARD OF COUNTY COMMISSIONERS
YELLOWSTONE COUNTY, MONTANA

_____
Mark Morse, Chair

_____
Michael J. Waters, Member

ATTEST:

_____
Chris White, Member

_____
Jeff Martin, Clerk and Recorder

ELECTION ADMINISTRATIONS

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Billings, MT 59107-5002

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www.YellowstoneCoVotes.com

March 23, 2026

To: Board of County Commissioners
Yellowstone County

From: Dayna Causby, Election Administrator
Yellowstone County

RE: Cancellation of Election – Worden Fire District #4

As of the write-in deadline for the May 5, 2026, special purpose district election, the number of candidates that filed for the position of trustee for the Worden Fire District #4 was equal to or less than the number of positions to be filled at the special purpose district election. Therefore, pursuant to sections 13-1-502 and 13-1-304, MCA, I am notifying the governing body of the local government that the election has been cancelled.

In the Worden Fire District #4, there was (1) position for election with a 3-year term. At the close of filing, no candidates had filed.

The term of office for the vacancies created by the cancellation of the election would expire May 9, 2029. The Board of County Commissioners appoints any vacancies to a rural fire district board.

I request that the Board of County Commissioners affirm the cancellation of the election for the aforementioned special purpose district.

Sincerely,

Dayna Causby
Yellowstone County
Election Administrator

cc: Worden Fire District #4

Exhibit A

B.O.C.C. Regular 3. h.

Meeting Date: 03/31/2026

Title: Resolution 26-35 to Cancel and Elect by Acclamation for Crystal Springs Water District

Submitted By: Dayna Causby, Election Administrator

TOPIC:

Resolution 26-35 to Cancel and Elect by Acclamation for Crystal Springs Water District

BACKGROUND:

Resolution 26-35 to Cancel and Elect by Acclamation for Crystal Springs Water District

RECOMMENDED ACTION:

Approve

Attachments

Resolution 26-35 to Cancel and Elect by Acclamation for Crystal Springs Water District

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YELLOWSTONE COUNTY BOARD OF COUNTY COMMISSIONERS

Resolution No. 26- 35

Resolution to Cancel Election for the Crystal Springs Water and Sewer District

WHEREAS, pursuant to Section 7-13-2231(1) of the Montana Code Annotated, the directors of a water and sewer district board are elected. Pursuant to Section 13-1-502 and Section 13-1-304 of the Montana Code Annotated, if the number of candidates that filed for the position of director for the water and sewer district is less than or equal to the number of positions to be filed at the election, the election administrator should cancel the election, and the board of county commissioners should elect or appoint directors.

WHEREAS, on February 4, 2026, the deadline to file as a candidate for election as a director on the Crystal Springs Water and Sewer District Board closed. An election is not needed because no candidates filed for two (2) positions for four (4) year terms. On February 5, 2026, the Yellowstone County Election Administrator cancelled the election and has requested the Yellowstone County Board of County Commissioners affirm the cancellation of the election. Attached as Exhibit A is a letter from the Election Administrator to the Board of County Commissioners.

NOW THEREFORE, BE IT RESOLVED,

The Yellowstone County Board of County Commissioners affirms the decision of the Yellowstone County Election Administrator to cancel the election for the directors for the Crystal Springs Water and Sewer District Board. The Yellowstone County Board of Commissioners may appoint and elect directors of the Crystal Springs Water and Sewer District Board effective May 6, 2026, with terms expiring May 7, 2030.

Passed and Adopted on the 31st day of March 2026.

BOARD OF COUNTY COMMISSIONERS
YELLOWSTONE COUNTY, MONTANA

_____
Mark Morse, Chair

_____
Michael J. Waters, Member

ATTEST:

_____
Chris White, Member

_____
Jeff Martin, Clerk and Recorder

ELECTION ADMINISTRATIONS

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Billings, MT 59107-5002

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www.YellowstoneCoVotes.com

March 23, 2026

To: Board of County Commissioners
Yellowstone County

From: Dayna Causby, Election Administrator
Yellowstone County

RE: Cancellation of Election – Crystal Springs Water and Sewer District

As of the write-in deadline for the May 5, 2026, special purpose district election, the number of candidates that filed for the position of trustee for the Crystal Springs Water and Sewer District was equal to or less than the number of positions to be filled at the special purpose district election. Therefore, pursuant to sections 13-1-502 and 13-1-304, MCA, I am notifying the governing body of the local government that the election has been cancelled.

In the Crystal Springs Water and Sewer District, there were two (2) positions for election with a 4-year term. At the close of filing, no candidates had filed.

The term of office for the vacancies created by the cancellation of the election would expire May 9, 2029. The Board of County Commissioners appoints any vacancies to a water and sewer district board.

I request that the Board of County Commissioners affirm the cancellation of the election for the aforementioned special purpose district.

Sincerely,

Dayna Causby

Dayna Causby
Yellowstone County
Election Administrator

cc: Crystal Springs Water and Sewer District

Exhibit A

B.O.C.C. Regular 3. i.

Meeting Date: 03/31/2026

Title: Resolution 26-36 to Cancel and Elect by Acclamation for Hidden Lake Water and Sewer District

Submitted By: Dayna Causby, Election Administrator

TOPIC:

Resolution 26-36 to Cancel and Elect by Acclamation for Hidden Lake Water and Sewer District

BACKGROUND:

Resolution 26-36 to Cancel and Elect by Acclamation for Hidden Lake Water and Sewer District

RECOMMENDED ACTION:

Approve

Attachments

Resolution 26-36 to Cancel and Elect by Acclamation for Hidden Lake Water and Sewer District

Hidden Lake Water and Sewer District Letter

YELLOWSTONE COUNTY BOARD OF COUNTY COMMISSIONERS

Resolution No. 26- 36

Resolution to Cancel Election for the Hidden Lake Water and Sewer District

WHEREAS, pursuant to Section 7-13-2231(1) of the Montana Code Annotated, the directors of a water and sewer district board are elected. Pursuant to Section 13-1-502 and Section 13-1-304 of the Montana Code Annotated, if the number of candidates that filed for the position of director for the water and sewer district is less than or equal to the number of positions to be filed at the election, the election administrator should cancel the election, and the board of county commissioners should elect or appoint directors.

WHEREAS, on February 4, 2026, the deadline to file as a candidate for election as a director on the Hidden Lake Water and Sewer District Board closed. An election is not needed because no candidates filed for two (2) positions for four (4) year terms On February 5, 2026, the Yellowstone County Election Administrator cancelled the election and has requested the Yellowstone County Board of County Commissioners affirm the cancellation of the election. Attached as Exhibit A is a letter from the Election Administrator to the Board of County Commissioners.

NOW THEREFORE, BE IT RESOLVED,

The Yellowstone County Board of County Commissioners affirms the decision of the Yellowstone County Election Administrator to cancel the election for the directors for the Hidden Lake Water and Sewer District Board. The Yellowstone County Board of Commissioners may appoint and elect directors of the Hidden Lake Water and Sewer District Board effective May 6, 2026, with terms expiring May 7, 2030.

Passed and Adopted on the 31st day of March 2026.

BOARD OF COUNTY COMMISSIONERS
YELLOWSTONE COUNTY, MONTANA

_____
Mark Morse, Chair

_____
Michael J. Waters, Member

ATTEST:

_____
Chris White, Member

_____
Jeff Martin, Clerk and Recorder

ELECTION ADMINISTRATIONS

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Billings, MT 59107-5002

elections@yellowstonecountymt.gov
www.YellowstoneCoVotes.com

March 23, 2026

To: Board of County Commissioners
Yellowstone County

From: Dayna Causby, Election Administrator
Yellowstone County

RE: Cancellation of Election – Hidden Lake Water and Sewer District

As of the write-in deadline for the May 5, 2026, special purpose district election, the number of candidates that filed for the position of trustee for the Hidden Lake Water and Sewer District was equal to or less than the number of positions to be filled at the special purpose district election. Therefore, pursuant to sections 13-1-502 and 13-1-304, MCA, I am notifying the governing body of the local government that the election has been cancelled.

In the Hidden Lake Water and Sewer District, there were two (2) positions for election with a 4-year term. At the close of filing, no candidates had filed.

The term of office for the vacancies created by the cancellation of the election would expire May 9, 2029. The Board of County Commissioners appoints any vacancies to a water and sewer district board.

I request that the Board of County Commissioners affirm the cancellation of the election for the aforementioned special purpose district.

Sincerely,

Dayna Causby

Dayna Causby
Yellowstone County
Election Administrator

cc: Hidden Lake Water and Sewer District

B.O.C.C. Regular 3. j.

Meeting Date: 03/31/2026

Title: Resolution 26-37 to Cancel and Elect by Acclamation for Huntley Water and Sewer District

Submitted By: Dayna Causby, Election Administrator

TOPIC:

Resolution 26-37 to Cancel and Elect by Acclamation for Huntley Water and Sewer District

BACKGROUND:

Resolution 26-37 to Cancel and Elect by Acclamation for Huntley Water and Sewer District

RECOMMENDED ACTION:

Approve

Attachments

Resolution 26-37 to Cancel and Elect by Acclamation for Huntley Water and Sewer District

YELLOWSTONE COUNTY BOARD OF COUNTY COMMISSIONERS

Resolution No. 26- 37

Resolution to Cancel Election for the Huntley Water and Sewer District

WHEREAS, pursuant to Section 7-13-2231(1) of the Montana Code Annotated, the directors of a water and sewer district board are elected. Pursuant to Section 13-1-502 and Section 13-1-304 of the Montana Code Annotated, if the number of candidates that filed for the position of director for the water and sewer district is less than or equal to the number of positions to be filed at the election, the election administrator should cancel the election, and the board of county commissioners should elect or appoint directors.

WHEREAS, on February 4, 2026, the deadline to file as a candidate for election as a director on the Huntley Water and Sewer District Board closed. An election is not needed because no candidates filed for one (1) position for four (4) year terms. On February 5, 2026, the Yellowstone County Election Administrator cancelled the election and has requested the Yellowstone County Board of County Commissioners affirm the cancellation of the election. Attached as Exhibit A is a letter from the Election Administrator to the Board of County Commissioners.

NOW THEREFORE, BE IT RESOLVED,

The Yellowstone County Board of County Commissioners affirms the decision of the Yellowstone County Election Administrator to cancel the election for the directors for the Huntley Water and Sewer District Board. The Yellowstone County Board of Commissioners may appoint and elect directors of the Huntley Water and Sewer District Board effective May 6, 2026, with terms expiring May 7, 2030.

Passed and Adopted on the 31st day of March 2026.

BOARD OF COUNTY COMMISSIONERS
YELLOWSTONE COUNTY, MONTANA

_____
Mark Morse, Chair

_____
Michael J. Waters, Member

ATTEST:

_____
Chris White, Member

_____
Jeff Martin, Clerk and Recorder

YELLOWSTONE COUNTY VOTES

ELECTION ADMINISTRATIONS

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Billings, MT 59107-5002

elections@yellowstonecountymt.gov
www.YellowstoneCoVotes.com

March 23, 2026

To: Board of County Commissioners
Yellowstone County

From: Dayna Causby, Election Administrator
Yellowstone County

RE: Cancellation of Election – Huntley Water and Sewer District

As of the write-in deadline for the May 5, 2026, special purpose district election, the number of candidates that filed for the position of trustee for the Huntley Water and Sewer District was equal to or less than the number of positions to be filled at the special purpose district election. Therefore, pursuant to sections 13-1-502 and 13-1-304, MCA, I am notifying the governing body of the local government that the election has been cancelled.

In the Huntley Water and Sewer District, there was one (1) position for election with a 4-year term. At the close of filing, no candidates had filed.

The term of office for the vacancies created by the cancellation of the election would expire May 9, 2029. The Board of County Commissioners appoints any vacancies to a water and sewer district board.

I request that the Board of County Commissioners affirm the cancellation of the election for the aforementioned special purpose district.

Sincerely,

Dayna Causby

Dayna Causby
Yellowstone County
Election Administrator

cc: Huntley Water and Sewer District

Exhibit A

B.O.C.C. Regular 3. k.

Meeting Date: 03/31/2026

Title: Resolution 26-38 to Cancel and Elect by Acclamation for Worden/Ballentine Water and Sewer District

Submitted By: Dayna Causby, Election Administrator

TOPIC:

Resolution 26-38 to Cancel and Elect by Acclamation for Worden/Ballentine Water and Sewer District

BACKGROUND:

Resolution 26-38 to Cancel and Elect by Acclamation for Worden/Ballentine Water and Sewer District

RECOMMENDED ACTION:

Approve

Attachments

Resolution 26-38 to Cancel and Elect by Acclamation for Worden/Ballentine Water and Sewer District

YELLOWSTONE COUNTY BOARD OF COUNTY COMMISSIONERS

Resolution No. 26- 38

Resolution to Cancel Election and Elect by Acclamation Two (2) Directors for the Worden/Ballentine Water and Sewer District

WHEREAS, pursuant to Section 7-13-2231(1) of the Montana Code Annotated, the directors of a water and sewer district board are elected. Pursuant to Section 13-1-502 and Section 13-1-304 of the Montana Code Annotated, if the number of candidates that filed for the position of director for the water and sewer district is less than or equal to the number of positions to be filed at the election, the election administrator should cancel the election, and the board of county commissioners should elect or appoint directors.

WHEREAS, on February 4, 2026, the deadline to file as a candidate for election as a director on the Worden/Ballentine Water and Sewer District Board closed. Two (2) candidates filed for three (3) positions – Judy M. Becker and Frank Fuhrmann. An election is not needed because two (2) candidates filed for three (3) positions for four (4) year terms. On February 5, 2026, the Yellowstone County Election Administrator cancelled the election and has requested the Yellowstone County Board of County Commissioners affirm the cancellation of the election, and requested the Yellowstone County Board of County Commissioners declare Becker and Fuhrmann elected as directors through acclamation. Attached as Exhibit A is a letter from the Election Administrator to the Board of County Commissioners.

NOW THEREFORE, BE IT RESOLVED,

The Yellowstone County Board of County Commissioners affirms the decision of the Yellowstone County Election Administrator to cancel the election for the directors for the Worden/Ballentine Water and Sewer District Board. The Board elects Judy M. Becker and Frank Fuhrmann through acclamation as directors of the Worden/Ballentine Water and Sewer District Board effective May 6, 2026. On May 7, 2030, the terms of Becker and Fuhrmann shall expire.

Passed and Adopted on the 31st day of March 2026.

BOARD OF COUNTY COMMISSIONERS
YELLOWSTONE COUNTY, MONTANA

_____
Mark Morse, Chair

_____
Michael J. Waters, Member

ATTEST:

_____
Chris White, Member

_____
Jeff Martin, Clerk and Recorder

ELECTION ADMINISTRATIONS

(406) 256-2740 (OFFICE)
(406) 254-7940 (FAX)

P.O. Box 35002
Billings, MT 59107-5002

elections@yellowstonecountymt.gov
www.YellowstoneCoVotes.com

March 23, 2026

To: Board of County Commissioners
Yellowstone County

From: Dayna Causby, Election Administrator
Yellowstone County

RE: Cancellation of Election – Worden/Ballantine Water and Sewer District

As of the write-in deadline for the May 5, 2026, special purpose district election, the number of candidates that filed for the position of trustee for the Worden/Ballantine Water and Sewer District was equal to or less than the number of positions to be filled at the special purpose district election. Therefore, pursuant to sections 13-1-502 and 13-1-304, MCA, I am notifying the governing body of the local government that the election has been cancelled.

In the Worden/Ballantine Water and Sewer District, there were three (3) positions for election with a 4-year term. At the close of filing, two (2) candidates had filed.

The term of office for the vacancies created by the cancellation of the election would expire May 9, 2029. The Board of County Commissioners appoints any vacancies to a water and sewer district board.

I request that the Board of County Commissioners affirm the cancellation of the election for the aforementioned special purpose district.

Sincerely,

Dayna Causby
Yellowstone County
Election Administrator

cc: Worden/Ballantine Water and Sewer District

Exhibit A

B.O.C.C. Regular

Meeting Date: 03/31/2026

Title: Resolution 26-39 to Cancel and Elect by Acclamation for Yellowstone Boys and Girls Ranch Water and Sewer District Board

Submitted By: Dayna Causby, Election Administrator

TOPIC:

Resolution 26-39 to Cancel and Elect by Acclamation for Yellowstone Boys and Girls Ranch Water and Sewer District Board

BACKGROUND:

Resolution 26-39 to Cancel and Elect by Acclamation for Yellowstone Boys and Girls Ranch Water and Sewer District Board

RECOMMENDED ACTION:

Approve

Attachments

Resolution 26-39 to Cancel and Elect by Acclamation for Yellowstone Boys and Girls Ranch Water and Sewer District Board

YELLOWSTONE COUNTY BOARD OF COUNTY COMMISSIONERS

Resolution No. 26- 39

Resolution to Cancel Election and Elect by Acclamation Two (2) Directors for the Boys and Girls Ranch Water and Sewer District Board

WHEREAS, pursuant to Section 7-13-2231(1) of the Montana Code Annotated, the directors of a water and sewer district board are elected. Pursuant to Section 13-1-502 and Section 13-1-304 of the Montana Code Annotated, if the number of candidates that filed for the position of director for the water and sewer district is less than or equal to the number of positions to be filed at the election, the election administrator should cancel the election, and the board of county commissioners should elect or appoint directors.

WHEREAS, on February 4, 2026, the deadline to file as a candidate for election as a director on the Boys and Girls Ranch Water and Sewer District Board closed. Two (2) candidates filed for two (2) positions – Michael Chavers and Rishay Watson. An election is not needed because two (2) candidates filed for two (2) positions for four (4) year terms. On February 5, 2026, the Yellowstone County Election Administrator cancelled the election and has requested the Yellowstone County Board of County Commissioners affirm the cancellation of the election, and requested the Yellowstone County Board of County Commissioners declare Chavers and Watson elected as directors through acclamation. Attached as Exhibit A is a letter from the Election Administrator to the Board of County Commissioners.

NOW THEREFORE, BE IT RESOLVED,

The Yellowstone County Board of County Commissioners affirms the decision of the Yellowstone County Election Administrator to cancel the election for the directors for the Boys and Girls Ranch Water and Sewer District Board. The Board elects Michael Chavers and Rishay Watson through acclamation as directors of the Boys and Girls Ranch Water and Sewer District Board effective May 6, 2026. On May 7, 2030, the terms of Chavers and Watson shall expire.

Passed and Adopted on the 31st day of March 2026.

BOARD OF COUNTY COMMISSIONERS
YELLOWSTONE COUNTY, MONTANA

_____
Mark Morse, Chair

_____
Michael J. Waters, Member

ATTEST:

_____
Chris White, Member

_____
Jeff Martin, Clerk and Recorder

YELLOWSTONE COUNTY VOTES

ELECTION ADMINISTRATIONS

(406) 256-2740 (OFFICE)
(406) 254-7940 (FAX)

P.O. Box 35002
Billings, MT 59107-5002

elections@yellowstonecountymt.gov
www.YellowstoneCoVotes.com

March 23, 2026

To: Board of County Commissioners
Yellowstone County

From: Dayna Causby, Election Administrator
Yellowstone County

RE: Cancellation of Election – Yellowstone Boys and Girls Ranch County Water and Sewer District

As of the write-in deadline for the May 5, 2026, special purpose district election, the number of candidates that filed for the position of trustee for the Yellowstone Boys and Girls Ranch County Water and Sewer District was equal to or less than the number of positions to be filled at the special purpose district election. Therefore, pursuant to sections 13-1-502 and 13-1-304, MCA, I am notifying the governing body of the local government that the election has been cancelled.

In the Yellowstone Boys and Girls Ranch County Water and Sewer District, there were two (2) positions for election with a 4-year term. At the close of filing, two (2) candidates had filed.

The term of office for the vacancies created by the cancellation of the election would expire May 9, 2029. The Board of County Commissioners appoints any vacancies to a water and sewer district board.

I request that the Board of County Commissioners affirm the cancellation of the election for the aforementioned special purpose district.

Sincerely,

Dayna Causby
Yellowstone County
Election Administrator

cc: Yellowstone Boys and Girls Ranch County Water and Sewer District

Exhibit A

B.O.C.C. Regular 4. a.

Meeting Date: 03/31/2026

Title: Lockwood TEDD - EDA Disaster Supplemental Grant Reports

Submitted By: Anna Ullom, Senior Accountant

TOPIC:

Semi-Annual Financial Report and Quarterly Progress Report for the Lockwood TEDD Water/Sewer Service Extension Project Grant with the EDA

BACKGROUND:

Semi-annual financial report and quarterly progress report for the Lockwood TEDD Water/Sewer Service Extension Project grant with the EDA. There has been no activity on this grant while we wait for the EDA to make a decision on the change of scope request that was submitted in December.

RECOMMENDED ACTION:

Approve financial report.

Attachments

SF-425 Lockwood TEDD EDA Federal Financial Report thru 3.31.26

Lockwood TEDD EDA Grant - Quarterly Progress Report 3.31.26

Federal Financial Report

(Follow form Instructions)

OMB Number: 4040-0014
Expiration Date: 02/28/2025

1. Federal Agency and Organizational Element to Which Report is Submitted	2. Federal Grant or Other Identifying Number Assigned by Federal Agency (To report multiple grants, use FFR Attachment)

3. Recipient Organization (Name and complete address including Zip code)

Recipient Organization Name:
Street1:
Street2:
City: County:
State: Province:
Country: ZIP / Postal Code:

4a. UEI	4b. EIN	5. Recipient Account Number or Identifying Number (To report multiple grants, use FFR Attachment)

6. Report Type	7. Basis of Accounting	8. Project/Grant Period	9. Reporting Period End Date
☐ Quarterly ☐ Semi-Annual ☐ Annual ☐ Final	☐ Cash ☐ Accrual	From: To:	

10. **Transactions**	Cumulative
(Use lines a-c for single or multiple grant reporting)	
Federal Cash (To report multiple grants, also use FFR attachment):	
a. Cash Receipts	
b. Cash Disbursements	
c. Cash on Hand (line a minus b)	
(Use lines d-o for single grant reporting)	
Federal Expenditures and Unobligated Balance:	
d. Total Federal funds authorized	
e. Federal share of expenditures	
f. Federal share of unliquidated obligations	
g. Total Federal share (sum of lines e and f)	
h. Unobligated balance of Federal Funds (line d minus g)	
Recipient Share:	
i. Total recipient share required	
j. Recipient share of expenditures	
k. Remaining recipient share to be provided (line i minus j)	
Program Income:	
l. Total Federal program income earned	
m. Program Income expended in accordance with the deduction alternative	
n. Program Income expended in accordance with the addition alternative	
o. Unexpended program income (line l minus line m and line n)	

11. Indirect Expense

a. Type	b. Rate	c. Period From	Period To	d. Base	e. Amount Charged	f. Federal Share
			g. Totals:			

12. Remarks: Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with governing legislation:

Add Attachment | Delete Attachment | View Attachment

13. Certification: By signing this report, I certify to the best of my knowledge and belief that the report is true, complete, and accurate, and the expenditures, disbursements and cash receipts are for the purposes and objectives set forth in the terms and conditions of the Federal award. I am aware that any false, fictitious, or fraudulent information, or the omission of any material fact, may subject me to criminal, civil or administrative penalties for fraud, false statements, false claims or otherwise. (U.S. Code Title 18, Section 1001 and Title 31, Sections 3729-3730 and 3801-3812).

a. Name and Title of Authorized Certifying Official

Prefix: | First Name: **Mark** | Middle Name:

Last Name: **Morse** | Suffix:

Title: **Chairman, Board of County Commissioners**

b. Signature of Authorized Certifying Official

c. Telephone (Area code, number and extension)

406-256-2816

Standard Form 425

d. Email Address

jjones@yellowstonecountymt.gov

e. Date Report Submitted

14. Agency use only:

Federal Financial Report Instructions

Report Submissions

1) Recipients will be instructed by Federal agencies to submit the *Federal Financial Report* (*FFR*) to a single location, except when an automated payment management reporting system is utilized. In this case, a second submission location may be required by the agency.

2) If recipients need more space to support their *FFR*s, or *FFR* Attachments, they should provide supplemental pages. These additional pages must indicate the following information at the top of each page: Federal grant or other identifying number (if reporting on a single award), recipient organization, Unique Entity Identifier (UEI) number, Employer Identification Number (EIN), and period covered by the report.

Reporting Requirements

1) The submission of interim *FFR*s will be on a quarterly, semi-annual, or annual basis, as directed by the Federal agency. A final *FFR* shall be submitted at the completion of the award agreement. The following reporting period end dates shall be used for interim reports: 3/31, 6/30, 9/30, or 12/31. For final *FFR*s, the reporting period end date shall be the end date of the project or grant period.

2) Quarterly and semi-annual interim reports shall be submitted no later than 30 days after the end of each reporting period. Annual reports shall be submitted no later than 90 days after the end of each reporting period. Final reports shall be submitted no later than 90 days after the project or grant period end date.

Note: For single award reporting:

1) Federal agencies may require both cash management information on lines 10(a) through 10(c) and financial status information lines 10(d) through 10(o).

2) 10(b) and 10(e) may not be the same until the final report.

Line Item Instructions for the Federal Financial Report

FFR Number	Reporting Item	Instructions
Cover Information		
1	Federal Agency and Organizational Element to Which Report is Submitted	Enter the name of the Federal agency and organizational element identified in the award document or as instructed by the agency.
2	Federal Grant or Other Identifying Number Assigned by Federal Agency	For a single award, enter the grant number assigned to the award by the Federal agency. For multiple awards, report this information on the *FFR* Attachment. *Do not complete this box if reporting on multiple awards.*
3	Recipient Organization	Enter the name and complete address of the recipient organization including zip code.
4a	UEI	Enter the recipient organization's Unique Entity Identifier (UEI) or Central Contract Registry UEI.
4b	EIN	Enter the recipient organization's Employer Identification Number (EIN).
5	Recipient Account Number or Identifying Number	Enter the account number or any other identifying number assigned by the recipient to the award. This number is for the recipient's use only and is not required by the Federal agency. For multiple awards, report this

FFR Number	Reporting Item	Instructions
		information on the *FFR* Attachment. *Do not complete this box if reporting on multiple awards.*
6	Report Type	Mark appropriate box. *Do not complete this box if reporting on multiple awards.*
7	Basis of Accounting (Cash/Accrual)	Specify whether a cash or accrual basis was used for recording transactions related to the award(s) and for preparing this FFR. Accrual basis of accounting refers to the accounting method in which expenses are recorded when incurred. For cash basis accounting, expenses are recorded when they are paid.
8	Project/Grant Period, From**:** (Month, Day, Year)	Indicate the period established in the award document during which Federal sponsorship begins and ends. Note: Some agencies award multi-year grants for a project period that is funded in increments or budget periods (typically annual increments). Throughout the project period, agencies often require cumulative reporting for consecutive budget periods. Under these circumstances, enter the beginning and ending dates of the project period not the budget period. *Do not complete this line if reporting on multiple awards.*
	Project/Grant Period, To**:** (Month, Day, Year)	See the above instructions for "Project/Grant Period, From**:** (Month, Day, Year)."
9	Reporting Period End Date**:** (Month, Day, Year)	Enter the ending date of the reporting period. For quarterly, semi-annual, and annual interim reports, use the following reporting period end dates: 3/31, 6/30, 9/30, or 12/31. For final *FFR*s, the reporting period end date shall be the end date of the project or grant period.
10	**Transactions** Enter cumulative amounts from date of the inception of the award through the end date of the reporting period specified in line 9. Use Lines 10a through 10c, Lines 10d through 10o, or Lines 10a through 10o, as specified by the Federal agency, when reporting on single grants. Use Line 12, Remarks, to provide any information deemed necessary to support or explain *FFR* data.	
Federal Cash (To report multiple grants, also use FFR Attachment)		
10a	Cash Receipts	Enter the cumulative amount of actual cash received from the Federal agency as of the reporting period end date.
10b	Cash Disbursements	Enter the cumulative amount of Federal fund disbursements (such as cash or checks) as of the reporting period end date. Disbursements are the sum of actual cash disbursements for direct charges for goods and services, the amount of indirect expenses charged to the award, and the amount of cash advances and payments made to subrecipients and contractors. For multiple grants, report each grant separately on the *FFR* Attachment. The sum of the cumulative cash disbursements on the *FFR* Attachment must equal the amount entered on Line 10b, *FFR*.
10c	Cash On Hand (Line 10a Minus Line 10b)	Enter the amount of Line 10a minus Line 10b. This amount represents immediate cash needs. If more than three business days of cash are on hand, the Federal agency may require an explanation

FFR Number	Reporting Item	Instructions
		on Line 12, Remarks, explaining why the drawdown was made prematurely or other reasons for the excess cash.
Federal Expenditures and Unobligated Balance: Do not complete this section if reporting on multiple awards.		
10d	Total Federal Funds Authorized	Enter the total Federal funds authorized as of the reporting period end date.
10e	Federal Share of Expenditures	Enter the amount of Federal fund expenditures. For reports prepared on a cash basis, expenditures are the sum of cash disbursements for direct charges for property and services; the amount of indirect expense charged; and the amount of cash advance payments and payments made to subrecipients. For reports prepared on an accrual basis, expenditures are the sum of cash disbursements for direct charges for property and services; the amount of indirect expense incurred; and the net increase or decrease in the amounts owed by the recipient for (1) goods and other property received; (2) services performed by employees, contractors, subrecipients, and other payees; and (3) programs for which no current services or performance are required. Do not include program income expended in accordance with the deduction alternative, rebates, refunds, or other credits. (Program income expended in accordance with the deduction alternative should be reported separately on Line 10o.)
10f	Federal Share of Unliquidated Obligations	Unliquidated obligations on a cash basis are obligations incurred, but not yet paid. On an accrual basis, they are obligations incurred, but for which an expenditure has not yet been recorded. Enter the Federal portion of unliquidated obligations. Those obligations include direct and indirect expenses incurred but not yet paid or charged to the award, including amounts due to subrecipients and contractors. On the final report, this line should be zero unless the awarding agency has provided other instructions. *Do not include any amount in Line 10f that has been reported in Line 10e. Do not include any amount in Line 10f for a future commitment of funds (such as a long-term contract) for which an obligation or expense has not been incurred.*
10g	Total Federal Share (Sum of Lines 10e and 10f)	Enter the sum of Lines 10e and 10f.
10h	Unobligated Balance of Federal Funds (Line 10d Minus Line 10g)	Enter the amount of Line 10d minus Line 10g.
Recipient Share: Do not complete this section if reporting on multiple awards.		
10i	Total Recipient Share Required	Enter the total required recipient share for reporting period specified in line 9. The required recipient share should include all matching and cost sharing provided by recipients and third-party providers to meet the level required by the Federal agency. This amount should not include cost sharing and match amounts in excess of the amount required by the Federal agency (for example, cost overruns for which the recipient incurs additional expenses and, therefore, contributes a greater level of cost

FFR Number	Reporting Item	Instructions
		sharing or match than the level required by the Federal agency).
10j	Recipient Share of Expenditures	Enter the recipient share of actual cash disbursements or outlays (less any rebates, refunds, or other credits) including payments to subrecipients and contractors. This amount may include the value of allowable third party in-kind contributions and recipient share of program income used to finance the non-Federal share of the project or program. Note: On the final report this line should be equal to or greater than the amount of Line 10i.
10k	Remaining Recipient Share to be Provided (Line 10i Minus Line 10j)	Enter the amount of Line 10i minus Line 10j. If recipient share in Line 10j is greater than the required match amount in Line 10i, enter zero.
Program Income: Do not complete this section if reporting on multiple awards.		
10l	Total Federal Program Income Earned	Enter the amount of Federal program income earned. Do not report any program income here that is being allocated as part of the recipient's cost sharing amount included in Line10j.
10m	Program Income Expended in Accordance With the Deduction Alternative	Enter the amount of program income that was used to reduce the Federal share of the total project costs.
10n	Program Income Expended in Accordance With the Addition Alternative	Enter the amount of program income that was added to funds committed to the total project costs and expended to further eligible project or program activities.
10o	Unexpended Program Income (Line 10l Minus Line 10m or Line 10n)	Enter the amount of Line 10l minus Line 10m or Line 10n. This amount equals the program income that has been earned but not expended, as of the reporting period end date.
11	**Indirect Expense:** Complete this information only if required by the awarding agency. Enter cumulative amounts from date of the inception of the award through the end date of the reporting period specified in line 9.	
11a	Type of Rate(s)	State whether indirect cost rate(s) is Provisional, Predetermined, Final, or Fixed.
11b	Rate	Enter the indirect cost rate(s) in effect during the reporting period.
11c	Period From; Period To	Enter the beginning and ending effective dates for the rate(s).
11d	Base	Enter the amount of the base against which the rate(s) was applied.
11e	Amount Charged	Enter the amount of indirect costs charged during the time period specified. (Multiply 11b. x 11d.)
11f	Federal Share	Enter the Federal share of the amount in 11e.
11g	Totals	Enter the totals for columns 11d, 11e, and 11f.
Remarks, Certification, and Agency Use Only		
12	Remarks	Enter any explanations or additional information required by the Federal sponsoring agency including excess cash as stated in line 10c.
13a	Typed or Printed Name and Title of Authorized Certifying Official	Enter the name and title of the authorized certifying official.
13b	Signature of Authorized Certifying Official	The authorized certifying official must sign here.
13c	Telephone (Area Code, Number and Extension)	Enter the telephone number (including area code and extension) of the individual listed in Line 13a.
13d	E-mail Address	Enter the e-mail address of the individual listed in Line 13a.

FFR Number	Reporting Item	Instructions
13e	Date Report Submitted (Month, Day, Year)	Enter the date the *FFR* is submitted to the Federal agency using the month, day, year format.
14	Agency Use Only	This section is reserved for Federal agency use.

OMB Number: 0610-0096
Expiration Date: 01/31/2025

ECONOMIC DEVELOPMENT ADMINISTRATION

QUARTERLY PROGRESS REPORT

EDA Project No. _____ Report No. ____ Date _____
Covering Period from _____ Thru _____
Recipient _____
Co-Recipient _____
Authorized Representative _____
Name & Title
Recipient's Architect/Engineer _____
Name & Phone Number

CURRENT PROJECT STATUS:

	YES	NO	
I.	___	___	Is the Grantee's share of expected project costs on hand and immediately available? If no, explain in Section E.
II.	___	___	Have all land, rights-of-way, and easements necessary for the project been acquired? If no, explain in Section E.
III.	___	___	Are there any problems expected in meeting any of the Specific Award Conditions of the EDA grant? If yes, explain in Section E.
IV.			Have any Primary Beneficiaries been lost, changed, or added to the project? If yes, explain in Section E.

A. DESIGN: *(Provide tentative dates if actual dates are not known)*
Date Architect/Engineer Agreement Executed _____.
1. Has design started? ___ YES Design start date _____.
___ NO Expected start date _____.
2. Is design complete? ___ YES Completion date _____.
Bid docs approved by EDA? ___YES ___ NO
___ NO Expected completion date _____.
Percent complete _____.
On schedule? _____YES _____ NO *(Section E)*

B. AWARD: *(Provide tentative dates if actual dates are not known)*
3. First advertisement for bids date _____.
4. Bid opening date _____.
5. Contract Award date _____.
6. Notice to Proceed issued _____.
7. Preconstruction Conference date _____.

C. CONSTRUCTION: *(Provide tentative dates if actual dates are not known)*
8. Has construction started? ___ YES Start date _____.
___ NO Expected start date _____.
9. Is construction complete? ___YES Completion date _____.
___ NO Expected completion date _____.
Percent complete _____.
On schedule? _____YES ___ NO *(Section E)*

10. EDA's original/amended estimated construction start date is _____
11. EDA's original/amended estimated construction completion date is _____

D. NARRATIVE SECTION:

(Provide summary of reporting period activities - if more space is required, attach a separate sheet)

E. PROBLEMS/DELAYS & CORRECTIVE MEASURES BEING TAKEN:

(Provide a summary of problems, delays, issues and corrective measures being taken - if more space is required, attach a separate sheet)

Prepared By (Signature) Date

Prepared By (Typed or Written Name & Title)

B.O.C.C. Regular

4. b.

Meeting Date: 03/31/2026

Title: Contract Amendment - Parking Lot Design - Cushing Terrell

Submitted For: Matt Kessler, Purchasing Agent

Submitted By: Matt Kessler, Purchasing Agent

TOPIC:

Contract Amendment - Parking Lot Design - Cushing Terrell

BACKGROUND:

The Finance department is requesting Commissioners' approval for a contract amendment with Cushing Terrell for the Ostlund Building contract to include additional design for the Ostlund Building parking lot. The fee proposed is $12,550.00, bringing the contract total to $1,049,501.00.

RECOMMENDED ACTION:

Sign and return a copy to Finance.

Attachments

1-G802 Mod-10 Parking Mods and Access Ctrl - Complete

AIA® Document G802® – 2017

Amendment to the Professional Services Agreement

PROJECT: *(name and address)*
Yellowstone County Admin. Building Remodel »
2825 3rd Avenue North»
Billings, MT 59101»

AGREEMENT INFORMATION:
Date: September 27, 2023

AMENDMENT INFORMATION:
Amendment Number: Ten (10)

Date: March 23, 2026

OWNER: *(name and address)*
Yellowstone County»« »
Yellowstone County Commissioners
Billings, MT»

ARCHITECT: *(name and address)*
CTA Inc, (dba Cushing Terrell)
13 North 23rd Street
Billings MT 59101

The Owner and Architect amend the Agreement as follows:

Parking area modifications and parking lot access control:

Cushing Terrell will design three (3) access control points to control access to the existing parking lot by utilizing automatic traffic control gates. Electrical design for gate controls is included within this proposal. Additional design modifications will be added to areas of asphalt with curb and gutter similar to what is shown on attached sketches. The existing parking lot center island will be eliminated and replaced with asphalt. All alphalt modifications to be kept below 2500SF to avoid the need for a storm detention / analysis associated with parking lot modifications. A fixed barrier will also be designed to further prevent the unauthorized use or access of parking area. We will be coordinating with the City of Billings Planning and Engineering departments as necessary to ensure our proposed improvements meet City standards. We will submit plans to the City with the building permit package, and address any comments the City may have.

Landscape Design is excluded from this proposal.

The Architect's compensation and schedule shall be adjusted as follows:

Compensation Adjustment:

Fixed Fee in the amount of $12,550.

Schedule Adjustment:

Deliverable for permit estimated at mid April 2026 based on a notice to proceed the week of March 23, 2026.

SIGNATURES:

Cushing Terrell	Yellowstone County
ARCHITECT *(Firm name)*	**OWNER** *(Firm name)*

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User Notes: (3B9ADA48)

SIGNATURE	**SIGNATURE**
Jim Beal, Principal	Mark Morse, Chair
PRINTED NAME AND TITLE	**PRINTED NAME AND TITLE**
3/23/2026	
DATE	**DATE**

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User Notes: (3B9ADA48)

B.O.C.C. Regular 4. c.
Meeting Date: 03/31/2026
Title: Bond for Lost Warrant
Submitted By: Anna Ullom, Senior Accountant

TOPIC:
Bond for Lost Warrant

BACKGROUND:
A bond for lost warrant has been signed and notarized on a lost payroll check. Once the 30-day waiting period has passed, the check will be reissued.

RECOMMENDED ACTION:
Approve reissue.

Attachments
Bonds for Lost Warrants

BOND FOR LOST WARRANT

On March 7, 2025 Yellowstone County issued a warrant numbered 867429 to CEBUHAR, SALLY (Principal) in the amount of $298.18. The warrant was drawn in payment of PAYROLL FOR METRA CONCESSIONS. Principal now attests that the warrant has been lost or destroyed, and it has undertaken a diligent search but has been unable to recover the warrant. Moreover, Principal has not received payment on the claim. Therefore, Principal has requested that Yellowstone County issue a duplicate warrant in the same sum of $298.18 to replace the lost or destroyed warrant.

WHEREFORE, Principal agrees to indemnify and hold harmless Yellowstone County and its officers from all loss, costs, or damages incurred as a result of issuing the duplicate warrant, should Yellowstone County issue a duplicate warrant, and agrees to release any and all claims that principal may have against Yellowstone County now or in the future as related to payment of the above stated claim. Principal also agrees to pay to any person entitled to receive payment under the original warrant, as the lawful holder of the original warrant, all monies received upon the duplicate warrant.

Further, Principal agrees to bind itself, its heirs, assigns, executors, administrators, successors and assigns, jointly and severally, for twice the amount of the original warrant as required by M.C.A. 7-7-2104 (2), which is $596.36 and may be enforced in the event the Principal cashes both the original warrant and the replacement warrant. In addition, Principal agrees to pay reasonable attorney's fees, and to cover all losses, damages, and other costs incurred by Yellowstone County in enforcing its rights under this bond.

Sally J. Cebuhar
Principal Signature

761 Garnet Ave.
Mailing Address for replacement check

Billings, MT 59105
City, State Zip

State of Montana)
: (seal/stamp)
County of Yellowstone)

This instrument was acknowledged before me on this 6th day of March, 2026

by Sally J. Cebuhar.

Trenton J. Bentz
Notary Signature

(NOTARIAL SEAL/STAMP)

TRENTON J. BENTZ
NOTARY PUBLIC
for the State of Montana
Residing at Billings, Montana
My Commission Expires
September 22, 2029

APPROVED:

Chair, Board of County Commissioners

Date

Replaced with warrant #_____, dated _____ (completed by County)

BOND FOR LOST WARRANT

On May 1, 2025 Yellowstone County issued a warrant numbered 931199 to PUGLIESE, TERRI (Principal) in the amount of $66.38. The warrant was drawn in payment of JURY DUTY PAYMENT. Principal now attests that the warrant has been lost or destroyed, and it has undertaken a diligent search but has been unable to recover the warrant. Moreover, Principal has not received payment on the claim. Therefore, Principal has requested that Yellowstone County issue a duplicate warrant in the same sum of $66.38 to replace the lost or destroyed warrant.

WHEREFORE, Principal agrees to indemnify and hold harmless Yellowstone County and its officers from all loss, costs, or damages incurred as a result of issuing the duplicate warrant, should Yellowstone County issue a duplicate warrant, and agrees to release any and all claims that principal may have against Yellowstone County now or in the future as related to payment of the above stated claim. Principal also agrees to pay to any person entitled to receive payment under the original warrant, as the lawful holder of the original warrant, all monies received upon the duplicate warrant.

Further, Principal agrees to bind itself, its heirs, assigns, executors, administrators, successors and assigns, jointly and severally, for twice the amount of the original warrant as required by M.C.A. 7-7-2104 (2), which is $132.76 and may be enforced in the event the Principal cashes both the original warrant and the replacement warrant. In addition, Principal agrees to pay reasonable attorney's fees, and to cover all losses, damages, and other costs incurred by Yellowstone County in enforcing its rights under this bond.

Principal Signature

4015 High Trail Rd.
Mailing Address for replacement check

Billings, MT. 59101
City, State Zip

State of Montana)
: (seal/stamp)
County of Yellowstone)

This instrument was acknowledged before me on this 17th day of March, 2026

by Terri Pugliese.

Sierra Vela
Notary Signature

(NOTARIAL SEAL/STAMP)
SIERRA VELA
NOTARY PUBLIC for the
State of Montana
Residing at Billings, Montana
My Commission Expires
July 1, 2028

APPROVED:

Chair, Board of County Commissioners

Date

Replaced with warrant #_____, dated _____ (completed by County)

RECEIVED
MAR 23 2026
BY: .....

BOND FOR LOST WARRANT

On March 10, 2026 Yellowstone County issued a warrant numbered 544236 to BXK HOLDINGS LLC (Principal) in the amount of $538.50. The warrant was drawn in payment of INVOICE #1 PO #611519. Principal now attests that the warrant has been lost or destroyed, and it has undertaken a diligent search but has been unable to recover the warrant. Moreover, Principal has not received payment on the claim. Therefore, Principal has requested that Yellowstone County issue a duplicate warrant in the same sum of $538.50 to replace the lost or destroyed warrant.

WHEREFORE, Principal agrees to indemnify and hold harmless Yellowstone County and its officers from all loss, costs, or damages incurred as a result of issuing the duplicate warrant, should Yellowstone County issue a duplicate warrant, and agrees to release any and all claims that principal may have against Yellowstone County now or in the future as related to payment of the above stated claim. Principal also agrees to pay to any person entitled to receive payment under the original warrant, as the lawful holder of the original warrant, all monies received upon the duplicate warrant.

Further, Principal agrees to bind itself, its heirs, assigns, executors, administrators, successors and assigns, jointly and severally, for twice the amount of the original warrant as required by M.C.A. 7-7-2104 (2), which is $ 1,077.00 and may be enforced in the event the Principal cashes both the original warrant and the replacement warrant. In addition, Principal agrees to pay reasonable attorney's fees, and to cover all losses, damages, and other costs incurred by Yellowstone County in enforcing its rights under this bond.

Principal Signature

27 Shiloh Rd Suite 6
Mailing Address for replacement check

Billings, MT 59106
City, State Zip

State of Montana)
: (seal/stamp)
County of Yellowstone)

This instrument was acknowledged before me on this 19 day of March, 2026

by Katrina Hainess.

Notary Signature

(NOTARIAL SEAL/STAMP)

NAOMI J GERBER
NOTARY PUBLIC for the
State of Montana
Residing at Billings, Montana
My Commission Expires
February 28, 2027

APPROVED:

Chair, Board of County Commissioners

Date

Replaced with warrant #_____, dated _____ (completed by County)

BOND FOR LOST WARRANT

On December 17, 2024 Yellowstone County issued a warrant numbered 102545 to REBSOM, JAMI L (Principal) in the amount of $120.00. The warrant was drawn in payment of DISTRICT COURT CASE. Principal now attests that the warrant has been lost or destroyed, and it has undertaken a diligent search but has been unable to recover the warrant. Moreover, Principal has not received payment on the claim. Therefore, Principal has requested that Yellowstone County issue a duplicate warrant in the same sum of $120.00 to replace the lost or destroyed warrant.

WHEREFORE, Principal agrees to indemnify and hold harmless Yellowstone County and its officers from all loss, costs, or damages incurred as a result of issuing the duplicate warrant, should Yellowstone County issue a duplicate warrant, and agrees to release any and all claims that principal may have against Yellowstone County now or in the future as related to payment of the above stated claim. Principal also agrees to pay to any person entitled to receive payment under the original warrant, as the lawful holder of the original warrant, all monies received upon the duplicate warrant.

Further, Principal agrees to bind itself, its heirs, assigns, executors, administrators, successors and assigns, jointly and severally, for twice the amount of the original warrant as required by M.C.A. 7-7-2104 (2), which is $240.00 and may be enforced in the event the Principal cashes both the original warrant and the replacement warrant. In addition, Principal agrees to pay reasonable attorney's fees, and to cover all losses, damages, and other costs incurred by Yellowstone County in enforcing its rights under this bond.

Jami Rebsom
Principal Signature

P.O. Box 1070
Mailing Address for replacement check

Livingston, MT 59047
City, State Zip

LARISSA POLETTE NOTARIAL SEAL STATE OF MONTANA
LARISSA POLETTE
NOTARY PUBLIC
for the State of Montana
Residing at Livingston, Montana
My Commission Expires
May 23, 2029

State of MONTANA)
: (seal/stamp)
County of PARK)

This instrument was acknowledged before me on this 24 day of March, 2026,

by Jami Rebsom.

Larissa Polette
Notary Signature

(NOTARIAL SEAL/STAMP)

APPROVED:

Chair, Board of County Commissioners

Date

Replaced with warrant #_____, dated _____ (completed by County)

B.O.C.C. Regular

Meeting Date: 03/31/2026

Title: Lumen Contract Renewal - Metra Park

Submitted For: Larry Ziler, IT Director Submitted By: Larry Ziler, IT Director

---

TOPIC:

1 Year Renewal of Metra Park Network/Internet Services Provided by Lumen

BACKGROUND:

Network and internet service contract for Metra Park has expired. The approval is for a 1 year extension of the existing contract at the rate of $2088.29 per month from the current $2276.36.

RECOMMENDED ACTION:

Recommendation is to renew this contract for the proposed 1 year term

---

Attachments

Lumen - Metra Park Service

LUMEN®

Renewal Order Form

Customer Name: Yellowstone Metra Park

BusOrg ID: 3-MJBV3X

Transaction ID: 361305-12-01

Requestor: Angeles, Jullius Rei (Jungle)

Customer Contact: Julius Rei Angeles

Billing Account Number: 89610621

Currency: USD

A Location Address (SCID)	Z Location Address (SCID)	Line Item Description	Product	PIID	SCID	New Service Term (Months)	Current Burstable	New Burstable	Current MRC	New MRC
308 6TH AVE N, BILLINGS, MT, UNITED STATES, 59101		Fiber+ Data Only	WAN	ETH100-23950399	PK20747963	12			169.00	169.00
308 6TH AVE N, BILLINGS, MT, UNITED STATES, 59101		Fiber+ Enterprise Data Only	WAN	ETH1000-23792655	PK20548507	12			940.36	752.29
308 6TH AVE N, BILLINGS, MT, UNITED STATES, 59101		Fiber+ Data Only	WAN	ETH1000-23950370	PK20747906	12			389.00	389.00
308 6TH AVE N, BILLINGS, MT, UNITED STATES, 59101		Fiber+ Data Only	WAN	ETH1000-23950373	PK20747825	12			389.00	389.00
308 6TH AVE N, BILLINGS, MT, UNITED STATES, 59101		Fiber+ Data Only	WAN	ETH1000-23950381	PK20747952	12			389.00	389.00
									2,276.36	**2,088.29**

LUMEN®

Summary of Monthly Recurring Charges

Billing Account Number: 89610621

Currency:	**USD**
Total New MRC:	**2,088.29**
Total Savings:	**188.07**
Total Savings (%):	**8.26 %**

LUMEN®

Terms and Conditions

1. “Lumen” is defined for purposes of this renewal Order as CenturyLink Communications, LLC d/b/a Lumen Technologies Group or its affiliated entities providing Services under this renewal Order. This confidential renewal Order may not be disclosed to third parties and is non-binding until accepted by Lumen, as set forth in Section 2. Customer places this renewal Order by signing (including electronically or digitally) or otherwise acknowledging (in a manner acceptable to Lumen) this renewal Order and returning it to Lumen. Pricing is valid for 90 calendar days from the date indicated unless otherwise specified. The Services in this renewal Order are renewed subject to the service agreement(s) and applicable Service Exhibit(s)/Service Schedule(s) between Lumen and Customer (or its affiliate if expressly provided for under such affiliate service agreement) governing the Service(s) during their current Service Term ("Existing Agreement"), to the extent not in conflict with these terms. At the expiration of the Service Term, Service will continue month-to-month at the existing rates, subject to adjustment by Lumen on 30 days’ written notice. If Customer cancels or terminates Service for any reason other than Lumen’s uncured default or if Lumen terminates due to Customer’s uncured default, then Customer will pay Lumen early termination liability charges equal to the sum of: (1) all unpaid amounts for Service actually provided; (2) 100% of the remaining monthly recurring charges for months 1-12 of the Service Term; (3) 50% of the remaining monthly recurring charges for months 13 through the end of the Service Term; and (4) if not recovered by the foregoing, any termination liability payable to third parties resulting from the termination and any out-of-pocket costs of construction to the extent such construction was undertaken to provide Service under this Agreement.

2. Customer-signed renewal Order must be received and processed by Lumen at least 15 calendar days prior to the start of the next full invoice cycle for the rates and New Service Term to be effective on that following invoice. Otherwise, rates and New Service Term will be effective as of the second full monthly invoice for such Services following receipt by Lumen. Acceptance of this renewal Order will be evidenced by Lumen's implementation of rates or New Service Term set forth in this renewal Order. Until Lumen accepts this renewal Order, Customer's pricing for existing Services will continue to be governed by the Existing Agreement, and Customer will pay any charges that are accrued but unpaid under the Existing Agreement.

3. Your existing service configurations (e.g., bandwidth, port type, seat type, and maintenance option) will remain the same, and Lumen's internal records will control for purposes of determining your configurations. The Lumen entity providing Services is identified on the invoice. If your Existing Agreement has a minimum service period, then the minimum service periods for existing Services will not carry forward.

4. Neither party will be liable for any damages for lost profits, lost revenues, loss of goodwill, loss of anticipated savings, loss of data or cost of purchasing replacement service, or any indirect, incidental, special, consequential, exemplary, or punitive damages arising out of the performance or failure to perform under this renewal Order. Customer's sole remedies for any nonperformance, outages, failures to deliver or defects in Service are contained in the service levels applicable to the affected Service.

5. Charges for certain Services are subject to (a) a monthly property tax surcharge and (b) a monthly cost recovery fee per month to reimburse Lumen for various governmental taxes and surcharges. Such charges are subject to change by Lumen and will be applied regardless of whether Customer has delivered a valid tax exemption certificate. For additional details on taxes and surcharges that are assessed, visit www.lumen.com/taxes.

6. Unless otherwise set forth in a Service Attachment, Customer will pay the ancillary charges for additional activities, features or options as set forth in the Ancillary Fee Schedule, available at www.lumen.com/ancillary-fees.

7. If your network service utilizes TDM access, then the following apply: (a) During the Service Term and on 60 days’ prior written notice, Lumen may re-provision Services (“Service Re-provision”). If Customer objects to the Service Re-provision, Customer may terminate the affected Service by notifying Lumen in writing within 30 days of the date of the Service Re-provision notification; and (b) During the Service Term, Lumen may increase rates for off-net TDM Services. Lumen will provide Customer 60 days’ prior written notice before implementing the increase ("Rerate Notice"). If Customer objects to the increase, Customer must notify Lumen in writing within 30 days of the date of the Rerate Notice whether Customer will (i) receive the affected Service on a month-to-month basis or (ii) terminate the affected Service, subject to early termination liability charges. Under subsection (ii), Customer’s requested disconnect date must be within 90 days of the Rerate Notice. Unless Customer so notifies Lumen, the affected Service will continue to be provided at the rates set forth in the Rerate Notice.

8. Infrastructure Investment and Jobs Act (IIJA) Grant Programs. If Customer participates in an IIJA program, including but not limited to, the Middle Mile Grant, Tribal Connectivity Broadband, and the Broadband Equity Access and Deployment (BEAD) Grant Programs, then Customer cannot pay for Services with funds obtained through the IIJA or other similar grants that would obligate Lumen to provide certain information or perform certain regulatory compliance functions, unless each of those functions and obligations is explicitly identified and agreed to by the parties in the Agreement or in an amendment to the Agreement.

Technology Migration:

If Customer orders a Lumen provided replacement service(s) ("Replacement Service") and terminates a VPN Service or IQ Networking Service and associated Local Access on a qualifying BAN ("Eligible Services"), Lumen will waive early termination for the Eligible Services on the Renewal Order ("ETL Waiver"). The ETL Waiver will be effective thirty (30) days after written notice from Customer of their intent to terminate the Eligible Service(s). If Customer cancels or terminates the Replacement Service prior to the end of its service term, Customer will pay the waived early termination charges for the Eligible Service(s), in addition to any other early termination charges for the Replacement Service. Customer will remain liable for all charges incurred up to the effective date of the ETL Waiver. Qualifying BAN (s): 89610621

Customer Name: _____

Customer Signature: _____ Date: _____ Renewal Pricing Expires On: 01-Jun-26

B.O.C.C. Regular
Meeting Date: 03/31/2026
Title: Proposed Land Trade Letter
Submitted For: Monica Plecker, Public Works Director
Submitted By: Monica Plecker, Public Works Director

TOPIC:
Proposed Land Trade Letter

BACKGROUND:
The County understands that the City has identified a portion of Zimmerman Park as a suitable location for the construction of a water reservoir tank to support current and future system needs. The County recognizes the importance of this infrastructure and its long term benefit to the community. At the same time, the County is actively planning for the future needs of its Public Works Department. As such, the attached letter is prepared as a formal way to engage the City in this conversation.

RECOMMENDED ACTION:
Approve.

Attachments
Draft Letter

Yellowstone County

COMMISSIONERS
(406) 256-2701

P.O. Box 35000
Billings, MT 59107-5000
bocc@yellowstonecountymt.gov

March 31, 2026

Re: Proposed Land Trade

Honorable Mayor and City Council,

The Yellowstone County Board of County Commissioners respectfully submits this letter to initiate discussions for a proposed land trade between the County and the City.

The County understands that the City has identified a portion of Zimmerman Park as a suitable location for the construction of a water reservoir tank to support current and future system needs. The County recognizes the importance of this infrastructure and its long-term benefit to the community. At the same time, the County is actively planning for the future needs of its Public Works Department. The demand on the Yellowstone County Correctional Facility, including the County's efforts to prepare for expansion, is likely to have significant impacts on the existing Public Works facilities located on King Avenue East. In anticipation of these needs, the County is evaluating land assets that would better support these long-term operational needs.

The County would like to propose a land exchange involving Zimmerman Park and Wilson Park. As part of this proposal, the County requests that any existing development encumbrances associated with Wilson Park be removed as a condition of the land trade. This would ensure that the property can be utilized in a manner that best meets future County needs.

The County believes this exchange presents a mutually beneficial opportunity that allows the City to advance critical water system improvements, while enabling the County to responsibly plan for essential public facilities. We welcome the opportunity to meet with City staff to further discuss this proposal, evaluate site considerations, and work collaboratively toward an agreement that serves both entities and the broader community.

Thank you for your consideration, and we look forward to your response.

Sincerely,
BOARD OF COUNTY COMMISSIONERS
YELLOWSTONE COUNTY, MONTANA

Mark Morse, Chair

Michael J. Waters, Member

Chris White, Member

B.O.C.C. Regular
Meeting Date: 03/31/2026
Title: Vehicle donation
Submitted By: Carol Redler

TOPIC:
Donation of Decommissioned Patrol Vehicle to Shepherd Fire Department

BACKGROUND:
See attached letter.

RECOMMENDED ACTION:
Approve.

Attachments
Vehicle donation

Yellowstone County

OFFICE OF THE SHERIFF

P.O. BOX 35017
BILLINGS, MT 59107-5017
(406) 256-2929

March 25, 2026

Yellowstone County Board of Commissioners
P.O. Box 35000
Billings, MT 59107

RE: Donation of decommissioned patrol vehicle

Dear Commissioners,

I am writing this letter as a request for your approval to donate a recently decommissioned Sheriff's Office patrol vehicle, to the Shepherd Fire Dept. The retired Ford SUV is 7 years old and has approximately 152,000 miles, mechanically sound and reliable, but probably not for pursuit driving purposes.

If approved, Shepherd Fire would use the vehicle as an additional means of transportation for fire personnel responding to medical calls in their service area.

Please feel free to contact me if you have any questions.

Respectfully,

Sheriff Mike Linder

Commission Approval:

Chair Mark Morse _____

Commissioner Mike Waters _____

Commissioner Chris White _____

B.O.C.C. Regular 8. a.
Meeting Date: 03/31/2026
Title: Prism Health Group Letter
Submitted By: Teri Reitz, Board Clerk

TOPIC:
Letter to The Prism Health Group

BACKGROUND:
See attached.

RECOMMENDED ACTION:
Approve.

Attachments
Prism Health Group Letter

Yellowstone County

HUMAN RESOURCES

(406) 256-2705
(406) 254-7908 (fax)
P.O. Box 35041
Billings, MT 59107-5041

March 26, 2026

The Prism Health Group
Attn: Ryan T. Rice, President and Founder
3300 North Ashton BLVD, Suite 100
Lehi, Utah 84043

SENT VIA CERTIFIED MAIL

RE: Consulting Contract with Yellowstone County

Dear Mr. Rice:

I write to formally notify you that Yellowstone County has decided to terminate the pharmacy consulting services provided by Prism, effective July 1, 2026.

After careful consideration, the decision to discontinue these services aligns best with our current needs and priorities. We appreciate the efforts made by your team during our time together.

This letter serves as official notice of cancellation. Please cease all services related to this agreement and provide us with any necessary documentation or final reporting to close out our records.

Thank you in advance for your cooperation. Should you have any questions, kindly advise.

Sincerely,

Kevin Gillen

Kevin Gillen
Human Resource Director

cc: Board of County Commissioners
Yellowstone County Finance Department
Alliant Employee Benefits

B.O.C.C. Regular 8. b.
Meeting Date: 03/31/2026
Title: PARS
Submitted By: Teri Reitz, Board Clerk

TOPIC:
PERSONNEL ACTION REPORTS - Justice Court - 1 Appointment; **Elections** - 1 Appointment

BACKGROUND:
See attached.

RECOMMENDED ACTION:
Approve.

Attachments
PARS

Employer logo

Yellowstone County Commissioners
RECEIVED
MAR 2[illegible] 2026

Hire/Personnel Action Form

Employee Information

Employee
Caitlin Grusing

Hire Information

Position Details Pretrial Services Specialist (D/E) (3022)	Hire Req# 202600398	Job Type Full-Time Regular
Person ID 53383265	Job Class Pretrial Services Specialist (D/E)	Pay Rate $22.40
Department Justice Court	Job Class# 3022	HireDate 4/16/26
Division N/A		

Comments

Payroll Account 1000.000.121.410340.111, 100%, new FTE, Promotion - transferring from YCDF

Approvals

HUMAN RESOURCES	Kevin Gillen	3/24/26 7:19 AM
FINANCE	Kassandra Hazen	3/25/26 7:30 AM

Commissioners Action

	Approve	Disapprove
Chair	✓	
Member	✓	
Member	✓	

Employer logo

Yellowstone County Commissioners
RECEIVED
MAR 23 2026

Hire/Personnel Action Form

Employee Information

Employee
Jennifer Howe

Hire Information

Position Details	Hire Req#	Job Type
Election Clerk (D) (1045)	202600411	Full-Time Regular
Person ID	**Job Class**	**Pay Rate**
55899811	Election Clerk (D)	$20.32
Department	**Job Class#**	**HireDate**
Elections	1045	4/1/26
Division		
N/A		

Comments

1000.000.104.410600.111 New FTE

Approvals

HUMAN RESOURCES	Kevin Gillen	3/23/26 9:28 AM
FINANCE	Kassandra Hazen	3/23/26 9:42 AM

Commissioners Action

	Approve	Disapprove
Chair	MH	
Member		
Member		

B.O.C.C. Regular
Meeting Date: 03/31/2026
Title: Payroll Audit
Submitted By: Teri Reitz, Board Clerk

TOPIC:
Payroll Audit March 1 to March 15, 2026

BACKGROUND:
See attached.

RECOMMENDED ACTION:
Place to file.

B.O.C.C. Regular 2. a.
Meeting Date: 03/31/2026
Title: Board Minutes
Submitted By: Erika Guy

TOPIC:
Board Minutes - Heights Water District February 2026

BACKGROUND:
See Attached

RECOMMENDED ACTION:
File

Attachments
Board Minutes

COUNTY WATER DISTRICT OF BILLINGS HEIGHTS

Board Meeting Minutes

DATE: February 18, 2026, 6:00 pm

Board Room, County Water District of Billings Heights, 1540 Popelka Dr. Billings MT

Director Ewalt led the Pledge of Allegiance. President Essmann called the meeting to order at 6 pm.

Roll Call of Board Members and Introduction of Guests and Visitors:

Directors present: Directors Ellis, Ewalt, Erpenbach, Kary, Graves, President Essmann
Others in attendance: General Manager Bo Andersson, Assistant Manager Josh Simpson, Board Secretary Carolyn Bakker.
Guests in attendance: Evelyn Pyburn, Yellowstone County News; Tom Miller

President's Remarks on Conduct of Meeting:
There are two opportunities for members of the public, our customers, and employees, to make their voice heard on issues with the Water District. The first is the next agenda item. Any member of the public may be heard on any subject that is NOT on the agenda. You will have one opportunity to speak which is limited to 3 minutes. Please come to the lectern so your comments may be recorded by the microphone and may be heard. Please identify yourself by name and address and spell your last name for the Secretary. This is a good time to request items for consideration at future Board meetings. The Board will not engage in debate but will attempt to provide brief answers to relevant questions.

There is also an opportunity for you to be heard on the Agenda items before a vote. The Board President will acknowledge the Public after a motion has been made and discussed by the Board for their input. The President will recognize speakers who raise their hand. You may comment for up to three minutes. Each speaker will have only one opportunity to speak on an agenda item.

PUBLIC COMMENT and Questions to the Board on Non-Agenda Items: There was no public comment.

Approval of Agenda: Director Ewalt made a motion to approve the agenda. Director Ellis seconded the motion. There were no discussion and the motion passed unanimously.

Approval of Minutes: Director Graves made a motion to approve the minutes for January 21, 2026, Board Meeting; January 29, 2026, Special Board Meeting; and February 4, 2026, Special Board Meeting. The motion was seconded by Director Kary. Assistant Simpson mentioned that Quin Furhman's name was misspelled. The motion was passed unanimously.

Consent Agenda:

- Prepaid bills for approval
- Balance Sheet
- Income Statement
- Budget Statement
- Expense Statement
- Stifel Statement
- Montana Board of Investments, STIP
    - Investment Summary

Director Kary made a motion to approve the Consent Agenda; it was seconded by Director Graves. There was a discussion of several items on the Consent Agenda.

Director Ellis asked a question about Service Line Fee on income statement. The amount stays the same. She mentioned that it should vary from month to month. GM Andersson said he would investigate it and report back.

She also asked for an explanation of the Inspection fees. AM Simpson explained that it is the fees collected for service inspections of new hook-ups to the curb stop. It will vary month to month depending on the number of calls received. It was brought up that the amount was $13281 for the year compared to $300 last year. AM Simpson offered to review that account for an explanation of the variance.

President Essmann asked if the Income statement report from the Black Mountain software could be formatted in a more traditional format. The organization of the report seems awkward. The Income Statements typically have all the income grouped together and all the expenses group together.

GM Andersson said that he has several options of how to run the statement. President Essmann requested that he run the statement in a more traditional format with more detail. GM Andersson also mentioned that the auditor may be useful in helping to clean up some of the issues in the financial statements. Director Erpenbach explained that the Auditor's contract is to audit only. It may be possible for him to consult as a separate contract.

Director Ewalt had a question about the yellow section of the Income statement. He asked about the variance in the water purchases and sales. GM Andersson explained that there is a variance in activities like filling the tank for inspections, seasonal changes.

Director Ellis inquired about the loss of chlorine in tanks. She noted that the Oxbow tank has a chlorinator, but other tanks don't. AM Simpson explained that each tank has mixers that help maintain the chlorine levels. In the Oxbow tank a chlorinator had been added since the water is held longer due to less use. The discussion concluded and the motion to approve the Consent Agenda passed unanimously.

Managers' Monthly Report: The Board members had several questions for the General Manager. Director Ellis noted that there was an unpaid invoice for Raftelis invoice #43387 for $31,106.25 that should be paid. She made a motion to pay the invoice, and it was seconded by Director Erpenbach. The motion passed.

Director Ewalt asked a question on page 43 of packet for explanation variation of cost of goods sold. GM Andersson explained that some of the variance would be reflection of the water leak last January.

Director Ellis asked for clarification about the replacement of meters. The District is having to replace meters as the batteries start to fail. AM Simpson explained the process of changing the meter. They take a final reading off the meter being replaced and that information is given to bookkeeping so that reading is included in the billing. GM Andersson recommends implementing a program for replacement of meters. There is updated technology that would resolve many issues.

Director Ellis asked about the difficulty in a customer accessing their billing history without having to call the office to get set up. GM Andersson will review the process.

Director Graves asked how sewage billed by the city. AM Simpson stated that the District provides water consumption data to the city. Residential customers are billed on three months of winter usage. President Essmann noted that Commercial customers are now billed based on usage each month.

Old Business:
Board Committee Reports:

Consolidation Study Committee report: Director Ewalt had nothing new to report. Things are held up in the City as they work through getting new Public Works Director.

Audit Committee Report: Director Ellis reported that we have received the corrected contract and has been signed by President Essmann. The fully executed contract will be forwarded to the AM Simpson for posting on the District website.

Executive Search Committee Report: Director Ewalt reported that the Committee met after the last meeting to plan the search. The position has been posted in various industry publications (AWWA, Mt Rural Water) and the Yellowstone Co News. The committee interviewed several recruiting companies.

The committee has identified GMP, a headhunter that specializes in the water utility industry, to assist with the search. The cost for fees and expenses of an initial search will be billed at the maximum $26,500. The company screens candidates and conducts preliminary interviews. It was recommended that any resumes to GMP so all candidates are treated equally.

Director Ewalt made a motion to approve the selection of GMP to be employed to assist in the search for a new General Manager. Director Graves seconded the motion. GM Andersson commented that the agreement should have a clause that covers the in the event that the recruited manager doesn't stay for a specified period that GMP will find a replacement. Director Ellis expressed her endorsement of the selection of GMP.

The motion passed unanimously. President Essmann requested the committee get the contract to him for review and then signature. He will have the GM and the attorney review the contract. A Special Meeting will be needed to post and approve the final contract.

New Business:

Director Kary requested budget amendments for line items that are over budget. He wasn't sure where this should be addressed. President Essmann pointed out that it would normally be handled during the Consent Agenda discussion, but the Board decided to handle request at the time. GM Andersson will make a list of line items that are over or under to see what adjustments can be made. This will be taken up during the March meeting and the appropriate resolutions drafted.

Approval of the Resolution for Approval of Master Task Order Contract and Task

Order 1 for Preparation of Uniform Application Update for Pipe Replacement Projects in Calendar Year 2027.

Director Kary made the motion to approve the Resolution for Approval of Master Task Order Contract and Task Order 1 for Preparation of Uniform Application Update for Pipe Replacement Projects in Calendar Year 2027. Director Erpenbach seconded the motion.

President Essmann thanked GM Andersson for including the information in his Manager's report. The report identified the problem of aging pipes that need to be repaired. Director Ewalt asked if this Resolution included both the Master Task Order and Task Order 1. President Essmann said it did and that he supported the resolution.

GM Andersson said that this Resolution is one component of the process of obtaining the loan for the project. Additional resolutions will be required. President Essmann will prepare the necessary Resolutions for the March meeting. The motion passed unanimously.

Approval of Appointment of Committee to locate firm to assist in preparation of FY 2027 rate adjustments for CWDBH

Director Kary made the motion to approve the appointment of a committee to locate a firm to assist with the preparation of the rate increase for fiscal year 2027. The rate increase is necessary due to the rate increase from the supplier.

Director Ewalt recommended that the committee that does this starts right way. If the rate increase is over 5%, it requires two meetings and a hearing regarding the proposed increase to allow consumer input regarding the increase.

GM Andersson offered to prepare a budget report to assist the consultant in creating his recommendations. He recommended that the rates should be set for the next two years. He also recommended budgeting for over 5 years.

Director Ellis mentioned that she had done some research on companies that could provide rate consulting services. President Essmann recommends getting that the committee researching for options. The motion passed unanimously.

Discussion about sending two board members to the Montana Rural Water Conference

Director Kary made the motion to send two board members to the Montana Rural Water Conference. It was seconded by Director Ewalt. Director Ewalt asked if this was in the budget. President Essmann replied that the resolution includes a budget amendment.

GM Andersson mentioned that a lot of headhunters attend these meetings. It would be good to get into contact with them during the conference. Director Ellis mentioned that the Lockwood board sends their staff and management and a couple of board members. She wanted to know if more than two could attend if interested. President Essmann recommended changes to the resolution that would accommodate the expense if additional Board members wanted to attend. Director Ewalt made motion that those changes be made to remove the limit of two members and add language that would allow other available funds as needed. Director Kary seconded the motion. The motion passed

unanimously. Members that are interested in attending to email the GM Andersson or AM Simpson before February 27.

Approval of Adjustment of Compensation to Board Secretary for additional services provided

Director Ewalt made the motion, and Director Erpenbach seconded it. The discussion ensued about the reason that Secretary Bakker was asking for an adjustment. She explained that when she was hired for the position, it was to attend the meetings and write the minutes. Since that time, the job description had expanded to include additional tasks, such as assembling the meeting packet, posting the agenda and packet to the website, posting the resolutions and minutes to the website.

There was extensive discussion about how to streamline the process of creating the agenda and the packet. Director Ewalt asked what they could do to make the agenda process smoother. They requested she prepare schedule of when the items for inclusion in to be submitted. Director Ellis expressed her concern that deadlines can't be totally ridged. Director Ewalt commented that he felt that Secretary Bakker was doing an awesome job. The motion passed.

Resolution for Hiring Pause:

Director Ewalt proposed a Resolution a hiring pause on any new hires until new GM is hired. Motion was seconded by President Essmann. GM Andersson expressed concerns that this would be ill advised. There are a couple of employees that may be leaving and the positions may need to be filled. Director Ellis noted that there are companies available that could provide labor if needed. President Essmann didn't feel that would be necessary as a pause could be lifted as needed. He told the group that there would be an Interim General Manager hired by the end of March so the pause could expire at that time. The motion was passed 5-1, Director Kary voting no.

For next meeting-

- By-laws change on posting the agenda from Wednesday to Friday.
- Review of budget items and budget amendments
- Resolutions for the Main Street project
- Ordinance ratifying adding subdivisions new to the district since 2023
- List of concerns regarding the District's books for the review by the auditor.

Announcements:

Next Board Meeting: March 18, 2026, 6-9 pm

ADJOURNMENT 7:49 pm

_____

Carolyn B. Bakker, Board Secretary

COUNTY WATER DISTRICT OF BILLINGS HEIGHTS

Special Board Meeting Agenda

February 27, 2026

Hybrid- Zoom and in-person at Board Office

The Pledge of Allegiance was led by Director Ellis. President Essmann called the meeting to order at 2 pm.

Roll Call of Board Members: Directors Ellis, Ewalt, Erpenbach, Kary and President Essmann (via Zoom). Director Graves was excused. A quorum was present.

Introduction of Guests and Visitors: Assistant Manager Josh Simpson and Board Secretary Carolyn Bakker were in attendance. Evelyn Pyburn of the Yellowstone County News was also present.

President's Remarks on Conduct of Meeting: President Essmann dispensed with the reading of the Remarks on the Conduct of the meeting as everyone in attendance had heard them many times. He asked if there were any objections and none were offered.

PUBLIC COMMENT and Questions to the Board on Non-Agenda Items: None

Approval of Agenda: Director Ewalt made the motion to approve the agenda. Director Kary seconded the motion. The motion passed unanimously.

New Business:

Resolution to Approve Contract with Executive Search Firm

XXX-26 Resolution to Approve Contract with Executive Search Firm
GMP Proposal- Heights General Manager
GMP Letter of Engagement

Director Ewalt made a motion to approve the Contract with the Executive Search firm. Director Erpenbach seconded the motion.

The Board members discussed the terms on the contract. Director Ellis told the group that in the Engagement Letter, there are two areas that need to be approved. The first section (Project Work Plan) covers the scope of work pertaining to the recruiting activity. The is an optional section that covers the additional service of assisting the selected candidate and the Board to establish goals and expectations. It also includes a six-month performance review. This option costs $3,750.

Since this option was not addressed in the original resolution but was included in the letter of Engagement that was posted, the Board was able to act on it. Director Ellis made the motion to amend a resolution to include the option and the additional expense of $3,750. Director Erpenbach seconded the motion. The motion passed unanimously.

Director Ewalt asked about the expense cap of $26,500. Director Ellis confirmed that it is included in the Letter of Engagement, but the wrong letter had been attached to the packet. Director Ellis made a motion to amend the resolution, authorizing President Essmann to sign the Engagement letter dated February 20, 2026, that includes the additional

expenditure for goal setting and six-month review, cap on the expense and the agreement that all applications received by the board will be forwarded to GMP. Director Erpenbach seconded the motion. Motion passed unanimously.

Director Kary asked for clarification regarding the section about 6-month evaluation, review and travel expenses. Director Ellis suggested that the travel expense may not be very much, since much of that work could be done via a Zoom meeting.

Assistant Manager Simpson asked why professional services were needed for evaluation and that the Board has done the evaluations for the General Manager in the past. President Essmann replied that hiring consultants that have experience in this industry assist in the goal setting and review process would prove beneficial to the success of the new General Manager and the District.

Director Erpenbach made the motion to include the goal setting and six-month evaluation. Director Ellis seconded the motion. Director Ewalt asked if the Evaluation option could be cancelled before the six months, if the Board decided that it was unnecessary. President Essmann stated that would be the case. Motion passed unanimously.

Director Ellis made the motion to approve the resolutions as amended twice. Director Erpenbach seconded the motion. The motion passed unanimously.

Discussion of process to use to hire Interim GM and inclusion of Organization workforce study as part of the duties of the Interim GM.

Billings Heights Organizational Analysis Proposal

Director Ellis discussed what she had learned from GMP regarding using their service to hire an Interim General Manager. It is a service that GMP would be an employee of GMP at approximately $90 per hour. This is equivalent to what the Board has been paying the current General Manager including his benefits. The Interim Manager would be an employee of GMP and would be in place until a permanent replacement was hired.

President Essmann requested that the recruiting committee work out the details. He recommended that an additional resolution was needed to expand the recruiting committee's duties to include hiring an interim manager.

Director Ellis told the group that GMP may already have a suitable candidate for the Interim position. President Essmann asked that the committee continue to work with GMP to hire an Interim Manager. Director Ellis made the motion to expand the recruiting committee to work with GMP to find an Interim Manager. Director Erpenbach seconded the motion. Motion passed unanimously.

A discussion of the Organizational Analysis ensued. The Board had been informed that several employees may be looking at moving on to other opportunities. Director Ellis explained that this would be a good time to have an Organizational Analysis completed. The analysis would help identify what the District's staffing needs are.

Director Ewalt made the motion to proceed with the expenditure to hire GMP to complete an Organizational Analysis for the District for $12,000. Director Kary seconded the motion. The motion passed unanimously.

Discussion of potential policy for On-Call Back up

Draft Policy on On-Call Backups with edits

President Essmann prefaced the discussion of edits he made to GM's proposal of changes to the On-Call Back up policy. He asked if the Board wanted to address it now or at a later date. Director Ewalt suggested that this topic would be a topic that future GM should have input on this policy. Director Kary made the motion to table the discussion until the June meeting. The motion was seconded by Director Ewalt. Motion passed unanimously.

Items for future Board Meetings

Director Ellis asked if there is a better configuration possible so that community members that are watching online could see the podium. There was a recommendation for an additional camera to be able to see the podium and board at the same time. Alternative configurations will be explored.

Announcements:

Next Board Meeting: March 18, 2026, 6-9 pm

Meeting was adjourned at 2:53 pm.

_____

Carolyn B. Bakker, Board Secretary

B.O.C.C. Regular 2. b.
Meeting Date: 03/31/2026
Title: Board Minutes
Submitted By: Erika Guy

TOPIC:
Board Minutes - Tax Appeal Board 3/24/26

BACKGROUND:
See Attached

RECOMMENDED ACTION:
File

Attachments
Minutes

Yellowstone County Tax Appeal Board

Physical Address:
2825 3rd Ave N, Rm 419
Billings, MT 59101

Mailing Address:
PO Box 35000
Billings, MT 59107-5000

Yellowstone County Tax Appeal Board

MINUTES

COUNTY: Yellowstone County
PLACE: BOCC Board Room

DATE: March 24th, 2026
TIME: 12:50pm-3:25pm
*SHOW RECESS AND RECONVENTION

BOARD MEMBERS PRESENT:
Laura Myers
Ted Cross
J.R. Reger

SECRETARY:
Erika Guy

HEARINGS HELD:

1:00pm	Docket #A-19-25	Tanner Galvin Investment LLC

DECISIONS MADE:

Docket #A-19-25/A26458	Tanner Galvin Investment LLC	Disapproved

Docket #A-17-25/A-18-25/A-19-25:
The appeal started with a motion on timeliness. The DOR stated the appeal is not timely for tax year 2025. The taxpayer stated they never received the reassessment in the mail. The DOR argued that the taxpayer paid their taxes before they filed an AB26. The taxpayer corrected the DOR and stated his AB26 was hand delivered on 11/18/25, and his taxes were paid on 11/15/25. The taxpayer reiterated they did not receive the reassessment in the mail, and they have never filed a CTAB before. Laura Myers made a motion to hear the taxpayers' appeals for tax year 2025 & 2026. J.R. Reger seconded. Motion passed unanimously.

Docket #A-19-25:
Motion made by J.R. Reger to uphold the DOR's amended value for tax code A26458 at $ $1,712,800.00. Seconded by Ted Cross. Motion passed unanimously.

The board will reschedule appeal A-17-25 & A-18-25 so the taxpayer has enough time to present.

SIGNED:

Laura Myers

Laura Myers, Chair

A26458

APPEAL TO THE COUNTY APPEAL TAX BOARD

MTAB-401

Complete this document to appeal a property tax classification or assessment set by the Montana Department of Revenue (DOR). This appeal must be filed with the County Clerk and Recorder of the county where the property is located. This appeal will be heard by that county's Tax Appeal Board (CTAB). The County Tax Appeal Board is not part of the Department of Revenue.

FOR COUNTY APPEAL TAX BOARD USE

Docket Number: A-19-26

Date Filed: 3/19/26

Received by: Erika G.

Only one appeal may be made in each two-year appraisal cycle. The date your appeal is due depends on whether you went through the AB-26 informal review process with DOR.

If you did NOT file an AB-26.	OR	If you went through the AB-26 process.
The county Clerk and Recorder must **receive** your appeal within 30 days from the **date on the DOR's notice of tax classification or assessment.**		The county Clerk and Recorder must **receive** your appeal within 30 days from the **date on the final AB-26 decision sent by Montana Dept. of Revenue.**

If your appeal is received late it will not be considered. If your property taxes are due before the appeal is resolved, you must pay them under protest if you want them refunded to you.

If you refuse to allow DOR to inspect your property for appraisal you must submit an appraisal conducted by a licensed appraiser who is in good standing and certified in Montana. If you do not, the county and state tax appeal boards cannot revise your valuation.

Name	Steven Galvin				
Taxpayer Name	Tanner Galvin Investment LLC				
Property County	Yellowstone				
Address	1400 Poly Dr Apt 3E				
City	Billings	**State**	Montana	**Zip**	59102
Email	stevengalvin@icloud.com	**Phone**	4063715556		

Was an AB-26 Form filed with the Dept. of Revenue?

Select One: ○ No ◉ Yes Decision Date: 12/4/25

APPEAL TO THE COUNTY APPEAL TAX BOARD

MTAB-401

Legal Description of Property:

Street Address	1501 Country Manor Blvd.	**No. of Acres**	1.08
Lot(s)	17-18	**Section**	S33
Block(s)	3	**Township**	T01N
Addition / Subdiv.	Circle Fifty Subd	**Range**	R25E
City / Town	Billings	**GEOCode**	03103233409010000

	Dept. of Revenue Valuation	Taxpayer Requested Valuation	CTAB Valuation *For CTAB use only.*
Land	$407,658	$213,299	
Buildings & Improvements	$1,556,442	$817,130	

This section is your opportunity to describe what you think was incorrect about DOR's classification and assessment and to describe what the Board should do to correct it.

What was incorrect about DOR's classification or assessment?
(Ex: A similar house in my neighborhood sold for less.)

Based on the information I received from the DOR on 12/2/25, the figures used to compute my assessment are grossly inflated. My appeal is late because I never received my new assessment from DOR, I was unaware of the new assessment.

What are you asking for to correct the problem?
(Ex: My home should be valued at $75,000.)

I would request the Board use my valuation shown above, it is based on the information I received from DOR.

Date	Taxpayer Signature
3 / 18 / 26	Steven M Galvin Managing Member Tanner Galvin Investment LLC.

APPEAL TO THE COUNTY APPEAL TAX BOARD

MTAB-401

Optional: 3rd Party Representation: List below.			
I hereby authorize			to represent me in this appeal.
Address			
Email		**Phone**	
/ / **Date**		**Taxpayer Signature**	

Finally, make two copies of this document and:

- **Send the original AND one copy to the County Clerk and Recorder.**
- **Keep one copy for your records.**

What Happens Next?

The County Tax Appeal Board will contact you to arrange a hearing with you and the Department of Revenue. After the hearing, the County Tax Appeal Board will provide you with a decision by mail within 3 days.

The following section is for the County Tax Appeal Board to write its decision.

The above application is: *Granted* / *Denied* / *Granted in Part*

For the following reasons:

TP failed to provide convincing evidence that the DOR valuation is incorrect.

Date: 3-24-26 Chair Signature & County: Tawallyer (Yellowstone)

You may appeal this County Tax Appeal Board decision to the Montana Tax Appeal Board. To do so, complete and submit an Appeal to the Montana Tax Appeal Board (form MTAB-801), available at www.mtab.mt.gov.

The Montana Tax Appeal Board must receive your appeal within 30 days from when you received the County Tax Appeal Board decision or your appeal will not be accepted.

B.O.C.C. Regular

2. c.

Meeting Date: 03/31/2026

Title: Letter from BOI - Notice to Yellowstone County, Zoning Change

Submitted By: Erika Guy

TOPIC:

Letter from BOI - Notice to Yellowstone County, Zoning Change

BACKGROUND:

See Attached

RECOMMENDED ACTION:

File

Attachments

Letter

MONTANA
BOARD OF INVESTMENTS

March 24, 2026

Anna Vickers
Yellowstone County Planning Division Manager
316 N. 26th Street
Billings, MT 59101

RE: NOTICE TO Yellowstone County, Zoning Change

The State of Montana is actively conducting due diligence on a property in Yellowstone County. We are specifically interested in the County's existing land-use regulations and adopted long-range planning documents. The property is located outside the City of Laurel at 1425 US HWY 10 and is legally described as the Rossmoor Subdivision Block 1, Lots 1-3.

We are providing notice to Yellowstone County of the State's planned zoning for governmental use of property per MCA 76-2-402. Please provide us with notice of your desired hearing time, as required by law.

Thank you for your help, and please do not hesitate to contact me with any questions.

Sincerely,

DAN VILLA
Executive Director
Montana Board of Investments
2401 Colonial Dr
Helena, MT 59601

B.O.C.C. Regular
Meeting Date: 03/31/2026
Title: Jail Needs Assessment
Submitted For: Melissa Williams, Deputy County Attorney
Submitted By: Melissa Williams, Deputy County Attorney

TOPIC:
Jail Needs Assessment

BACKGROUND:
Yellowstone County retained A&E Design, in association with HDR (the Project Team) to develop a plan to determine bed needs for twenty years and options to expand or replace the Yellowstone County Detention Facility (YCDF). The project initiated in 2024 with a needs assessment study to define and project the population needs for the next 20 years at the YCDF. As part of this effort, numerous discussions were had, and scenarios were explored regarding the site.

RECOMMENDED ACTION:
Agenda Item

Attachments
Jail Needs Assessment



YELLOWSTONE COUNTY MASTER PLAN-FINAL DRAFT

Yellowstone County, Montana

January 2025

FINAL DRAFT

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ACKNOWLEDGEMENTS

The success of the Yellowstone County Detention Facility Master Plan Report would not have been possible without the input and assistance of the many individuals who supported this effort. The Final Master Plan Report reflects a collaborative effort among the Yellowstone County Sheriff Office, the Detention Facility Working Group of the Criminal Justice Coordinating Council (CJCC), Yellowstone County Board of Commissioners, and a variety of criminal justice stakeholders. We acknowledge the following department leaders and key staff who attended meetings, provided insight, and offered recommendations throughout the duration of this planning phase.

Yellowstone Detention Facility Working Group of the Criminal Justice Coordinating Council (CJCC):

Mark Morse, Commissioner, Yellowstone County Commission

Jennifer Owen, Councilperson, Billings City Council

Colette Davies, District Judge, 13th Judicial District

David Carter, Justice of the Peace, Yellowstone County Justice Court

Barry Usher, Senator, Montana State Legislature

Katie Weston, Deputy Chief, Billings Region, Department of Corrections

Brittania Park, Court Administrator, Billings Municipal Court

Mandi Gould, Regional Deputy Public Defender, Office of the Public Defender

Robert Lester, Undersheriff, Yellowstone County Sheriff's Office

Melissa Williams, Chief Civil Attorney, Yellowstone County Attorney's Office

We appreciate those who participated in the numerous meetings, virtually and in-person, which required their attention, advice, or valuable information for the proposed Yellowstone County Detention Facility project. The Team wishes to thank the Project Manager Melissa Williams, Chief Civil Attorney, Yellowstone County Attorney's Office, for her engagement, support, and commitment to envisioning this project as a critical component of the on-going criminal justice initiatives underway in Yellowstone County.

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DEFINITION GLOSSARY

A

ABE - Adult Basic Education includes a range of instructional programs that help adults get the basic skills they need to be productive workers, family members, and citizens. The major program areas are Adult High School and GED® Preparation, and English for Speakers of Other Languages (ESOL). These programs emphasize basic skills such as reading, writing, math, and English language competency. Adult education programs also help adult learners gain the knowledge and skills they need to enter and succeed in postsecondary education.

ACA - American Correctional Association provides a professional organization for all individuals and groups, both public and private that share a common goal of improving the correctional system.

ADA - Americans with Disabilities Act is a federal law that prohibits discrimination against people with disabilities in many areas of public life. The ADA's purpose is to ensure that people with disabilities have the same opportunities as everyone else. The ADA became law in 1990.

ADP - Average Daily Population is the average number of inmates housed daily during a specified time.

ARIMA - Forecasting technique developed from Box and Jenkins' Autoregressive Integrated Moving Averages approach.

Armory - This is the main storage space for the facility's weapons including firearms, ammunition, and chemical agents.

Arrestee - An individual who has been brought into custody but not yet "booked" into a facility to hold them until a court has determined their disposition.

"At Risk" Population - Segments of the population with higher rates or chances of becoming involved in crime, being arrested, and being incarcerated, which generally consists of younger males. The high crime rate ages are 15-25, while the high adult incarceration rate is between the ages of 18 and 44.

ALOS - Average Length of Stay is a measure to determine how long, on average, inmates stay in custody.

B

Bookings - Any individual arrested and processing at the intake of the detention facility.

BGF - Building Grossing Factor calculates exterior wall thickness, stairwells, elevator shafts, lobbies, and other common areas that aren't directly usable.

C

Canteen/Commissary - This space provides the opportunity for the inmate population to purchase additional food, hygiene items, and other personal items directly from the facility stores.

Classroom - These rooms accommodate 10, 15 or 25 people with tables and chairs.

Classification - Provides a way to classify inmates for a specific housing unit based upon current and past criminal history.

Classification Factor - Ensure the right security level of beds is available for use by the facility at any time.

Clinic - Also known as health care which includes space necessary to support the delivery of medical, dental, and mental health services to the inmate population.

Cluster Support - spaces located near a group of housing units or pods which allows direct or close access to support spaces such as classrooms, interview rooms, video court/hearing spaces, etc. Cluster space allows for less movement of inmates to centralized services located a further distance requiring movement of inmates and staffing to move inmates to and from.

CJCC - Is a Detention Facility Working Group of the Criminal Justice Coordinating Council including individuals from various local and state agencies with an interest bettering the County.

Component - A functional part of the facility, such as a "housing component".

Control Room - A secure room usually staffed 24 hours by a corrections officer(s).

Crowding (Over-Crowding) - Housing inmates over the institution's designed inmate capacity.

FINAL DRAFT

D

Dayroom - Open living space for which general population inmates are allowed to use outside of their cell.

Detention Officer - An employee of a jurisdiction who performs advanced work involving the direct supervision of inmates in their daily assigned duties including the responsibility of preventing escapes and maintaining discipline in conformance with strict rules, regulations, and standard operating procedures.

Direct Supervision - Direct supervision is a jail supervision model used since the 1970's whereby a detention officer is stationed inside a housing unit with inmates. The housing unit officer can manage the behavior of inmates.

Double Bunk Cell - Placing two bunks in a cell. Note: This can be a designed condition, where both the cell and core facilities are designed to accommodate the additional inmates.

F

Facility - Includes all buildings and structures utilized for the support of the detention facility.

Facility Administration - This area is in the outside the secure perimeter of the building and includes the Executives offices and the direct report of the executive.

Four (4) - person Occupancy ACA Cell – A cell which includes 4 beds per cell.

FTE - Full Time Equivalency, the term "relief factor" or "shift relief factor" (SRF) may be familiar. These terms have traditionally described the number of full-time-equivalent staff (FTE) needed to fill a post or position that is relieved (covered continuously). For example, a jail might report that the SRF is 1.7 and that for a single 24-hour, 7-day post (24/7), 5.1 staff are needed for coverage. This is another way of saying that it would require 5.1 full-time officers (or FTEs) to be hired to staff the post 24/7.

G

General Population - Inmates allowed to move from their housing units (under stipulated conditions) to other services, such as dining, visiting, health care, and work.

Grievance - A formal written complaint from an inmate.

GSF - Gross Square Feet, the total area of a building, including all enclosed spaces and exterior walls, regardless of whether the space is used.

H

Health care - Also known as central clinic which includes health care space necessary to support the delivery of medical, dental, and mental health services to the inmate population.

Holding Cells - These cells are used to hold inmates during the search and screening process, whether they have a toilet or not.

Housing Unit - A grouping of inmate cells around common activity space. Multiple units typically are located in a pod.

Housing Control Room - The Housing Control Room is inside the housing building and controls the entry and exit doors to the housing building as well as the inmate doors in the pods.

I

IA - Initial Appearance Courtroom used by the courts to hold arraignments either in person or by video.

Inmate - Term used to describe prisoners in the County's secure detention facility.

Inmate Room-Single - These rooms have only one bed, and the required free floor space to meet local and national codes.

Inmate Work Crew Change/Check - The purpose of this area is to have space that permits the processing of inmates in/out from other facilities or returns from court, releases, etc.

Institutional - The built facility, including site improvements, both inside and surrounding the perimeter fenced enclosure including inmate services, inmate programs, and infrastructure.

ITR - Intake/Transportation/Release is the hub for escorted inmate traffic entering and exiting the facility.

Interview Room - Room for multiple uses, such as interviews, treatment, or counseling. The space typically has two chairs and a table.

J

Janitor's Closet - There are different size janitor closets. Smaller closets have room for a sink, shelving for cleaning supplies, and a mop

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rack. Large closets will have space for larger pieces of cleaning equipment, a sink, shelving for cleaning supplies, and a mop rack.

L

Laundry Distribution - This space in the housing buildings is where the inmates exchange soiled linen for clean linen.

Lobby - Similar to a waiting room and a queuing lobby, this is a space where people will wait. before moving to the next space. This next space could be an office, a search room, a classroom, a clinical space, etc.

M

Master Control - This room is the "nerve center" of the facility. Master Control implies a suite of rooms, including communications and electronic equipment for telephone, radio, and CCTV control. Master Control is usually on the secure line between the secondary public lobby and the "inside".

M & E - Mechanical and electric rooms or spaces for equipment.

Mail Room - This is where all mail is received, sorted, searched, screened scanned for contraband, and organized for delivery to the facility.

Maximum Security - This is a highly secured area designed to house inmates who pose the highest risk to safety or security, requiring strict supervision and limited movement.

Medical Housing - The inmates that are housed in this building require a higher level of care or more intensive care than can be provided in their housing unit.

Medium Custody Housing - This custody status is lower than close custody but higher than minimum custody inmates. These units require the appropriate levels of security hardware and construction materials to maintain the security of the unit.

Minimum-In Housing - Is designed to house lower risk offenders who are not eligible for placement in outside perimeter housing but have demonstrated the ability to comply with institutional rules and regulations and do not represent a risk to the safety and security of the institution, other inmates, or staff.

Montana Jail Standards - MJS are provided as a minimum standard for all jurisdictions within the State of Montana to utilize and follow when constructing or operating a detention center.

Multi-Purpose Room - These rooms are used for numerous activities. For example: programming, ABE, religious services, dining, etc.

Muster Room - This is a space for the officers can equip themselves with the necessary equipment for the day or situation.

N

NAWH - Net Annual Work Hours is a way to produce an accurate way to account for each position/post.

NSF - Net Square Feet is the usable area of a specified space (e.g., a suite, floor, or an entire building). This measurement generally excludes areas such as common areas, hallways, and mechanical rooms.

Nurse Station - These spaces have enough space for 3-4 people and includes storage space and an area for charting.

O

Open Workstation - Also known as a CO workstation or an officer workstation. Refers to a work position that may have varying degrees of openness and/or barrier.

Outdoor Recreation - Outdoor space utilized by inmates on a scheduled basis to meet MJS standards.

Outside Secure Perimeter - Any area within or outside the building that is not within the secure perimeter.

P

Pardon - A form of executive clemency that absolves an individual from the legal consequences of their crime and conviction. There are several categories of pardons, including full pardons, conditional pardons, and pardons based on innocence.

Parolee - A convicted felon released from incarceration to serve a portion of their sentence under supervision in the community (parole). A parolee reports on a regular schedule to a parole officer and must obey specific conditions of release until the original sentence is completed.

Peaking Factor - Percentage that the jail population peaks for the year above its daily average.

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Perimeter Security - Security that is typically monitored by correctional officers which drive around the outside secured perimeter.

Plant Services - Institution support services such as the Power Plant, Warehousing, Firehouse, and Vehicle Maintenance facilities.

POD - A typical pod has 4 housing units in one pod. Pods are labeled with a letter and each unit is labeled 1 – 4.

Population Forecast - An effort that provides a starting point for the determination of the YCDF future inmate population.

Post Plan - Plan to manage the facilities housing units and support spaces with facility staff.

PREA - Prison Rape Elimination Act was passed unanimously by both parties in Congress in 2003. The purpose of the act is to "provide for the analysis of the incidence and effects of prison rape in federal, state, and local facilities and to provide information, resources, recommendations and funding to protect individuals from prison rape.

Projections - Use of mathematical methods to determine and analyze future bed needs.

R

Rated Capacity - This is the official capacity of the detention facility per the MJS.

Reception Center Housing - This unit will house offenders who are nearing completion of the reception process or those who have completed the process and are awaiting transfer to their permanent housing units in the general population at one of the units in the complex or at another facility.

Recidivism - To recidivate is to commit a new crime.

Release - A convicted person released from incarceration to serve a portion of their sentence under supervision in the community on parole or mandatory supervision. A releasee reports on a regular schedule to a Parole Officer and must obey specific conditions of release until the original sentence is completed.

Restitution - Repayment for having committed a crime. Restitution can be made to a specific victim in a dollar amount to repay for damages or can be made to society by working without pay for a non-profit or governmental agency.

Restricted Housing - This is a self-contained unit for the housing of inmates who are either in disciplinary status, administrative segregation status, protective custody, or placed in restrictive housing for other security related issues.

Revocation - The act of removing an inmate from community supervision, parole, or mandatory supervision due to the inmate violating the conditions of his or her supervision and/or committing a new crime.

S

Sallyport - A controlled vehicle or pedestrian entry, usually through a fencing system, containing interlocking gates, only one of which can be open at a time.

Secure Perimeter - Refers to areas within the detention facility which include hardened construction materials and physical barriers which are controlled to not allow free access to leave without permission.

Secure Vestibule - A controlled pedestrian entry or passageway, usually within a building, containing interlocked doors, only one of which can be open at a time. Secure vestibules most often provide a double-door barrier through a primary or secondary security line.

Screening Area - Space that includes things like metal detectors and x-ray machines for people and items to be screened for contraband before entering the facility.

Special Housing - Housing other than the General Population, assigned to inmates with special needs and/or special programs including inmates who are violent or mentally disordered requiring more frequent observation.

Staff Entry - This area allows a separate entry for all staff, contract staff, and volunteers to enter the secure facility.

Staff Relief - A method to account for critical staffing requirements to cover all staff posts while allowing staff to use sick time, vacation, training, etc.

Staff Services/ Training - This area is dedicated to various agency-wide required training programs.

U

Utility Room - These spaces store clean or solid linen, bedding, clothes, etc.

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Unit - A grouping of inmate cells around common activity space. Multiple units typically are located in a pod.

V

Vehicle Sallyport - This space is located on the perimeter fence line of the facility and permits vehicles and pedestrians to access the secure perimeter of the complex.

Visitation - Area for the public and professional visitors to meet with inmates in a controlled manner. Visitation options can vary from contact, non-contact, and video visitation.

Violation of Probation - VOP – An individual who does not meet the condition of court orders as outlined in their probation agreement.

W

Warehouse - This space is the main storage area for all goods and equipment required at the facility.

Weather Vestibule - A climate-controlled pedestrian entry or passageway, usually within a building. A weather vestibule often provides a double-door barrier through a primary or secondary security line.

Workstation - Refers to a workspace for an administrative staff member.

Y

YCDF - Yellowstone County Detention Facility

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EXECUTIVE SUMMARY

Yellowstone County retained A&E Design, in association with HDR (the Project Team) to develop a plan to determine bed needs for 20 years and options to expand or replace the Yellowstone County Detention Facility (YCDF). The project initiated in 2024 with a needs assessment study to define and project the population needs for the next 20 years at the YCDF. As part of this effort, numerous discussions were had, and scenarios were explored regarding the site. Yellowstone County determined the project site should remain at the location of the existing YCDF due to the high probable costs of a completely new site and construction of a new detention facility.

Other government structures surround part of the immediate site along with a neighborhood on the north side and open land to the south. The diagram below shows the projected expansion of the existing site. The existing facility is shown in light grey with renovations and expansion in various colors.

Diagram 1. Site Programmatic Adjacencies



POPULATION FORECAST

The forecast effort provides a starting point for the determination of the YCDF future population. However, the forecast simply reflects an average and as such it must be increased by two factors to arrive at the number of needed beds:

1. Peaking factor - to reflect the daily and seasonal variations in detention facility occupancy and to accommodate the temporary closure of beds due to the need for maintenance, and,

2. Classification factor - to adjust for the requirement to separate inmates as needed based on gender, security requirements, treatment needs, etc.

   For the peaking factor calculation, we took the average of the top 5% highest reconstructed population days between January 2023 and July 2024 and compared those numbers to the Average Daily Population (ADP). The detention facility's daily population fluctuations were such that one could expect the highest population during any day to be 12.4% greater for females and 7.4% larger for males than the ADP.

In addition, not all detention beds are always available for use by every inmate. For instance, a vacant bed in a female unit cannot be filled with a male inmate, a maximum-security inmate cannot be placed in a vacant bed in a minimum-security setting, etc. A classification factor is, in effect, an acknowledgement of this reality. To include this factor, we used a commonly accepted standard of 15% for our estimations.

The peaking and classification factors are added to the ADP to complete the actual number of beds needed. Table 1 shows the bed need calculations for the population. Thus, the projected ADP for the year 2049 of 1,030 would require 1,277 beds to operate a safe and secure facility. Table 2 reflects only Yellowstone-responsible data and therefore has a smaller ADP and bed need.

Table 1. Status Quo ADP Forecast Bed Need Calculation

	Females				Males					
	ADP	Peaking (12.4%)	Classification (15%)	Bed Need	ADP	Peaking (7.4%)	Classification (15%)	Bed Need	Total ADP	Total Bed Need
2029	184	23	28	235	537	40	80	657	721	892
2034	215	27	33	275	573	42	85	700	788	975
2039	251	32	39	322	610	45	91	746	861	1068
2044	292	36	44	372	649	48	97	794	941	1166
2049	339	42	51	432	691	51	103	845	1030	1277

Table 2. Status Quo ADP Forecast Bed Need Calculation Yellowstone-Responsible Population

	Females				Males					
	ADP	Peaking (12.4%)	Classification (15%)	Bed Need	ADP	Peaking (7.4%)	Classification (15%)	Bed Need	Total ADP	Total Bed Need
2029	175	22	26	223	501	37	75	613	676	836
2034	205	25	31	261	534	39	80	653	739	914
2039	240	30	36	306	568	42	85	695	808	1001
2044	279	34	42	355	605	45	91	741	884	1096
2049	323	40	48	411	643	48	97	788	966	1199

FACILITY DEVELOPMENT CONCEPT

The development of the new facilities will focus on support space to support the projected population of 1,277 by 2049 and housing including existing and new to support the 1,068 projected population by 2039.

The existing YCDF has a rated population capability of 434 beds and construction will include 512 new beds for a total of 946 beds. The temporary housing pod (under construction) will include another 82 beds for short-term housing along with the planned 12 medical beds totaling 1,040 beds (rated & non-rated).

When validating the existing rated capacity of the existing YCDF, we analyzed the physical plant quantities and space in the existing facility and compared it to the MJS. Various components were used to analyze the rated capacity of the existing YCDF. The criteria used to validate the rated capacity based on utilizing the Montana Jail Standards and the number of beds, quantity of showers, and size of the dayroom.

Space will be allocated on the site for another 512 beds expansion of new housing beds, in two-256 bed additions to accommodate an ultimate site population of 1,552 beds which supports projections beyond the 2049 projected need.

As part of the facility development concept the Facilities Condition Assessment (FCA) was completed on the YCDF. The FCA provides a comprehensive evaluation of the YCDF's building condition, including the identification of any existing or potential issues with the major system or components of the building. The FCA was prioritized into two categories with the first being code and life safety and the second priority being the mechanical systems, electrical, plumbing, code, and life safety. The FCA can be found in Appendix A at the back of this report.

PROBABLE COST

The terms "construction cost" and "project cost" are used in this section of the study. For clarity, the terms will be defined.

Construction costs are those costs directly related to the construction of a project. They are sometimes referred to as "hard" costs, and typically include the following:

- Physical building construction (bricks and mortar)
- Interiors
- Landscaping
- Demolition (if any)
- Site preparation
- Utility extensions
- Existing facility upgrades identified in the Facility Conditions Assessment (FCA) report that require upgrades due to life safety or code issues. Other items identified can be placed on a deferred maintenance schedule and handled through a maintenance budget.

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Project costs are sometimes referred to as “soft costs" and are indirectly related to the construction and furnishing of a building. These costs are in addition to the construction cost and the final “project cost” includes both hard and soft costs. Soft cost items typically include:

- Professional fees (architects, engineers, geotechnical, surveyors)
- Permits and Inspections
- Furniture, Fixtures, and Equipment
- Moving expenses
- Contingency (money held to pay for unforeseen conditions or changes)
- Escalation (generally, cost estimates are escalated to a point in time representing the midpoint of construction)

Generally, not included in construction or project costs are site acquisition, soil remediation (if needed), and financing fees.

SUMMARY

- 512 New Beds
- Support Spaces for 1,500 Beds (Administration, Health Care, Intake/Transportation/Release, Food Service, Laundry) Maintenance, and Central Storage
- Existing Facility Conditions Upgrades
- Relocating existing Maintenance Buildings
- Construction Cost = $177,850,000
- Total Cost (including project cost) = $226,000,000
- The total cost above includes shelled out courts space, if the county desired to completely build out the shelled space the cost would be an additional $3,400,000

STAFFING

The following table summarizes the recommended number of staff that will be needed to safely operate an expanded detention facility. The salary figures shown are 2025 budgeted salaries, by position, and include all fringe and benefits.

Table 3. Recommended Summary with Salaries for the Expanded Detention Facility

Recommended Sworn Positions	Today's FTE	Recommended	Salary (2025)	Total Salary
Administrator	1.0	1.0	$ 127,255	$ 127,255
Assist. Administrator	1.0	1.0	$ 116,555	$ 116,555
Lieutenant	2.0	2.0	$ 116,555	$ 233,110
Sergeant	11.0	25.0	$ 95,013	$ 2,375,325
Corporal	0.0	0.0	$ -	$ -
Detention Officer	76.0	181.0	$ 75,543	$ 13,673,283
Control Operator	10.0	14.0	$ 65,637	$ 918,918
Booking Clerk	9.0	17.0	$ 67,102	$ 1,140,734
Administrative Coordinator	1.5	2.0	$ 81,886	$ 163,772
Totals:	111.5	243.0		$ 18,748,952

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The recommended staffing numbers shown above will not eliminate all overtime but will greatly reduce its usage. By comparison, the table below shows the minimum number of FTEs that will be needed to operate the expanded detention facility with no relief applied. It must be pointed out that this is not a recommended path for Yellowstone County to take. A certain amount of overtime is fiscally less expensive than hiring additional staff. However, excessive and mandatory overtime causes staff burn out, reduced attention and effectiveness while on duty, and can pose significant threats to staff, offenders, and facility safety and security.

Table 4. Minimum Staffing with Salaries for the Expanded Detention Facility

Recommended Sworn Positions	Today's FTE	Minimum Staff	Salary (2025)	Total Salary
Administrator	1.0	1.0	$ 127,255	$ 127,255
Assist. Administrator	1.0	1.0	$ 116,555	$ 116,555
Lieutenant	2.0	2.0	$ 116,555	$ 233,110
Sergeant	11.0	15.0	$ 95,013	$ 1,425,195
Corporal	0.0	0.0	$ -	$ -
Detention Officer	76.0	110.0	$ 75,543	$ 8,309,730
Control Operator	10.0	8.0	$ 65,637	$ 525,096
Booking Clerk	9.0	18.0	$ 67,102	$ 1,207,836
Administrative Coordinator	1.5	2.0	$ 81,886	$ 163,772
Totals:	111.5	157.0		$ 12,108,549

JUVENILE DETENTION CENTER

The County Juvenile Center was reviewed and found to need attention in the physical plant maintenance. Ideally a new facility should be on the county's planning horizon since the existing facility is becoming harder to manage with the change in profile of the juveniles being housed in the facility.

Our master plan reviewed the facility and programmed a replacement facility with the therapeutic environment necessary for the interaction with the juvenile population and is located in Section V of this report.

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I. INTRODUCTION

The project team established a multi-phase approach to support the new facility's planning, needs assessment, and staffing projections. The first phase services were the development of a needs assessment which focused on validation of the needs, bed projections and defining justice system issues. This second phase services were developing an operational and architectural program which defined needs for a new facility, based on the results of the needs analysis, current issues in the County's justice system, and forecast of future detention capacity needs. The third phase services were development of future staffing and staffing costs for the new facility, and the fourth phase services was an architectural space program for the county youth services facility which was reviewed which recommended a new facility should be addressed by the county in the future.

MANAGEMENT/OPERATIONAL GUIDELINES

The primary mission of the YCDF is confinement of:

- Individuals going through the trial process.
- Those convicted and given short-term (12 months or less) sentences.
- Probation violators.
- Individuals being held on warrants from other jurisdictions.

Yellowstone County is responsible for providing a safe, secure, and humane environment for these confined people. Meeting this mission requires an appropriate mix of physical plant and human resources. The optimal environment is achieved by combining proper facility design, technology, security procedures, well-trained staff, and the correct level of inmate programming. The four management tools of classification, services, supervision, and a professional staff provide the basis for an effective operation.

Classification

Classification is the process of evaluating an inmate's risks and need for an appropriate level of confinement, treatment, and program involvement. Classification systems rely on systematic, consistent procedures. The system involves a checklist, decision tree, or additive scale. A classification system provides specific advantages:

- **Controls discretion:** permits overrides of the classification process within explicitly stated parameters.
- **Includes rules that are highly visible:** everyone is aware of the rules for decision making.
- **Improves information gathering** promotes accurate, consistent, and comprehensive accumulation of information.
- **Enforces consistency in decision-making:** the decision-makers are required to use standardized criteria and apply it in the same manner each time.
- **Provides easier evaluation/monitoring** standardizes decision criteria and procedures to facilitate review and assessment.

Proper classification promotes the safety and security of the facility by ensuring more aggressive, violent inmates are housed in the most secure settings. It also improves efficiency by identifying those low-risk inmates who more limited supervision and could be housed in less intensive, less-costly housing.

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Professional Staff

The most important component of any detention operation is its staff. High-quality personnel can compensate for poor facility design. Regardless of design of the physical plant, if the number and quality of staff are insufficient, ineffective and inefficient operations will predominate. The County must appreciate and understand that neither design nor technology is a substitute for staff professionalism and an adequate number of staff.

Without proper training, the staff will not be able to manage the equipment nor maintain a level of communication with other staff and inmates that predicts, rather than reacts to, potential security problems. Prior to commencing operations in the new facility, all staff will need to be involved in a training program that will familiarize them with the facility's "bells and whistles," policies and procedures, as well as the skills necessary to interact safely and effectively with the inmate population. This will be accomplished through a defined training program which will commence far in advance of the facility move-in and will include training curricula developed expressly for new detention operations.

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II. NEEDS ASSESSMENT AND POPULATION PROJECTIONS

The YCDF is operated by the Yellowstone County Sheriff's Office in Billings, Montana. There are significant long-term capacity concerns regarding the facility. The rated capacity of the facility is 434 inmates; however, the facility regularly operates at over 600 inmates on a daily basis. The capacity concerns have ripple effects throughout the criminal justice system such that detention time is irregularly applied as a sanction. This in turn has negatively impacted law enforcement and the community in several regards.

Goal

The primary goal of the YCDF Needs Assessment is to determine the projected bed need for the YCDF through the year 2049 in order to support public policy decision making regarding a future direction regarding the YCDF. Our main statistical analysis is based on a series of large data extracts covering intakes, the previous population of the detention facility, growth of the overall Yellowstone County population, time in custody, criminal court case processing time, and other relevant variables. The research effort culminated in a forecast of the future size of the detention facility's population, reflecting both a continuation of current policies and practices as well as the impact of possible changes to the Yellowstone County criminal justice system.

Methodology

Four key tasks were taken to execute this study.

First, our team held multiple in-depth conversations with stakeholders from across the Yellowstone County criminal justice system during an onsite visit in early July 2024.

Second, we acquired multiple comprehensive data extracts from the Yellowstone County Sheriff's Office which included key information about every individual charged with an offense between January 2018 and late July 2024.

Third, we acquired criminal court case processing statistics from the District and Municipal courts.

Fourth, the results of the statistical analyses were combined into multiple time series forecasts using Autoregressive Integrated Moving Average (ARIMA) methods.

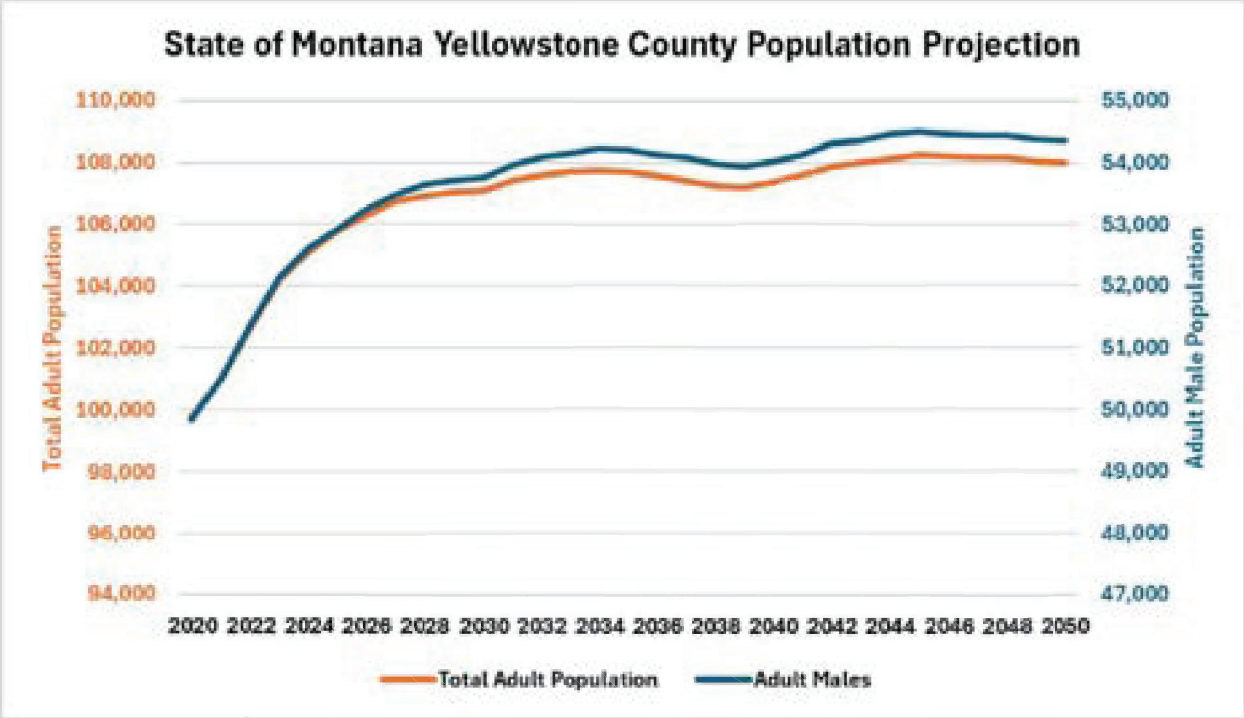
Yellowstone County Population

To provide some context for the analysis of the detention facility's current and future population, we must examine the overall population of Yellowstone County. Generally speaking, population growth (or the opposite) has a somewhat muted impact on a given detention facility's population. For the most part, there is not a direct linear correlation between population growth and detention facility population forecasts. However, in our experience, there is enough of an impact that population growth should be considered when building statistical forecasts of future detention facility population levels. In general, an increase in a given county's population can be expected to have some effect on the number of arrests and bookings in the future, which, in turn can increase a detention facility's population. Figure 1 below shows two trends (on two vertical scales) acquired from the Montana Department of Commerce's County population projections[1i]. First, the overall adult population forecast is presented in orange, reflecting a 2.7% increase between 2024 and 2050. The blue line, however, represents the projected population of adult males in Yellowstone County. This population comprises approximately 75% of the YCDF ADP and is critical to predicting the future population of the facility. The population of

[1] https://commerce.mt.gov/Data-Research/Research/People-Housing/Population

adult males in Yellowstone County is rising faster than the overall population, with an expected 3.3% increase by 2050.

Figure 1. Yellowstone County Population, 2019 - 2049



It needs to be reiterated that while the future population of the county is important to consider, there is not a direct relationship with the ultimate size of the detention facility. There simply is no one-to-one relationship between population growth and detention facility needs. While population growth does contribute to arrests and bookings, which impact the detention facility's future population, it is not at all the most important factor in projecting future detention bed need.

Yellowstone County Detention Facility Population Analysis

The most prominent and important measures that impact the YCDF population were employed in a comprehensive set of analyses such as commitments (the number of people booked into the facility), ADP, average length of stay (ALOS), (a measure of how long, on average, inmates stay in custody), criminal court case processing, arrest offenses, and a profile of the inmate population. To perform our detention facility population analysis, a significant set of data extractions from the Yellowstone County Sheriff's Office was obtained and analyzed. Our intention was to examine every charge for every person held in YCDF between January 1, 2018, and June 2024 along with demographic and release information.

The research team took the provided data and forensically reconstructed each day's population during the study's time frame (Figure 2). The trend in Figure 2 clearly is increasing through time, with the exception of the onset of the first waves of the COVID-19 pandemic in 2020 and 2021. In late 2021, the ADP of the facility was just over 500 people, but then the population rapidly increased in late 2022, eclipsing the 600 level for the first time on October 17th. The population declined during the holiday season, but then returned to the 600 level during 2023. By October 2023, the facility was regularly holding more than 600 people on a daily basis or in other relevant terms 125 percent over the YCDF rated capacity of 434 beds. Our dataset for 2024 covers 213 calendar days (to July 31st). The population has been below 600 only 23 times. The most recent day with a sub-600 inmate count was March 28th.

Figure 2. Yellowstone County Detention Facility Daily Population, 2018 - 2024

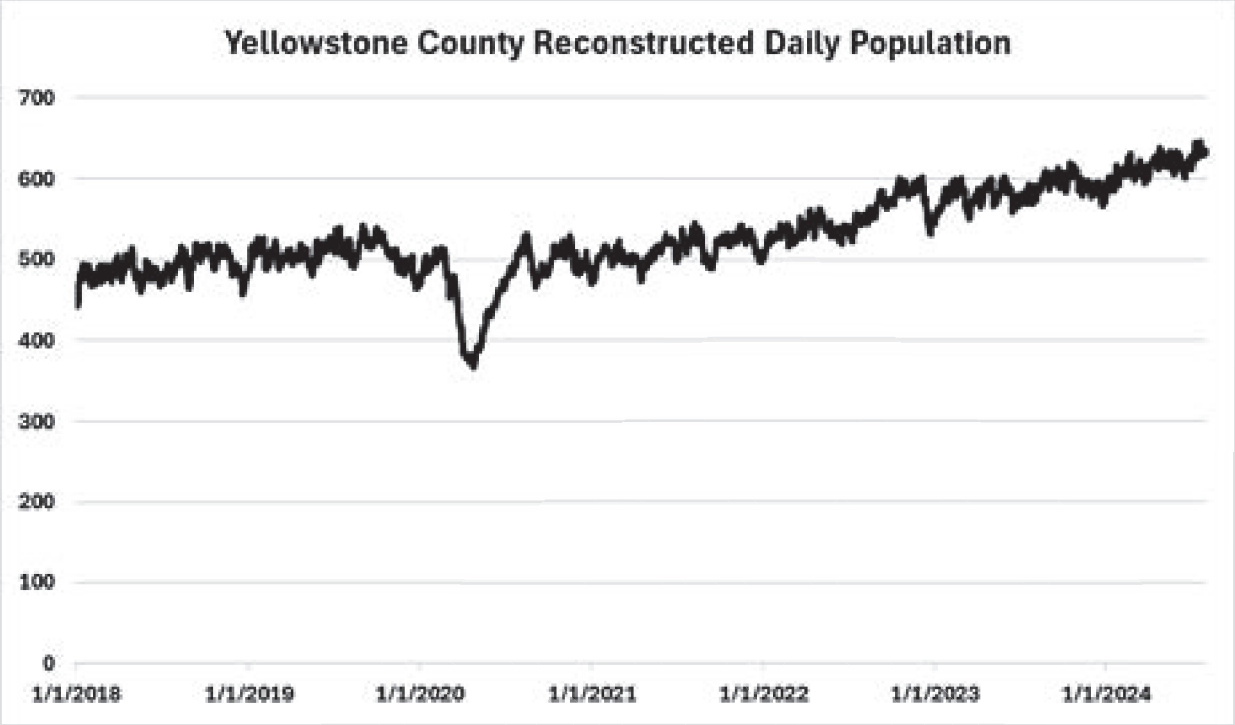
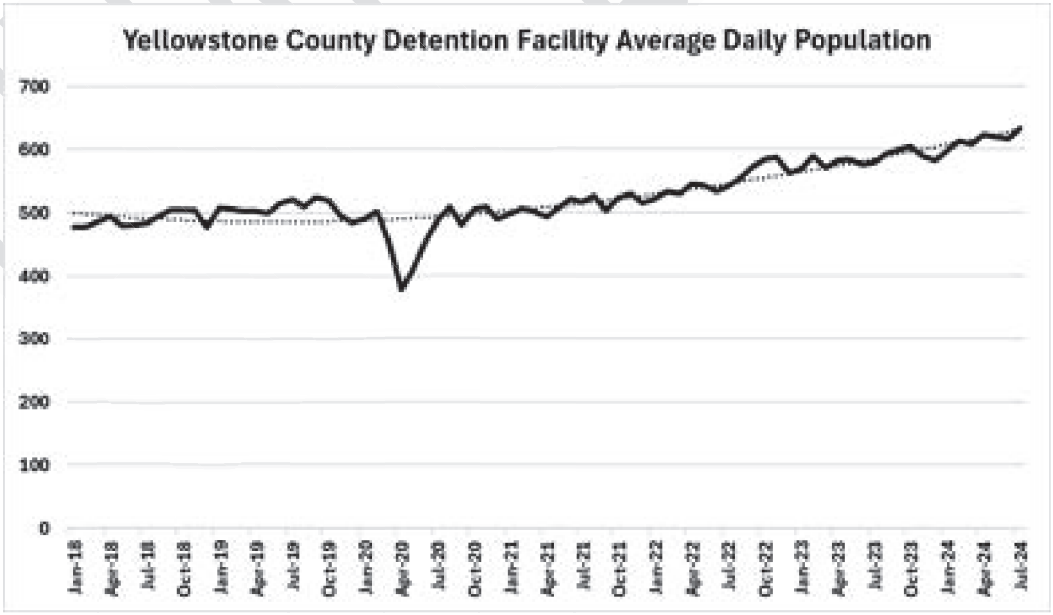


Figure 3 takes the daily data and rolls the time series up into months. While the shape of the trend is nearly identical to what is seen in Figure 2, the overall picture is a bit smoother. The big takeaways for Figure 3 remain the same—the population trend is generally increasing throughout time and the pace of increase quickened during 2023. The far right of the trend plainly shows that the ADP is above 600 inmates on a regular basis.

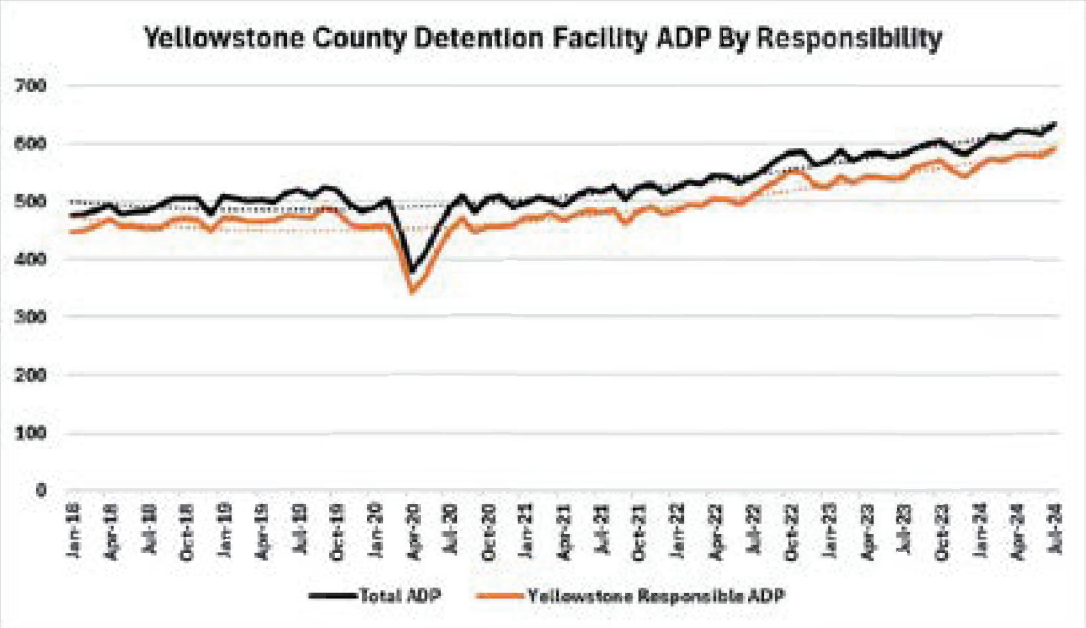
Figure 3. Yellowstone County Detention Facility Monthly Average Daily Population, 2018 - 2024



It must be noted that the population presented in Figures 2 and 3 reflect every single inmate held during the time period analyzed. YCDF holds inmates for a variety of arresting agencies, and some are held under a contract with the United States Federal Government, as well as for the State of Montana and other counties. In an attempt to be precise with our study, we conducted several analyses where

the Federal inmates were excluded from the numbers so that the underlying trends would be more evident. (It was not possible in our data extracts to eliminate the state or other county inmates from the analyses.) In our experience elsewhere, sometimes the presence of Federal contract inmates masks the actual trends of the inmates for which the local jurisdiction is responsible. Thus, Figure 4 presents the ADP of the Yellowstone-responsible inmate population. The Federal ADP is very consistent/constant, and the impact of this population on the overall population's trajectory is limited.

Figure 4. Yellowstone County Detention Facility Monthly Average Daily Population By Responsibility, 2018 - 2024



Commitments

All detention facility populations are determined by two factors: The number of people who are booked into the facility and how long those people stay ALOS. Figure 5 details the monthly number of commitments into the detention facility (calculated as a daily average). There is a significant increase in bookings in 2019 (due to the implementation of a quick booking turnaround process for lower-level offenses), followed by the pandemic. The level of bookings returns to pre-2019 levels by midyear 2021. Similar to the growth in ADP in 2023, we see an increase in bookings during 2023 and into 2024.

Figure 5. Monthly YCDF Bookings, 2018 – 2024

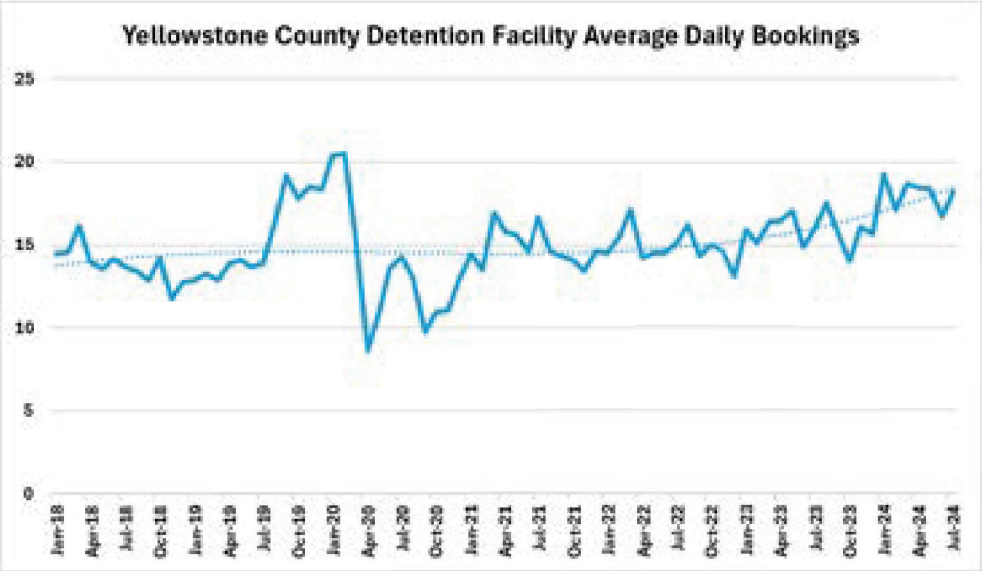


Figure 6 plots the ADP trend against the average daily booking trend. There is a fairly significant correlation throughout time between the two trends. The growth in the YCDF population is heavily influenced by growth in bookings.

Figure 6. Bookings vs. ADP, 2018 – 2024

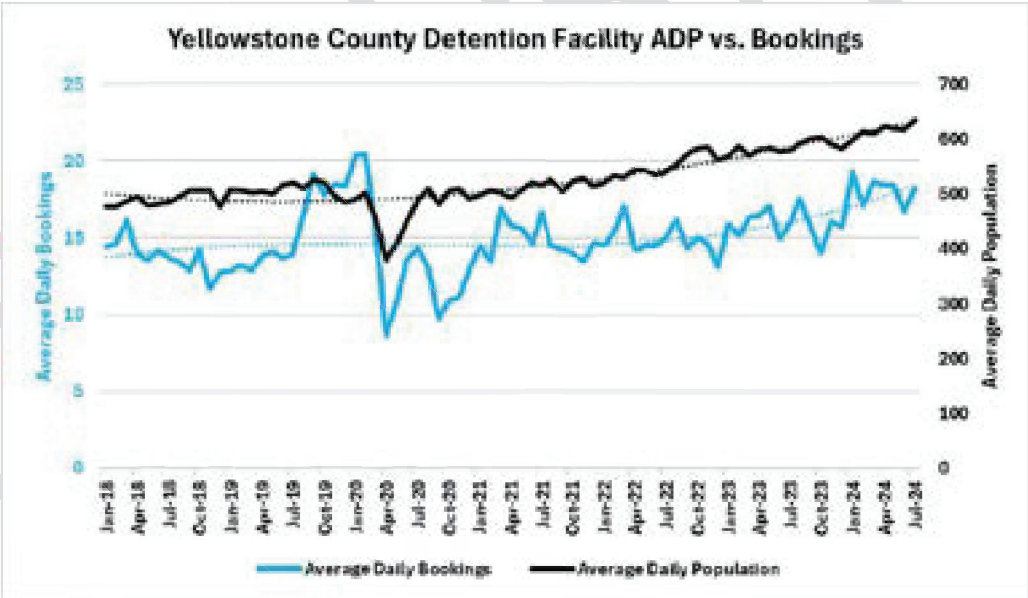
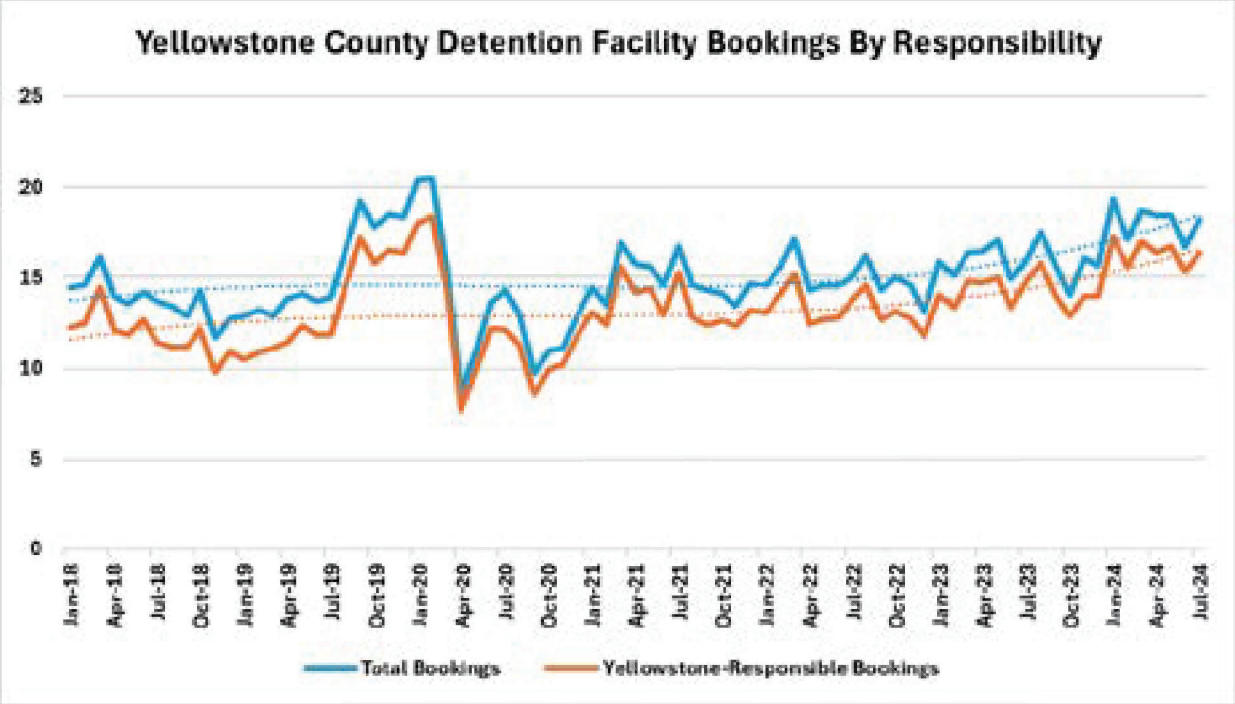


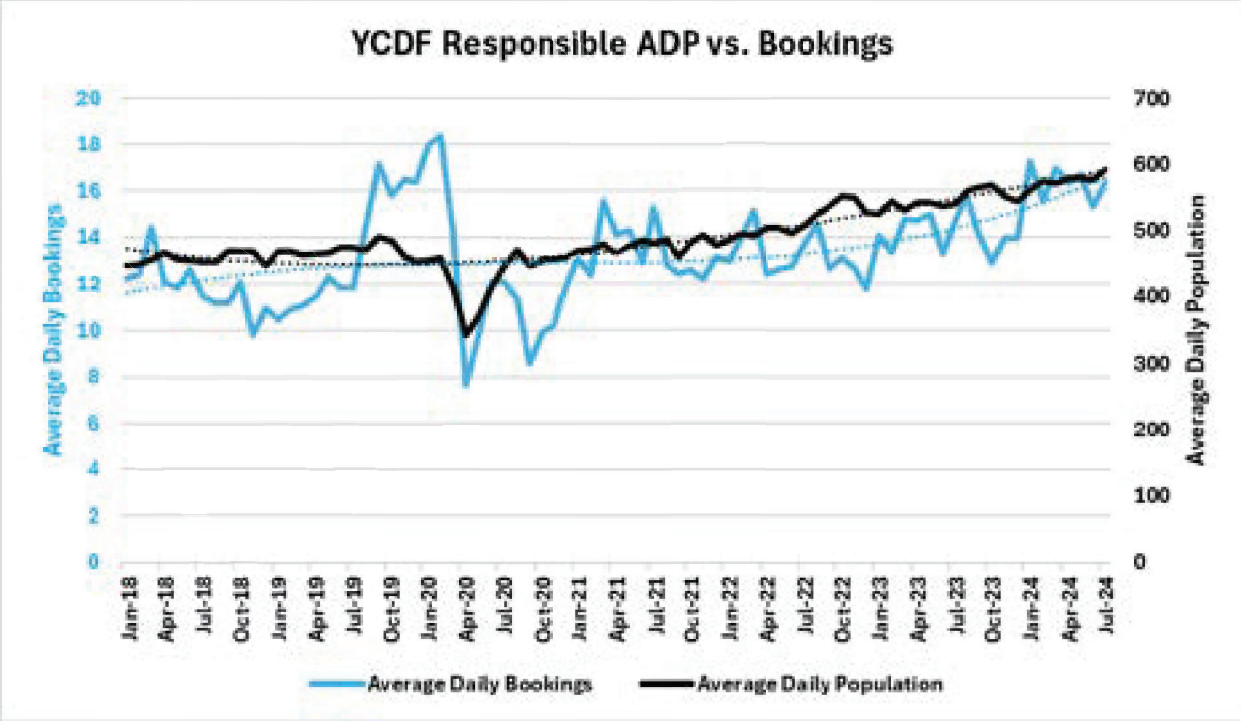
Figure 7 limits the bookings trend to just the Yellowstone-responsible population. There is no difference in the shape of the full booking trend and the Yellowstone-responsible trend.

Figure 7. YCDF Bookings By Responsibility, 2018 – 2024



Similar to Figure 6, Figure 8 plots the Yellowstone-responsible ADP against the Yellowstone-responsible bookings trends. Note that the two trends are tightly connected to each other.

Figure 8. YCDF-Responsible Bookings vs. ADP, 2018 – 2024



Figures 9 and 10 remove the monthly ‘noise’ from the graphs and show only the polynomial trends for bookings and ADP. The statistical relationship is very strong.

Figure 9. Overall Booking Trend vs. Overall ADP Trend, 2018 – 2024

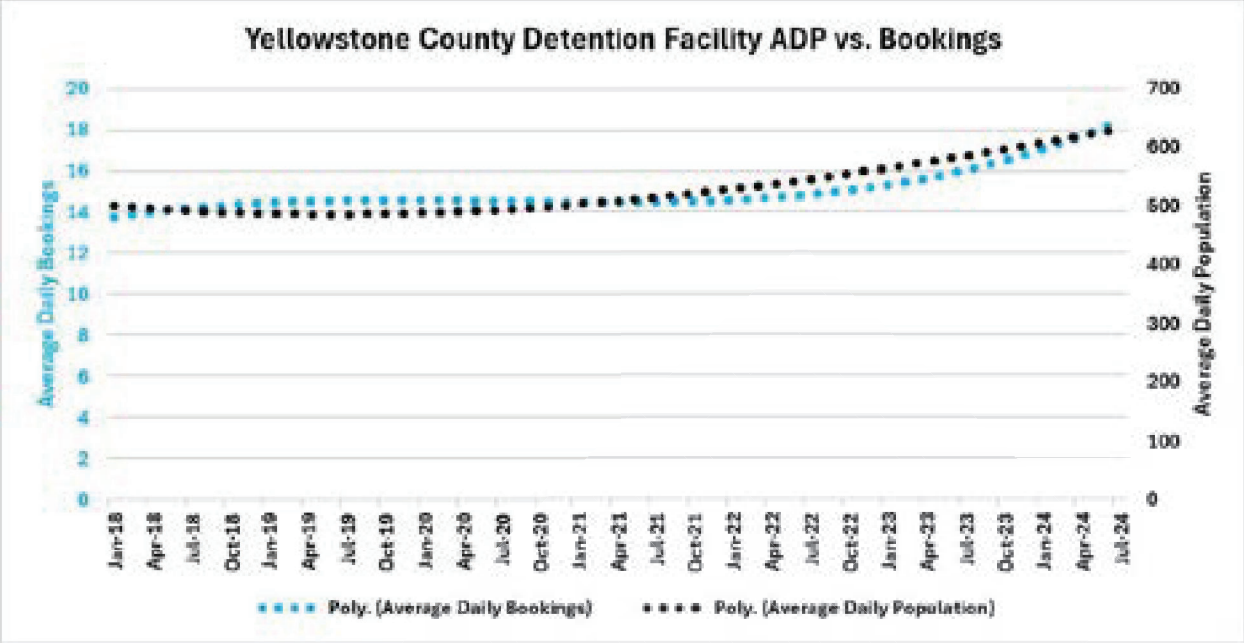
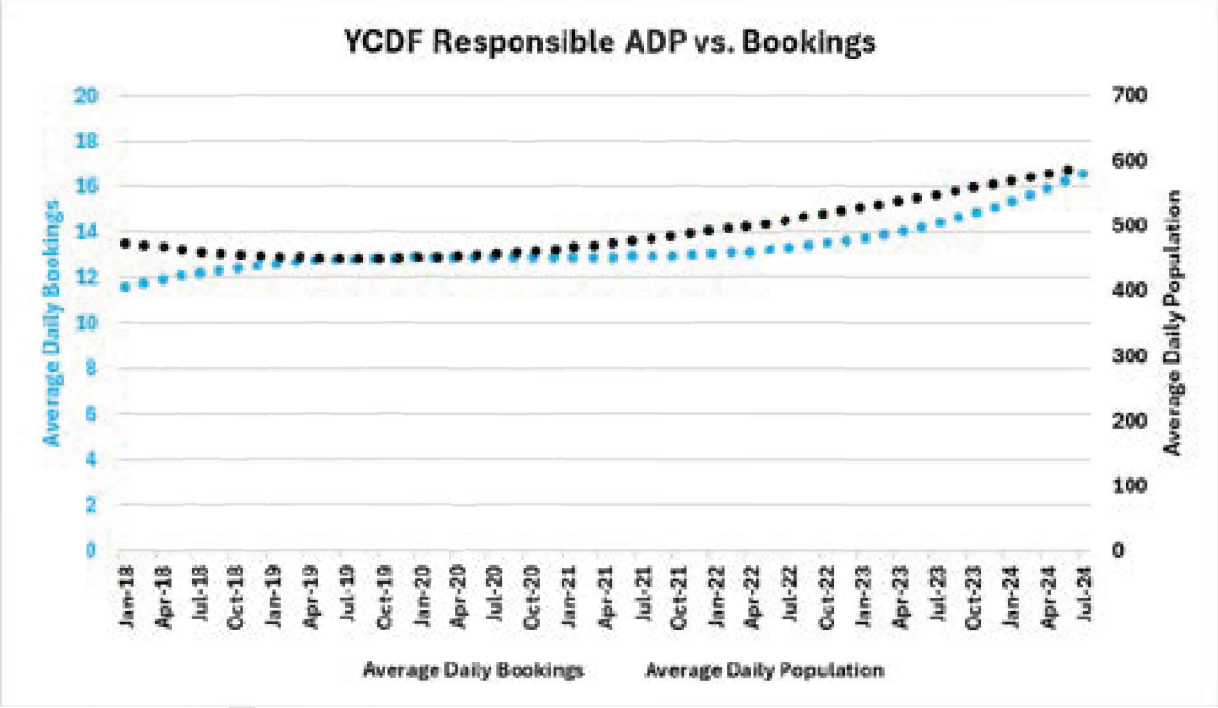


Figure 10. Yellowstone-Responsible ADP and Bookings Trends, 2018 – 2024



Meanwhile, it is necessary to examine the booking data in terms of the aforementioned 'quick' bookings of lower-level possible offenders. For the purposes of this report, we will refer to these instances as 'Notice to Appear' or (NTA) bookings, because the process basically constitutes giving an NTA to the arrestee after fingerprinting, photos, and other actions are performed. Table 5 below identifies the total quick bookings by agency.

Table 5. Quick Bookings By Agency By Year

	Blank/Missing	YCSO	Billings PD	Laurel PD	MHP	USMS	Other Agency	Other County	Total
2017	6	0	0	0	0	0	0	0	6
2018	97	0	0	0	0	0	0	0	97
2019	227	34	465	2	40	0	0	2	770
2020	309	91	950	11	154	1	2	4	1,522
2021	202	118	1,032	27	229	1	2	6	1,617
2022	268	105	1,043	14	264	0	3	8	1,705
2023	123	132	1,212	9	254	1	4	7	1,742
2024	112	94	744	12	166	2	3	4	1,137
Total	1344	574	5,446	75	1,107	5	14	31	8,596

Figure 11 plots the average daily bookings against the bookings that do not include the NTA bookings. Note the initial significant increase in the overall booking trend in 2019 just after the process was implemented. It is also interesting to note that the two trends tend to mirror each other quite well---when one time series increases, the other one generally follows suit.

Figure 11. YCDF Overall Booking Trend vs. Non-NTA Booking Trend, 2018 – 2024

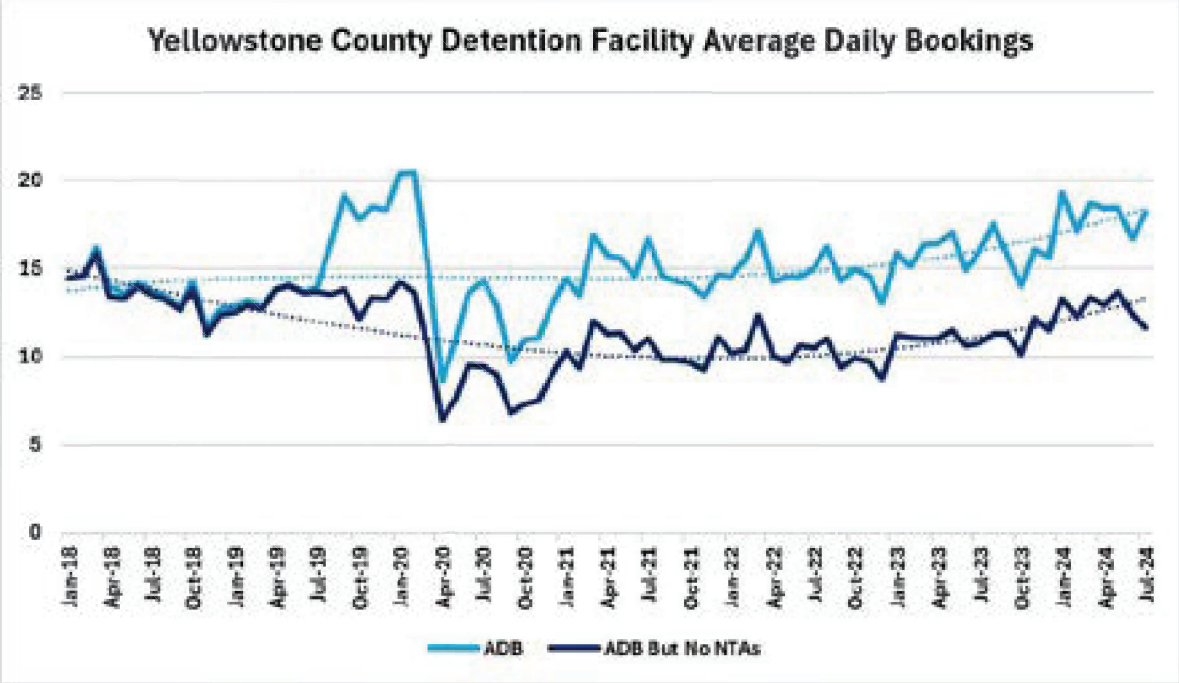
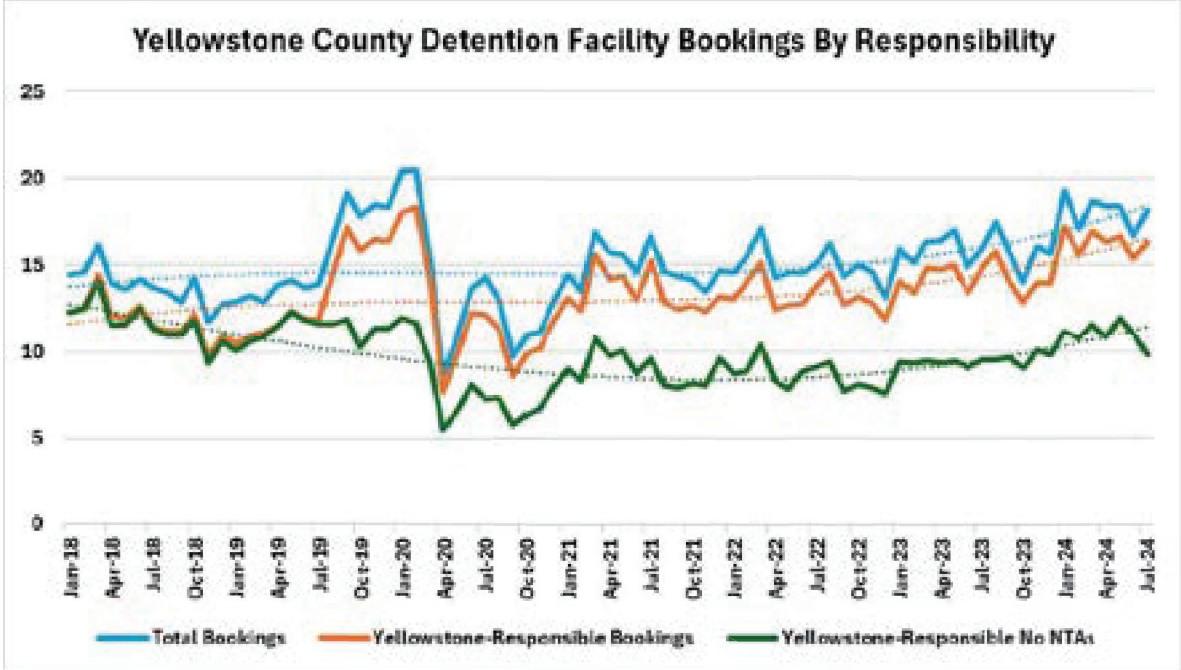


Figure 12 provides the same comparison but looks at only the Yellowstone-responsible bookings. The overall bookings trend is also included for comparison purposes. Note that all three trends are increasing.

Figure 12. Yellowstone-Responsible Booking Trend vs. Non-NTA Booking Trend, 2018 – 2024



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Commitments By Charge

The research team also examined what the offense was that necessitated each intake during the period of our analysis. Because most people are booked with more than one offense, to make comprehending the nature of the offenses involved across the population easier, it is necessary to determine the most serious offense of each person. The data extracts produced by the Yellowstone County Sheriff's Office contained every charge for every person arrested between 2018 and July 31, 2024. These extracts were analyzed, and the charge information was reclassified into multiple categories. This helped us to construct a further reclassification to develop the most serious charge for each inmate. The categories used to make the final determination are (presented in order of seriousness):

Violent

Sex Offenses

Offenses vs People

Weapons

Burglary

Theft/Fraud

Drugs

Offenses Against the Administration of Government

DUI

Public Order

Other

Alcohol

Traffic

Supervision/Temporary Release Violation

Hold/Writ

FINAL DRAFT

‘Offenses vs. People’ is defined as crimes such as neglect, endangerment, corruption of minors, harassment, etc.). ‘Offenses Against the Administration of Government’ is defined as crimes such as Failures to Appear in Court or Resisting Arrest. ‘Public Order’ offenses include things like Vandalism, Trespassing or Disorderly Conduct. Using the information collected from the large data extract, when an inmate has multiple charges, a primary charge category is assigned according to the priority listed above. The priority listing is premised on the most serious offense having the highest priority. For example, if an arrestee were charged with a DUI and a violent offense, the primary charge category for that person would be violent. The data extracts we acquired did not always allow us to make a determination whether a given inmate was being held on a felony or misdemeanor level offense. Thus, we developed two categorization schemes, one with our best judgment regarding felony/misdemeanor charges and one that excluded the notion of the offense level altogether.

Table 6 breaks down the Yellowstone County-responsible commitments by most serious charge and is sorted by their proportions of all intakes for 2024. The top line of Table 6 shows the NTA bookings. For whatever reason, these individuals’ charges are not captured in the intake process. The next two rows of the table are for misdemeanor-level offenses vs. government and offenses vs. people. It is only when we get to rows four and five that we encounter felony-level charges. Violent felony bookings are relatively stable. Felony drug bookings, however, had decreased, with a low percentage coming in 2022, but have risen in 2023 and 2024. We also note increases in bookings of conditional release violations in the same time period. Table 7 takes the commitments and utilizes the same type of logical approach but divorces out the notion of felony/misdemeanor charge levels. Note the increases in drug bookings and felony Violation of Probation (VOP) (there was no doubt in the data who had a felony VOP) bookings between 2023 and 2024. Tables 8 and 9 present the same information for the overall universe of bookings, regardless of jurisdictional responsibility.

Table 6. Daily Average Yellowstone-Responsible Commitments By Most Serious Charge, 2018 – 2024

Charge Category	2018	2019	2020	2021	2022	2023	2024
No Charge Listed	2.2%	15.8%	34.6%	33.0%	35.3%	33.5%	32.6%
Offenses vs Government Misd	17.0%	13.5%	7.7%	7.3%	9.3%	9.8%	11.3%
Offenses vs People Misd	11.2%	10.0%	13.4%	12.6%	11.1%	10.4%	9.1%
Drugs Felony	10.7%	9.0%	5.6%	5.6%	5.0%	5.8%	7.8%
Violent Felony	7.2%	5.4%	7.7%	7.4%	7.9%	7.7%	7.0%
Offenses vs Government Felony	11.7%	11.2%	6.7%	7.6%	6.4%	5.7%	6.0%
VOP Felony	7.1%	7.1%	5.1%	5.3%	5.5%	5.2%	5.4%
Hold for other agency	3.9%	3.4%	2.1%	3.1%	2.9%	3.9%	3.7%
Offenses vs People Felony	3.4%	4.0%	4.1%	4.1%	3.3%	3.6%	3.6%
Conditional Release Violation	1.8%	1.3%	1.0%	0.8%	0.8%	1.5%	1.7%
State Parole Violator	4.1%	4.1%	2.3%	2.2%	1.6%	1.6%	1.6%
Theft/Fraud Misd	2.4%	2.0%	1.4%	1.3%	1.8%	1.7%	1.6%
Theft/Fraud Felony	2.2%	1.7%	1.1%	1.5%	1.3%	1.9%	1.4%
Burglary Felony	1.5%	1.4%	1.2%	1.3%	1.4%	1.1%	1.1%
Sex Offense Felony	1.6%	1.2%	1.2%	1.4%	1.8%	1.9%	1.1%
DUI Misd	3.5%	2.1%	1.0%	1.1%	1.0%	1.1%	1.1%
Violent Misd	1.7%	1.7%	1.0%	1.4%	1.3%	1.4%	1.1%
Everything Else (12 Categories)	6.9%	5.0%	2.7%	3.0%	2.2%	2.2%	2.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 7. Daily Average Yellowstone-Responsible Commitments By Most Serious Charge (No Severity), 2018 – 2024

Charge Category	2018	2019	2020	2021	2022	2023	2024
No Charge Listed	2.2%	15.8%	34.6%	33.0%	35.3%	33.5%	32.6%
Offenses vs Government	30.5%	26.6%	15.0%	16.0%	16.9%	16.5%	18.3%
Offenses vs People	15.9%	15.2%	19.4%	18.6%	15.6%	15.0%	13.6%
Violent	9.4%	8.1%	9.6%	9.7%	9.8%	9.8%	8.5%
Drugs	10.5%	8.3%	5.2%	4.5%	4.5%	5.0%	7.2%
Theft/Fraud	6.7%	5.8%	3.7%	4.8%	4.9%	5.5%	4.5%
Hold for other agency	3.9%	3.4%	2.1%	3.1%	2.9%	3.9%	3.7%
VOP Felony	4.3%	4.0%	2.6%	2.5%	2.8%	2.6%	3.4%
Conditional Release Violation	1.8%	1.3%	1.0%	0.8%	0.8%	1.5%	1.7%
DUI	5.9%	3.7%	2.0%	2.0%	1.4%	1.6%	1.4%
Burglary	1.4%	1.3%	1.0%	1.2%	1.3%	1.0%	1.2%
Sex Offense	1.5%	1.2%	1.1%	1.3%	1.7%	1.8%	1.1%
State Parole Violator	2.9%	2.8%	1.4%	1.1%	0.8%	0.9%	1.1%
Weapons	0.9%	0.9%	0.3%	0.4%	0.5%	0.5%	0.8%
Public Order	0.9%	0.7%	0.4%	0.4%	0.3%	0.5%	0.6%
Traffic	0.9%	0.8%	0.3%	0.3%	0.2%	0.1%	0.2%
Everything Else	0.3%	0.2%	0.2%	0.3%	0.3%	0.3%	0.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 8. Daily Average Commitments By Most Serious Charge, 2018 – 2024

Charge Category	2018	2019	2020	2021	2022	2023	2024
No Charge Listed	1.9%	13.7%	30.9%	29.7%	31.4%	30.0%	29.4%
Hold for other agency	17.2%	16.0%	12.5%	12.6%	13.8%	14.0%	13.0%
Offenses vs Government Misd	14.6%	11.7%	6.9%	6.6%	8.2%	8.7%	10.2%
Offenses vs People Misd	9.6%	8.7%	12.0%	11.3%	9.8%	9.3%	8.2%
Drugs Felony	9.2%	7.8%	5.0%	5.0%	4.4%	5.2%	7.1%
Violent Felony	6.2%	4.7%	6.9%	6.7%	7.0%	6.9%	6.3%
Offenses vs Government Felony	10.1%	9.8%	6.0%	6.9%	5.7%	5.1%	5.4%
VOP Felony	6.1%	6.1%	4.6%	4.8%	4.9%	4.6%	4.9%
Offenses vs People Felony	2.9%	3.5%	3.6%	3.7%	2.9%	3.3%	3.3%
Conditional Release Violation	1.5%	1.1%	0.9%	0.7%	0.7%	1.4%	1.5%
State Parole Violator	3.6%	3.6%	2.1%	1.9%	1.5%	1.4%	1.5%
Theft/Fraud Misd	2.0%	1.8%	1.3%	1.1%	1.6%	1.5%	1.4%
Theft/Fraud Felony	1.9%	1.5%	1.0%	1.4%	1.2%	1.7%	1.2%
Burglary Felony	1.3%	1.2%	1.1%	1.2%	1.2%	1.0%	1.0%
Sex Offense Felony	1.4%	1.1%	1.0%	1.2%	1.6%	1.7%	1.0%
DUI Misd	3.0%	1.8%	0.9%	1.0%	0.9%	1.0%	1.0%
Violent Misd	1.4%	1.5%	0.9%	1.3%	1.2%	1.3%	1.0%
Everything Else (13 Categories)	5.9%	4.4%	2.4%	2.7%	2.0%	2.0%	2.5%

Table 9. Daily Average Commitments By Most Serious Charge (No Severity), 2018 – 2024

Charge Category	2018	2019	2020	2021	2022	2023	2024
No Charge Listed	1.9%	13.7%	30.9%	29.7%	31.4%	30.0%	29.4%
Offenses vs Government	26.2%	23.1%	13.4%	14.4%	15.0%	14.8%	16.5%
Hold for other agency	17.2%	16.0%	12.5%	12.6%	13.8%	14.0%	13.0%
Offenses vs People	13.7%	13.2%	17.4%	16.7%	13.8%	13.5%	12.3%
Violent	8.1%	7.1%	8.6%	8.8%	8.7%	8.8%	7.7%
Drugs	9.0%	7.2%	4.7%	4.1%	4.0%	4.4%	6.5%
Theft/Fraud	5.8%	5.0%	3.3%	4.3%	4.4%	4.9%	4.1%
VOP Felony	3.7%	3.4%	2.3%	2.3%	2.4%	2.3%	3.1%
Conditional Release Violation	1.5%	1.1%	0.9%	0.7%	0.7%	1.4%	1.5%
DUI	5.1%	3.2%	1.8%	1.8%	1.3%	1.4%	1.3%
Burglary	1.2%	1.1%	0.9%	1.1%	1.1%	0.9%	1.1%
Sex Offense	1.3%	1.0%	1.0%	1.2%	1.5%	1.6%	1.0%
State Parole Violator	2.5%	2.5%	1.3%	1.0%	0.8%	0.8%	1.0%
Weapons	0.8%	0.8%	0.3%	0.3%	0.5%	0.5%	0.7%
Public Order	0.8%	0.6%	0.4%	0.4%	0.3%	0.5%	0.5%
Traffic	0.7%	0.7%	0.2%	0.3%	0.1%	0.1%	0.2%
Everything Else	0.3%	0.2%	0.1%	0.3%	0.3%	0.2%	0.1%

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Recidivism Analysis

Table 10 depicts the results of an analysis of people who were booked into the YCDF but then ended up being rebooked into the detention facility on a future date. To interpret the table, for 2018 there were 5,038 total bookings into the detention facility involving 2,503 people. During the next 3 years, 1,467 people returned to detention facility at least one time, resulting in a 3-year recidivism rate of 58.6%. The right side of the table is not bound by the 3-year limit and reflects the dataset's end date of late July 2024. This would explain the higher 'all-time' rate for rearrests. The 3-year return rate is remarkably steady for the years that have had a full 3-year period elapse. One note about the data that should be made clear. These numbers only reflect a person returning to custody with a new booking number. The analysis made no attempt to discern whether a given person was returning to the detention facility on a new matter or a previous matter.

Table 10. Yellowstone County Recidivism Analysis, 2018 – 2024

Year	Total Bookings	People Booked	People Returned Within 3 Years	3-Year Return Rate	People Returned All Time	All Time Return Rate
2018	5038	2503	1467	58.6%	1745	69.7%
2019	5627	2698	1465	54.3%	1767	65.5%
2020	4921	2285	1196	52.3%	1363	59.6%
2021	5439	2174	1193	54.9%	1281	58.9%
2022	5436	2051	1127	54.9%	1127	54.9%
2023	5810	1999	932	46.6%	932	46.6%
2024	3864	1461	369	25.3%	369	25.3%

Average Length of Stay

In addition to commitments, the other predictor of a facility's population is ALOS. ALOS is calculated by taking the average (mean) of how long everyone released during a given time period actually stayed in custody. In addition, for some analyses, it may be wise to calculate the median of the lengths of stay for all people released during that time period. Generally speaking, if a facility's ALOS increases, this will often result in an increase in the facility's population, unless commitments decrease to a point where the population stays the same or decreases. The reverse also holds true. A declining ALOS can portend decreases in a facility's population, assuming that commitments don't increase at the same time to hold the population steady.

Figure 13 below reflects the monthly mean ALOS in days for the YCDF between 2018 and July 2024. As a response to the pandemic, the criminal justice system (like many systems across the country) released as many people from custody as possible to try to reduce populations in an attempt to minimize the health risk within the facility. Three main waves of the pandemic are perhaps evident in the spikes in the ALOS data, the first in Spring 2020, and the second and third in late 2020/early 2021. After that time, the monthly ALOS number somewhat stabilizes in the mid-30s until January 2024 when the trend begins to show a decline. During 2024, the overall ALOS has declined to under 30 days. As we will see, there are some variations behind how this number is conceptualized that can be very important for understanding the dynamics of the YCDF population.

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Figure 13. Yellowstone County Detention Facility ALOS (Days), 2018 – 2024

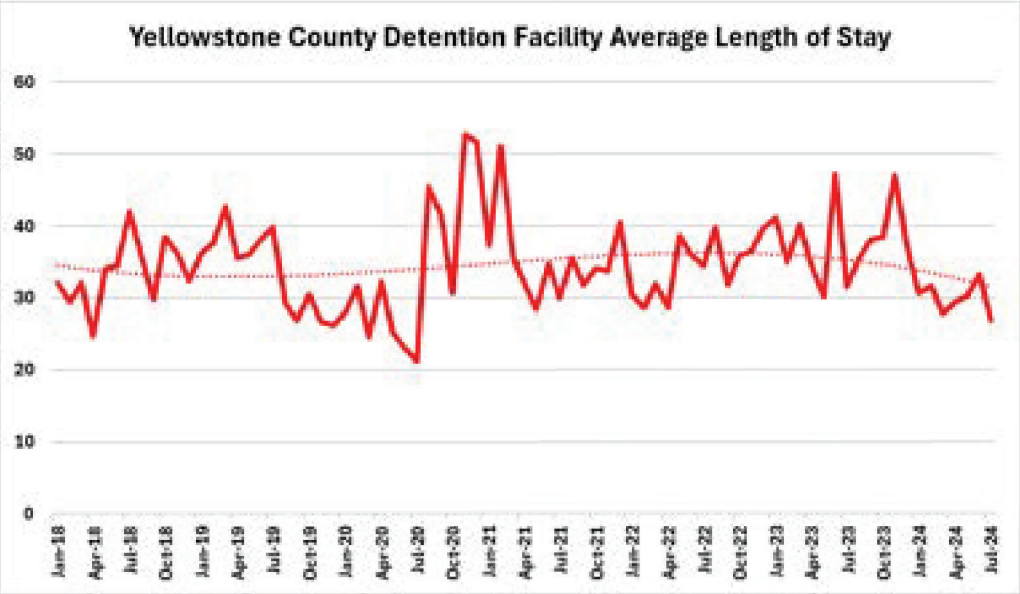
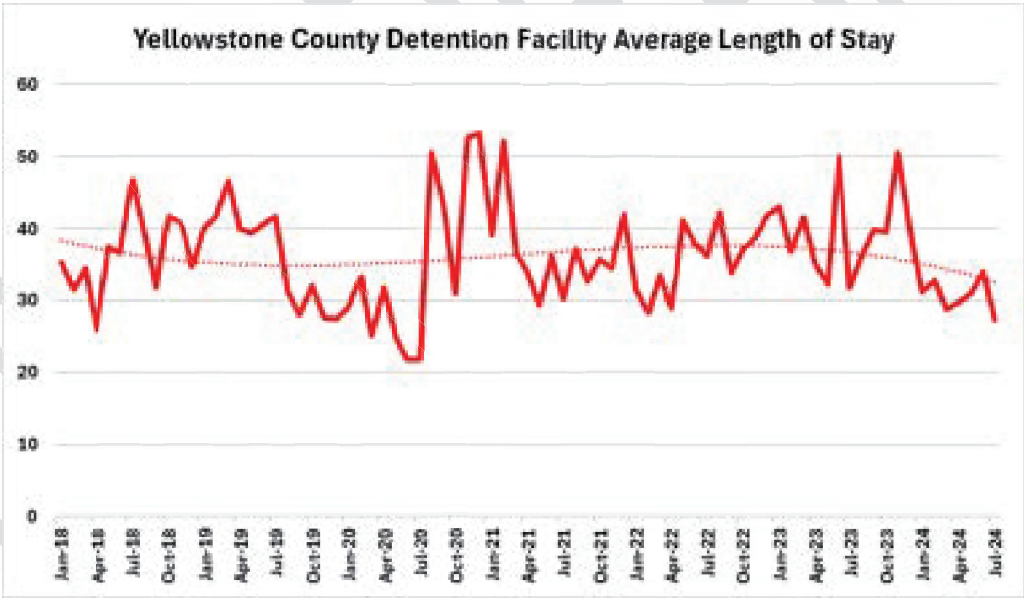


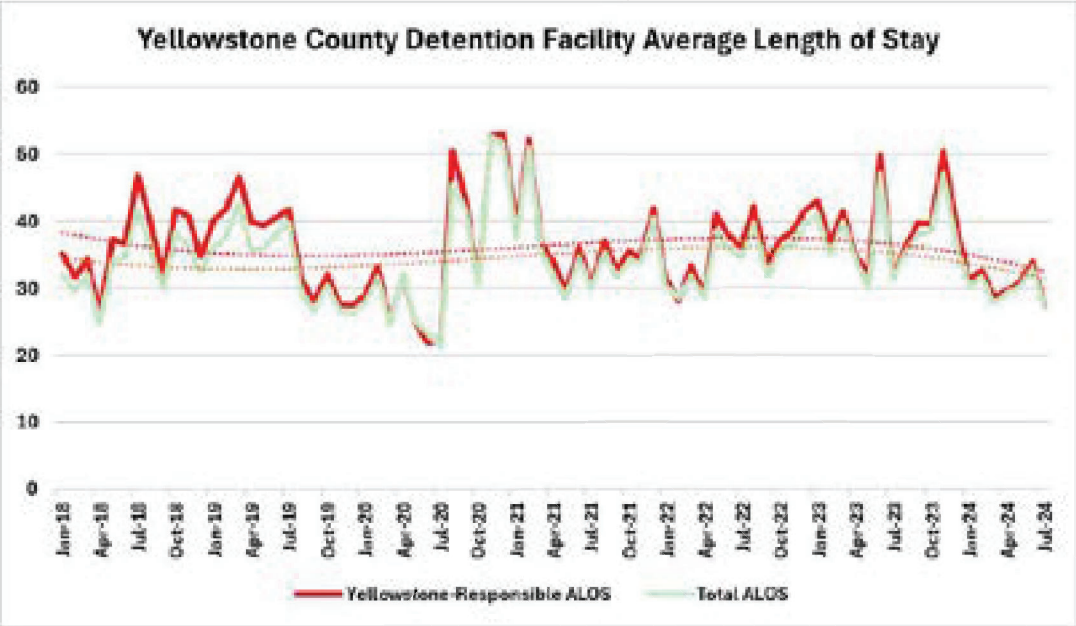
Figure 14 shows the Yellowstone-responsible ALOS for the same time period.

Figure 14. Yellowstone-Responsible ALOS (Days), 2018 – 2024



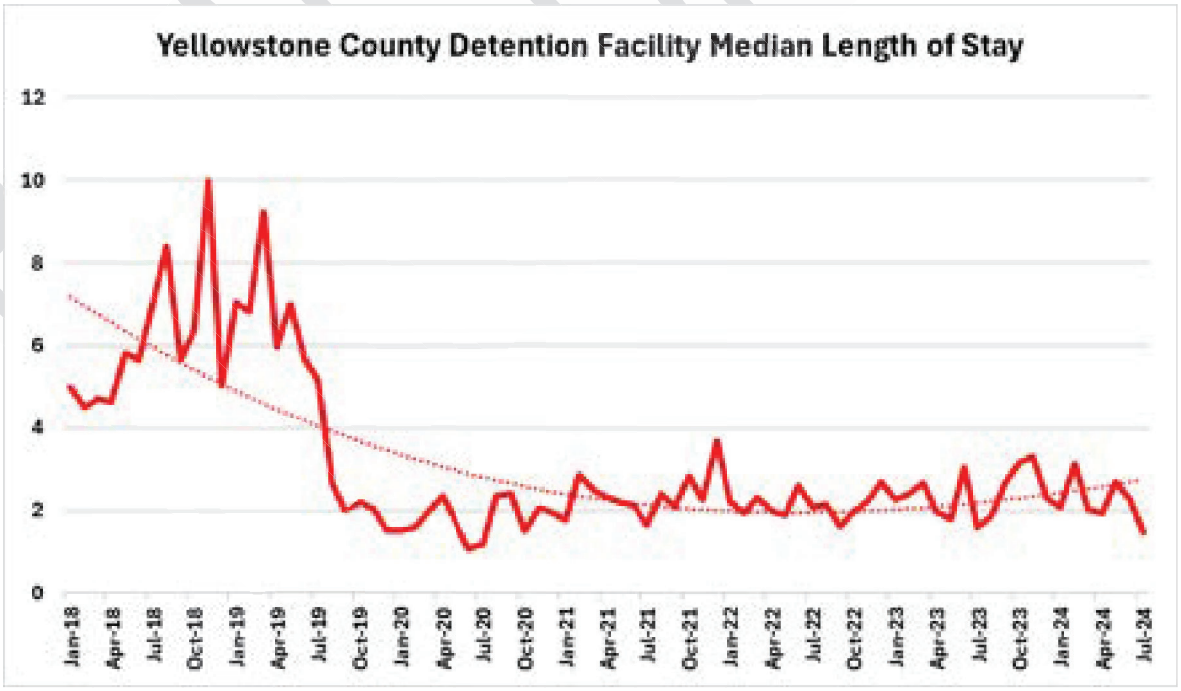
The two-time series are extremely similar in how they behave. Removing the Federal inmates from the data has very little impact on the ALOS trend, as Figure 15 below demonstrates.

Figure 15. YCDF Yellowstone-Responsible ALOS (Days) vs. Overall YCDF ALOS, 2018 – 2024



There are times when it is necessary to be aware of what the midpoint of a data distribution is. For detention length of stay, the midpoint or median is an important number because it shows what the typical inmate experiences in terms of length of stay. Figure 16 shows the median length of stay for all inmates. Note the impact of the implementation of the NTA process in midyear 2019. After that point, the series is stable.

Figure 16. YCDF Median LOS, 2018 – 2024



A final note about what is presented in Figure 16. 50% of the arrestees are released after about two full days of custody. Generally, having a two-day median LOS is very good for a large detention facility. However, in this instance, the numbers are somewhat deceptive, given the fact that so many people are booked in and out in a matter of hours via NTA bookings. Figures 17 and 18 show the impact of

removing the NTA bookings from the LOS data both in terms of mean and median. One key takeaway from Figure 17 is that the ALOS numbers are decreasing for both trends. To be clear, if the ALOS for 2024 had been the same as it had been for 2023, the 2024 YTD ADP would be about 70 inmates higher.

Figure 17. YCDF Non-NTA ALOS vs. Overall ALOS, 2018 – 2024

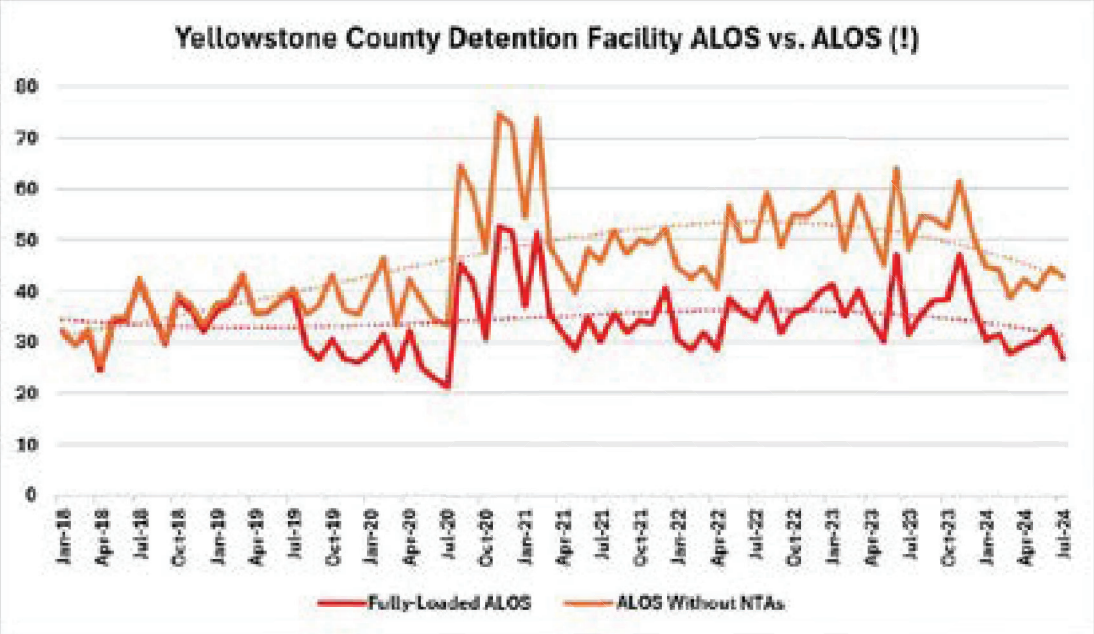
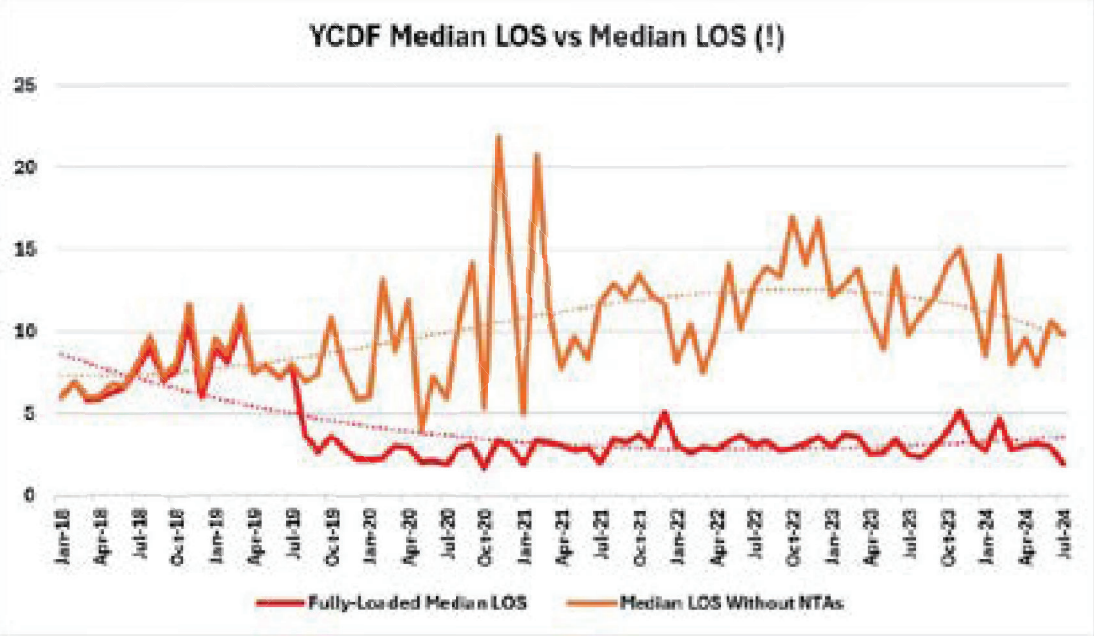


Figure 18. YCDF Non-NTA Median LOS vs. Overall Median LOS, 2018 – 2024



Much like Figure 6, which compared ADP to bookings, Figure 19 plots ADP against the mean ALOS. There is a statistical relationship evident between 2018 and 2021, but then that relationship evaporates. By 2024, the ALOS declines, but the ADP increases, due to the increase in bookings. Again, if ALOS had not declined in 2024, the YCDF crowding situation would be worse. Figure 20 presents the same comparison, using only the Yellowstone-responsible data.

Figure 19. YCDF ADP vs. ALOS, 2018 – 2024

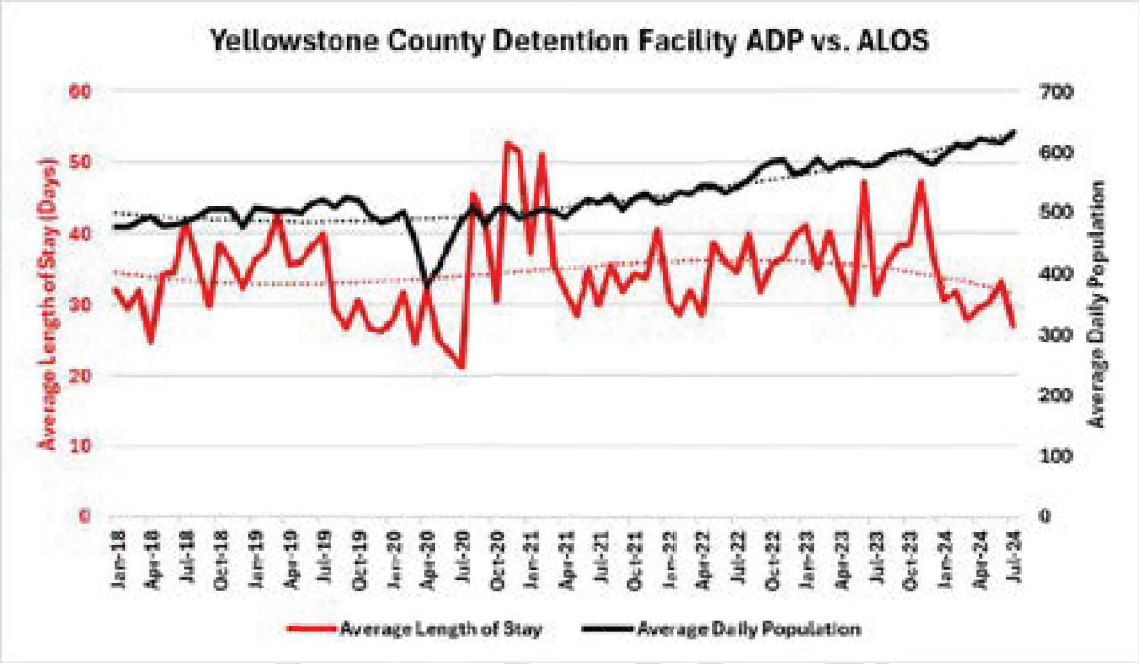


Figure 20. Yellowstone-Responsible YCDF ADP vs. Yellowstone-Responsible Median LOS, 2018 – 2024

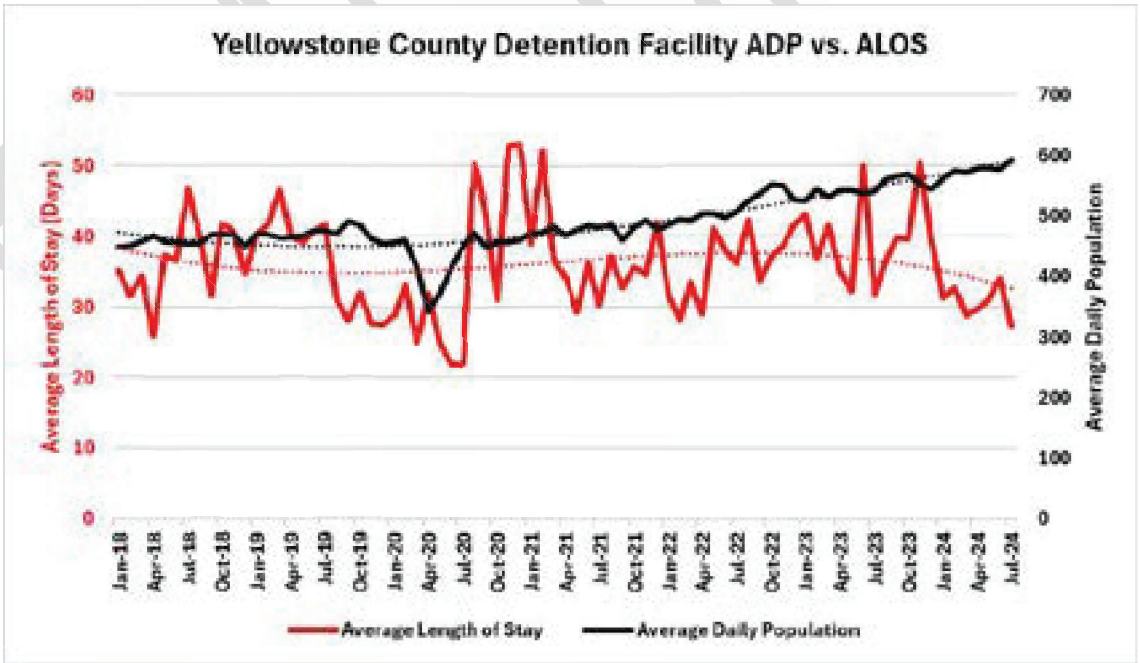
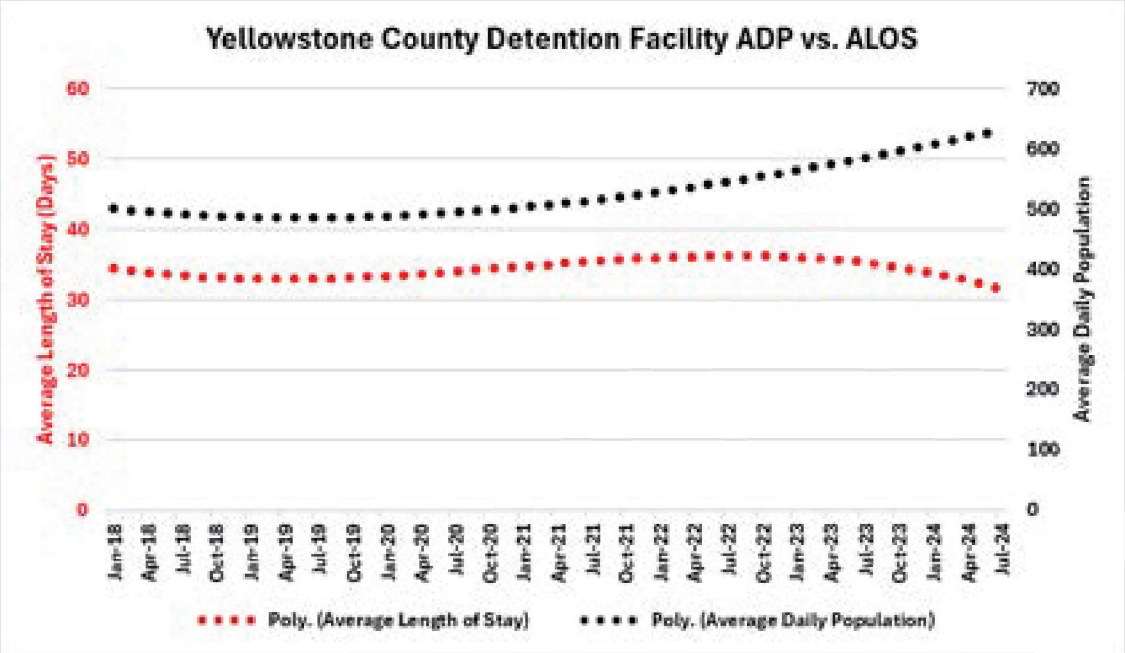


Figure 21 removes the monthly noise from the graph and depicts only the polynomial trends.

Figure 21. Yellowstone County Detention Facility ADP vs. ALOS Trends, 2018 – 2024



As was performed with the bookings data, we examined the length of stay by most serious charge category. Table 11 below presents the data by the charge groups' proportion in the YCDF population. We are not presenting the Yellowstone-responsible most serious charge data, because the only line item that is impacted is the 'Hold for other agency' category. Note the reduction in ALOS for the first 7 lines on the table. Note also the increased ALOS for felony DUI and violent misdemeanors.

Table 11. Yellowstone County ALOS In Days by Most Serious Charge, 2018 – 2024

Charge Category	2018	2019	2020	2021	2022	2023	2024	v. 2023
Violent Felony	91.5	98.1	86.4	109.0	101.3	133.0	87.8	-34%
Drugs Felony	41.7	54.7	72.5	79.3	87.6	77.9	52.7	-32%
VOP Felony	38.9	42.2	68.1	61.5	72.6	67.8	49.9	-26%
Hold for other agency	15.3	17.9	32.2	25.0	21.5	25.5	22.9	-10%
Offenses vs Government Misd	18.1	20.5	26.9	28.4	31.4	36.8	30.4	-17%
Offenses vs Government Felony	36.1	35.4	51.2	50.6	58.8	66.9	48.3	-28%
Sex Offense Felony	149.3	183.2	209.9	123.7	129.1	144.8	125.6	-13%
Theft/Fraud Felony	81.7	72.3	136.1	80.6	87.0	79.6	89.6	13%
Offenses vs People Misd	12.4	10.2	8.7	11.7	14.3	13.3	13.8	3%
State Parole Violator	21.2	35.1	69.9	66.8	52.9	46.8	56.0	20%
Burglary Felony	94.7	108.6	88.8	113.0	74.8	109.3	61.6	-44%
Theft/Fraud Misd	33.5	23.5	42.4	38.6	41.1	37.9	43.7	15%
DUI Felony	35.2	59.2	88.9	37.5	79.7	35.6	51.1	43%
Violent Misd	25.4	38.4	49.8	22.4	29.7	33.6	46.1	37%
No Charge Listed	0.9	0.2	0.2	0.2	0.3	0.3	0.2	-6%
Total	**33.6**	**32.9**	**33.5**	**35.1**	**34.4**	**37.9**	**29.9**	**-21%**

Table 12 provides the ALOS in days using the more generalized breakdown of charge category, ignoring felony vs. misdemeanor levels. There is a significant increase for DUI and Traffic (although the proportion of people in YCDF with a most serious charge of traffic is very small, approximately 1 person per day).

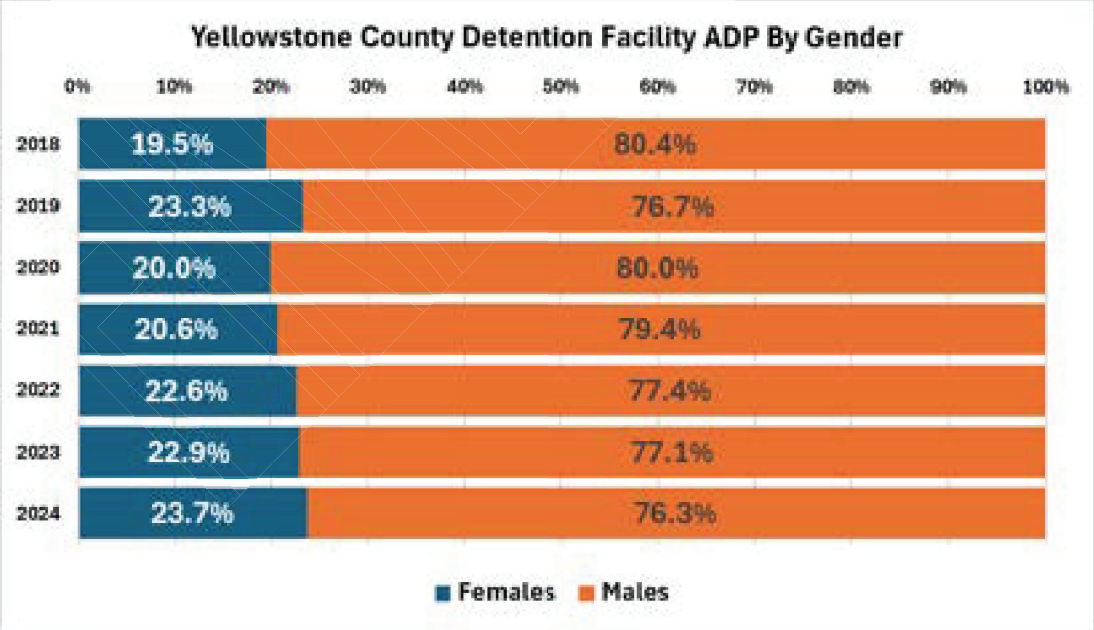
Table 12. Yellowstone County ALOS In Days By Most Serious Charge (No Offense Severity), 2018 – 2024

Charge Category	2018	2019	2020	2021	2022	2023	2024	v. 2023
Violent	81.8	84.4	84.5	96.4	93.9	118.4	82.2	-31%
Offenses vs Government	25.2	28.4	39.6	40.2	43.9	47.9	37.3	-22%
Offenses vs People	28.7	29.8	21.8	33.5	34.7	30.7	31.1	1%
Drugs	37.3	52.3	71.0	82.7	78.4	75.8	46.7	-38%
Theft/Fraud	57.2	54.9	83.3	61.3	76.5	73.4	68.5	-7%
Hold for other agency	15.3	17.9	32.2	25.0	21.5	25.5	22.9	-10%
Sex Offense	152.2	184.5	214.1	121.6	118.4	147.3	125.6	-15%
VOP Felony	33.3	37.2	69.1	55.2	63.6	50.6	44.1	-13%
Burglary	91.6	111.0	97.9	116.7	70.4	104.0	71.8	-31%
DUI	17.5	25.1	52.3	28.2	33.6	17.4	29.2	68%
Conditional Release Violation	15.9	23.0	9.9	22.9	21.2	18.9	19.1	1%
State Parole Violator	16.8	22.5	63.7	48.6	34.1	28.0	31.1	11%
Weapons	73.8	49.0	57.3	94.3	67.1	82.3	29.2	-64%
Public Order	55.0	33.1	39.7	81.5	44.1	32.0	28.4	-11%
Traffic	7.6	8.3	4.6	6.6	11.0	11.2	20.7	84%
VOP Misd	55.4	0.0	21.1	365.0	55.0	4.9	1.6	-66%
Arson	308.4	93.1	378.2	224.0	168.2	132.0	82.5	-38%
Alcohol/Tobacco	16.5	23.4	28.4	7.5	2.0	37.2	0.0	
No Charge Listed	0.9	0.2	0.2	0.2	0.3	0.3	0.2	-6%
Total	**33.6**	**32.9**	**33.5**	**35.1**	**34.4**	**37.9**	**29.9**	**-21%**

Average Daily Population Characteristics

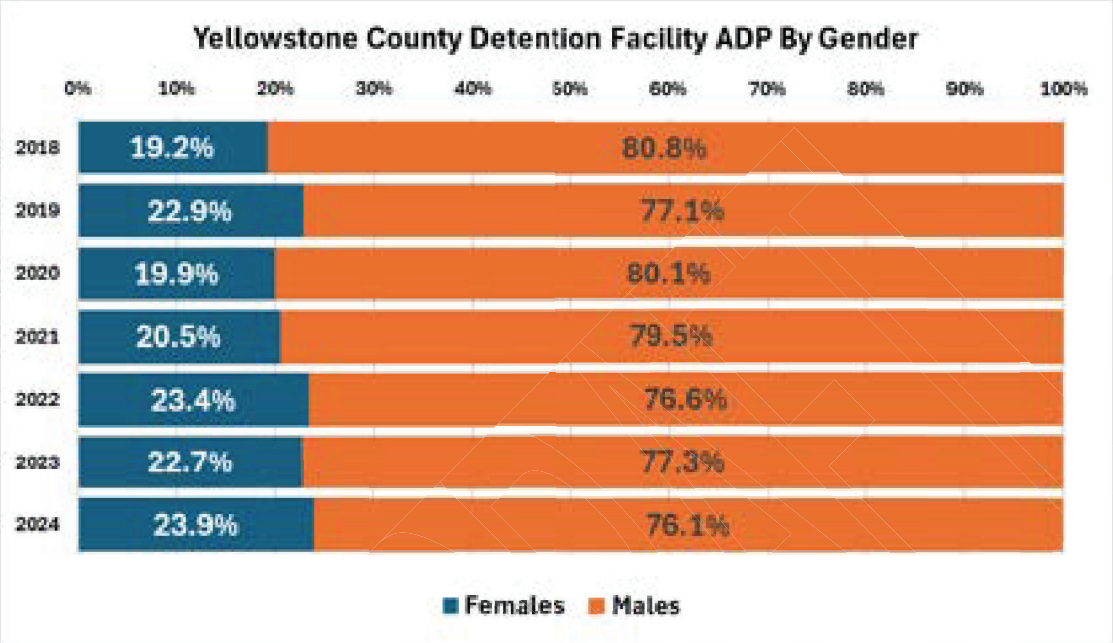
Our data reconstruction made it possible to look at the facility's ADP by a variety of demographic factors. Figure 22 below gives the ADP proportion broken down by gender between 2018 and 2024. The proportion of females in the population is steadily increasing over time.

Figure 22. Detention Facility Population By Gender, 2018 – 2024



Meanwhile, Figure 23 provides the Yellowstone-responsible proportions for the gender composition of the YCDF population. As with the previous data in this report, there are only small differences between the overall population and the Yellowstone-responsible population.

Figure 23. Detention Facility Yellowstone-Responsible Population By Gender, 2018 – 2024



The growth in the female population over time is clearly depicted in Figure 24 below. Note that the two trends are graphed on separate vertical scales due to the size differential in the population. The female population is growing faster than the male population.

Figure 24. YCDF ADP By Gender By Month, 2018 – 2024

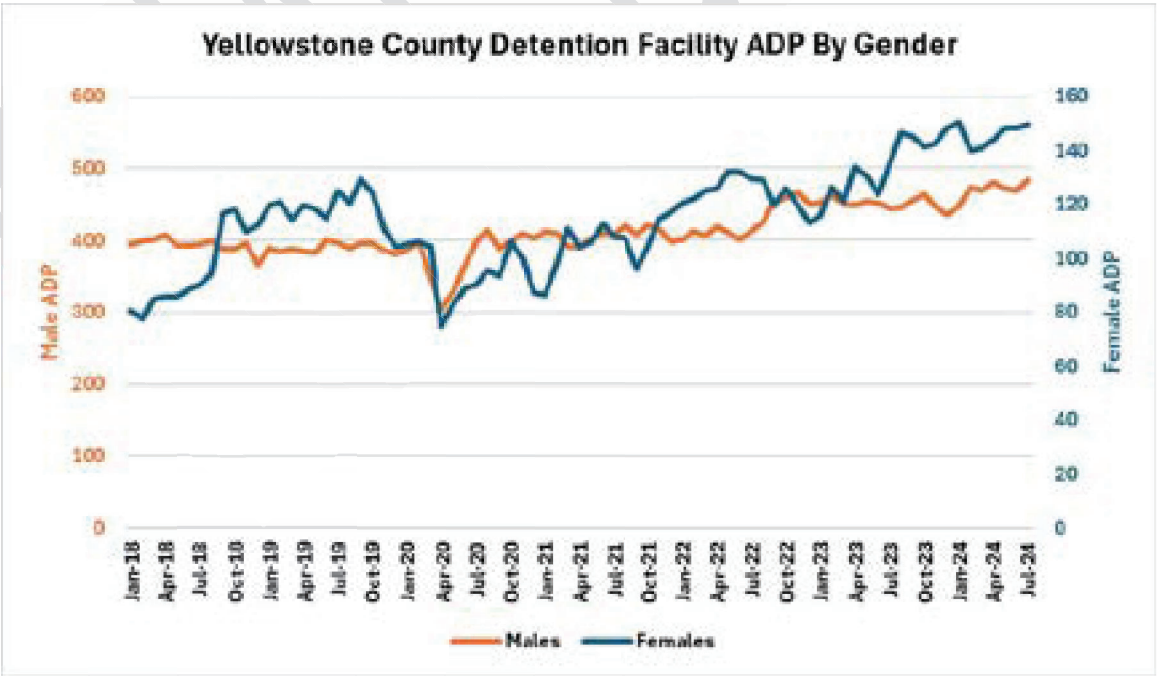
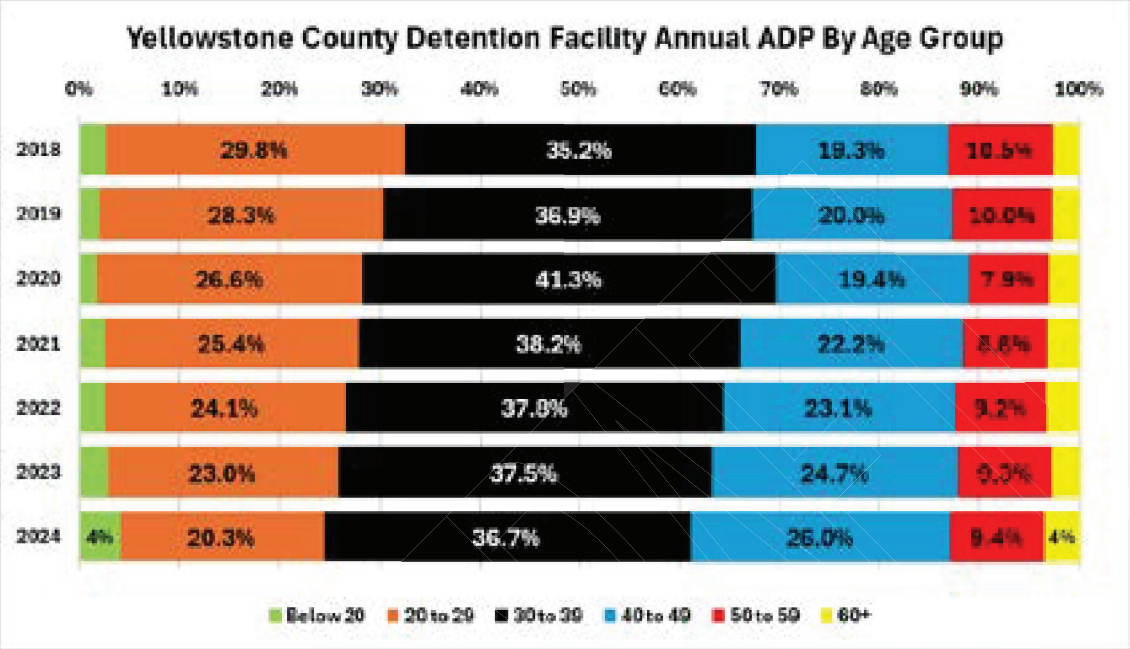


Figure 25 relates the annual ADP by age cohort. Nationwide, we are measuring relative declines in the group of inmates who are in their 20s, with increases in the proportion of inmates in their 30s and 40s. The Yellowstone County trends are very similar, with the 20- to 29-year-olds becoming the third-largest

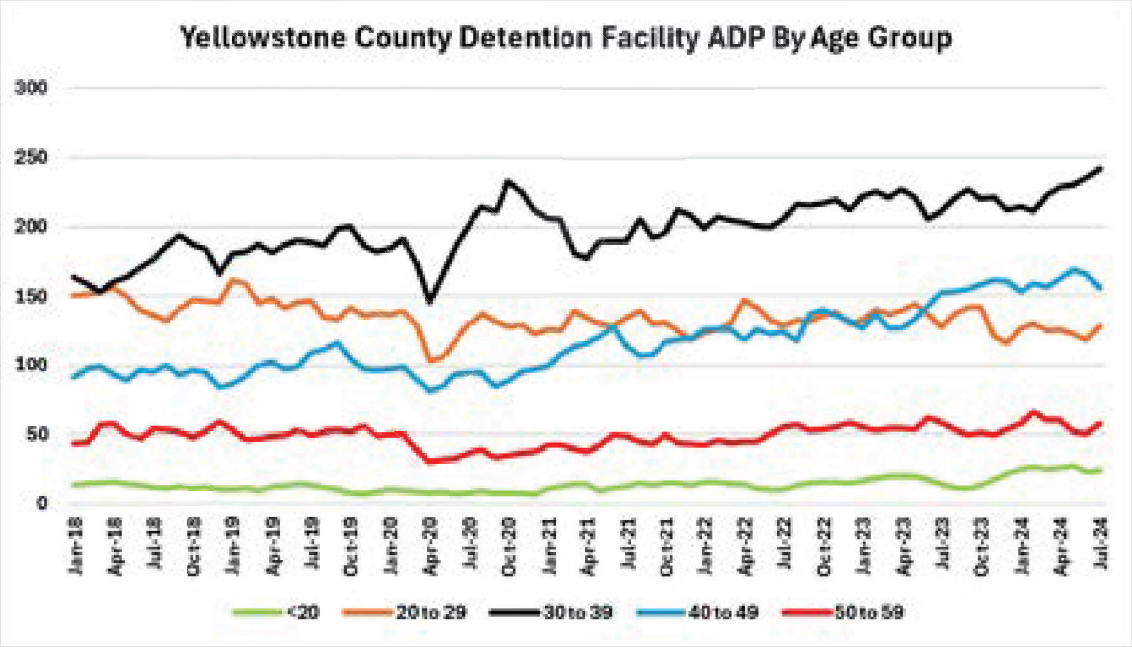
age cohort in custody as the 40 to 49 cohort passed them for second place in 2023. long-term impact of this phenomenon is unclear, and it may have implications for forecasting of detention facility populations.

Figure 25. Detention facility Population By Age Group, 2018 – 2024



The monthly ADP trend by age cohort shows these shifts (Figure 26). Note also the growth in number for the 30 – 39-year-olds.

Figure 26. Monthly Detention Facility Population By Age Group, 2018 – 2024



As with bookings and ALOS, the most serious charge analysis was extended to the ADP in Table 13, sorted by the 2024 population proportion. Note that, due to shorter LOS, the misdemeanor level inmates are not as prominent at the top of the table. Table 14 presents the Yellowstone-responsible version of the data.

Table 13. Average Daily Population By Most Serious Offense, 2018 - 2024

Charge Category	2018	2019	2020	2021	2022	2023	2024
Violent Felony	18.1%	14.5%	18.9%	21.6%	22.5%	21.9%	19.6%
Drugs Felony	12.0%	12.8%	10.8%	11.3%	10.7%	10.7%	12.0%
VOP Felony	6.8%	8.1%	9.5%	8.5%	9.6%	8.0%	9.1%
Hold for other agency	7.4%	8.6%	12.1%	8.9%	8.1%	9.8%	8.8%
Offenses vs Government Misd	8.1%	7.0%	4.8%	5.9%	7.4%	8.9%	8.2%
Offenses vs Government Felony	10.0%	11.0%	9.4%	9.6%	10.4%	8.4%	8.1%
Sex Offense Felony	6.9%	5.9%	4.3%	5.1%	5.1%	7.0%	7.4%
Offenses vs People Felony	5.9%	8.0%	7.2%	9.0%	6.8%	6.6%	6.8%
Theft/Fraud Felony	3.7%	3.8%	4.0%	3.0%	2.7%	3.7%	3.7%
Offenses vs People Misd	3.1%	2.8%	2.9%	3.9%	4.0%	3.1%	3.5%
State Parole Violator	2.4%	3.9%	4.3%	3.5%	2.2%	2.1%	2.5%
Burglary Felony	3.6%	4.1%	3.7%	3.0%	3.0%	2.7%	2.3%
Theft/Fraud Misd	1.9%	1.4%	1.4%	1.2%	1.8%	1.7%	2.0%
DUI Felony	3.3%	3.0%	2.8%	1.1%	1.1%	0.8%	1.0%
Violent Misd	1.3%	1.7%	1.1%	1.0%	0.9%	1.5%	1.0%
Everything Else (15 Categories)	5.3%	3.3%	2.9%	3.2%	3.7%	3.2%	4.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 14. Yellowstone-Responsible Average Daily Population By Most Serious Offense, 2018 - 2024

Charge Category	2018	2019	2020	2021	2022	2023	2024
Violent Felony	19.3%	15.7%	20.6%	23.2%	24.1%	23.5%	21.0%
Drugs Felony	12.8%	13.7%	11.7%	12.1%	11.5%	11.4%	12.8%
VOP Felony	7.3%	8.7%	10.3%	9.1%	10.3%	8.6%	9.7%
Offenses vs Government Misd	8.7%	7.6%	5.3%	6.3%	8.0%	9.5%	8.8%
Offenses vs Government Felony	10.7%	11.8%	10.3%	10.2%	11.1%	9.1%	8.7%
Sex Offense Felony	7.4%	6.3%	4.7%	5.4%	5.5%	7.5%	7.9%
Offenses vs People Felony	6.3%	8.6%	7.9%	9.7%	7.3%	7.0%	7.3%
Theft/Fraud Felony	4.0%	4.1%	4.4%	3.2%	2.8%	4.0%	3.9%
Offenses vs People Misd	3.3%	3.0%	3.1%	4.2%	4.3%	3.4%	3.7%
State Parole Violator	2.5%	4.2%	4.7%	3.8%	2.3%	2.2%	2.7%
Hold for other agency	1.3%	1.5%	4.1%	2.5%	1.5%	3.3%	2.5%
Burglary Felony	3.8%	4.4%	4.0%	3.3%	3.2%	2.9%	2.4%
Theft/Fraud Misd	2.1%	1.6%	1.5%	1.3%	1.9%	1.8%	2.1%
DUI Felony	3.5%	3.2%	3.0%	1.2%	1.2%	0.8%	1.1%
Violent Misd	1.4%	1.9%	1.2%	1.1%	0.9%	1.6%	1.1%
Everything Else (14 Categories)	5.6%	3.6%	3.1%	3.5%	3.9%	3.4%	4.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Tables 15 and 16 give the ADP breakdown by most serious offense using the more generalized charge categories with Table 13 showing the full population and Table 14 containing the data for the Yellowstone-responsible population.

Table 15. Average Daily Population By Most Serious Offense (No Charge Severity), 2018 - 2024

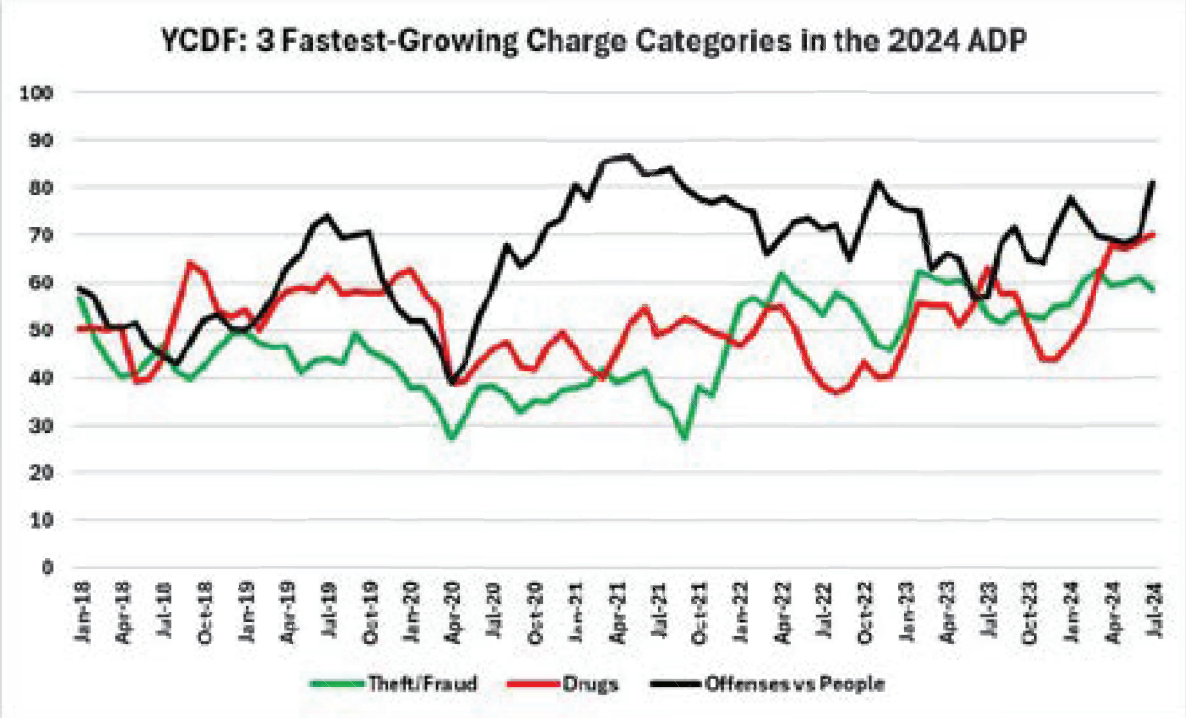
Charge Category	2018	2019	2020	2021	2022	2023	2024
Violent	20.9%	18.7%	22.6%	25.2%	25.8%	24.8%	22.3%
Offenses vs Government	19.6%	19.4%	15.7%	16.8%	19.1%	18.7%	17.3%
Offenses vs People	10.3%	12.5%	12.1%	16.0%	13.2%	11.4%	11.8%
Drugs	10.4%	11.3%	10.1%	9.4%	8.1%	9.1%	10.1%
Theft/Fraud	9.2%	8.9%	7.4%	7.4%	9.9%	9.6%	9.7%
Hold for other agency	7.4%	8.6%	12.1%	8.9%	8.1%	9.8%	8.8%
Sex Offense	6.8%	5.6%	3.9%	4.6%	4.7%	6.7%	7.1%
VOP Felony	3.7%	4.2%	4.7%	3.6%	4.0%	3.2%	5.2%
Burglary	3.3%	3.6%	3.4%	2.8%	2.3%	2.5%	2.6%
DUI	2.8%	2.6%	2.6%	1.1%	1.2%	0.9%	1.6%
Conditional Release Violation	0.8%	0.6%	0.4%	0.4%	0.5%	0.6%	0.9%
State Parole Violator	1.2%	1.7%	2.4%	1.4%	0.8%	0.7%	0.8%
Weapons	1.5%	1.1%	0.8%	0.8%	0.8%	1.0%	0.7%
Public Order	1.2%	0.3%	0.9%	0.6%	0.2%	0.5%	0.7%
Traffic	0.2%	0.2%	0.0%	0.1%	0.0%	0.0%	0.2%
VOP Misd	0.1%	0.0%	0.2%	0.1%	0.1%	0.0%	0.1%
Arson	0.4%	0.3%	0.5%	0.7%	0.9%	0.3%	0.1%
Alcohol/Tobacco	0.1%	0.1%	0.0%	0.0%	0.0%	0.1%	0.0%
No Charge Listed	0.1%	0.1%	0.2%	0.2%	0.2%	0.2%	0.2%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 16. Yellowstone-Responsible Average Daily Population By Most Serious Offense (No Charge Severity), 2018 - 2024

Charge Category	2018	2019	2020	2021	2022	2023	2024
Violent	22.3%	20.1%	24.7%	27.0%	27.6%	26.5%	23.8%
Offenses vs Government	20.9%	20.9%	17.1%	18.0%	20.5%	20.0%	18.5%
Offenses vs People	11.0%	13.5%	13.2%	17.1%	14.1%	12.2%	12.6%
Drugs	11.1%	12.2%	11.0%	10.1%	8.7%	9.7%	10.7%
Theft/Fraud	9.8%	9.6%	8.1%	7.9%	10.6%	10.3%	10.2%
Sex Offense	7.3%	6.0%	4.3%	5.0%	5.0%	7.2%	7.5%
VOP Felony	3.9%	4.6%	5.2%	3.8%	4.3%	3.5%	5.6%
Burglary	3.5%	3.9%	3.7%	3.0%	2.5%	2.7%	2.8%
Hold for other agency	1.3%	1.5%	4.1%	2.5%	1.5%	3.3%	2.5%
DUI	2.9%	2.8%	2.8%	1.1%	1.2%	1.0%	1.7%
Conditional Release Violation	0.9%	0.7%	0.4%	0.4%	0.5%	0.7%	1.0%
State Parole Violator	1.3%	1.9%	2.6%	1.5%	0.8%	0.7%	0.9%
Weapons	1.6%	1.2%	0.8%	0.8%	0.8%	1.1%	0.7%
Public Order	1.3%	0.3%	1.0%	0.6%	0.3%	0.6%	0.7%
No Charge Listed	0.1%	0.1%	0.2%	0.2%	0.2%	0.2%	0.2%
Traffic	0.2%	0.2%	0.0%	0.1%	0.0%	0.0%	0.2%
VOP Misd	0.1%	0.0%	0.2%	0.1%	0.1%	0.0%	0.1%
Arson	0.4%	0.3%	0.6%	0.8%	1.0%	0.3%	0.1%
Alcohol/Tobacco	0.1%	0.1%	0.0%	0.0%	0.0%	0.1%	0.0%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Figure 27 illustrates the reconstructed population of individuals who had one of the three fastest growing most serious charge components within the detention facility's population. There is an increase in the ADP of drug-charged and theft/fraud-charged inmates. The ADP for those charged with an offense vs. people is comparable to what it was in 2021 and 2022 but is ahead of where it was in 2023. The number of inmates charged with a probation violation is also growing, but that topic is handled separately, below.

Figure 27. ADP By The 3 Fastest-Growing Charge Categories, 2018 – 2024



Probation Violations

One of the consistent themes that was found in the data was the impact that probation violations have on inmate stays. Put simply, inmates who have a probation violation in addition to a new offense have a significantly longer length of stay than those who just have the new offense. The pattern holds true for the vast majority of charge types as Table 17 shows below.

Table 17. Length of Stay Differential For Those Charged With A VOP, 2021 - 2024

	2021			2022			2023			2024 YTD		
Charge Category	No VOP	VOP	Total	No VOP	VOP	Total	No VOP	VOP	Total	No VOP	VOP	Total
Violent Felony	85.1	197.5	109.0	80.3	175.0	101.3	116.3	192.3	133.0	66.1	181.2	87.8
Drugs Felony	56.0	116.3	79.3	56.1	132.1	87.6	54.9	125.3	78.0	31.0	90.6	52.7
VOP Felony		61.5	61.5		72.6	72.6		67.8	67.8		49.9	49.9
Hold for other agency	25.0	0.0	25.0	21.5	0.0	21.5	25.5	0.0	25.5	22.9	0.0	22.9
Offenses vs Government Misd	28.5	28.2	28.4	28.9	43.7	31.3	34.9	48.2	36.8	30.0	32.1	30.4
Offenses vs Government Felony	44.2	78.4	50.6	54.2	80.2	58.8	62.1	84.1	66.9	43.2	66.8	48.3
Sex Offense Felony	95.2	185.8	123.7	126.1	154.0	129.1	137.9	194.0	144.8	123.7	135.4	125.6
Theft/Fraud Felony	55.5	120.0	80.6	59.7	148.4	87.0	47.2	153.8	79.6	52.0	174.7	89.6
Offenses vs People Misd	9.5	52.6	11.7	12.8	32.0	14.3	10.9	34.1	13.3	10.3	34.0	13.8
Burglary Felony	90.7	165.2	113.0	58.6	117.8	74.8	85.7	174.1	109.3	37.0	126.2	61.6
Theft/Fraud Misd	38.9	35.5	38.6	42.4	32.8	41.1	41.2	24.5	37.9	41.3	51.3	43.7
DUI Felony	11.6	132.8	37.5	41.6	120.2	79.7	10.5	123.5	35.6	24.9	181.8	51.1
Violent Misd	18.9	43.9	22.4	22.7	75.8	29.7	33.6	33.8	33.6	40.3	71.6	46.1
Total	**23.3**	**92.0**	**35.1**	**23.6**	**88.7**	**34.4**	**28.5**	**84.7**	**37.9**	**21.0**	**68.6**	**29.9**

Figures 28 and 29 show the ADP of those charged only with a VOP as well as those who have a VOP in addition to a new offense. Figure 28 depicts a spike in the VOP-only population, while Figure 29 shows a more gradual increase in the overall numbers of people who have multiple charges, one of which is a VOP.

Figure 28. VOP-Only ADP, 2018 – 2024

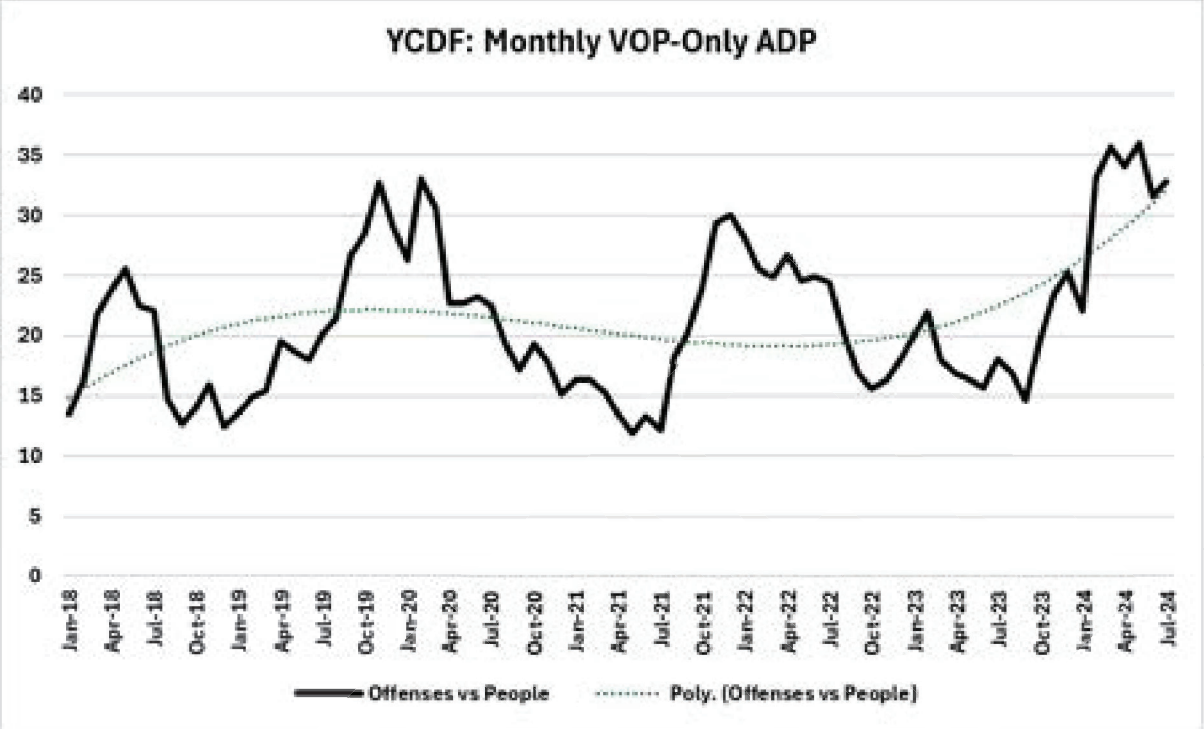
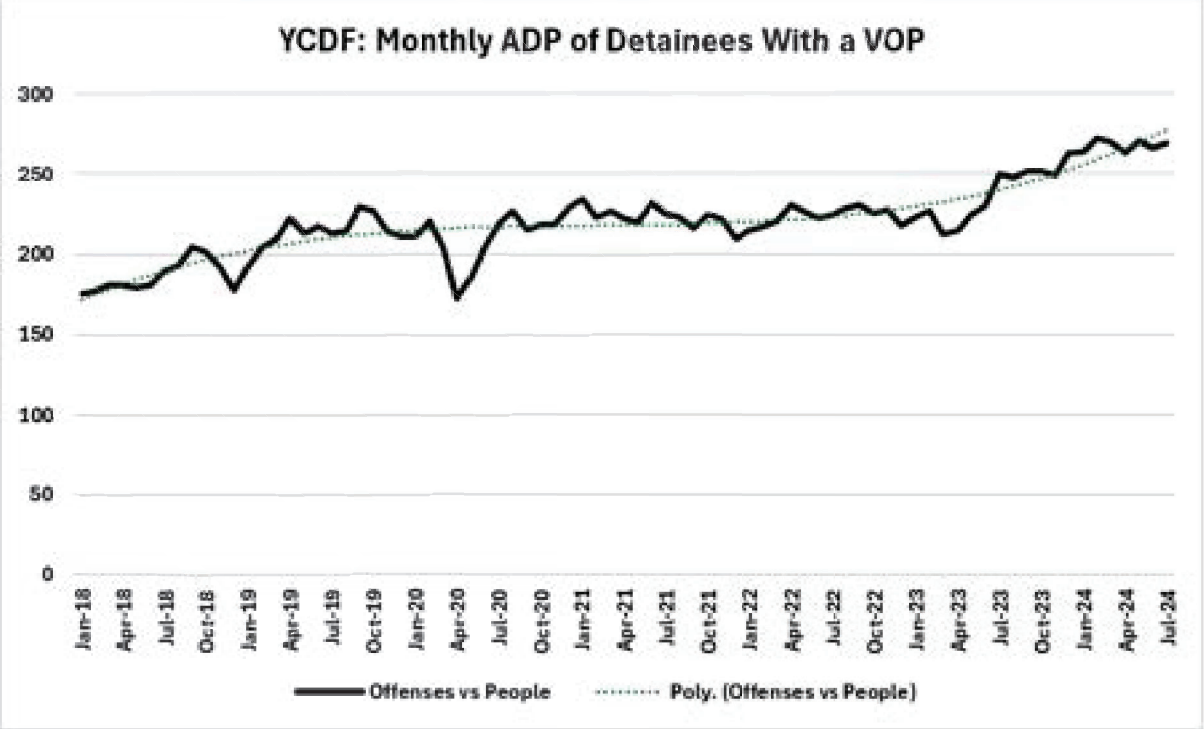


Figure 29. ADP of People Who Have A VOP Charge, 2018 – 2024



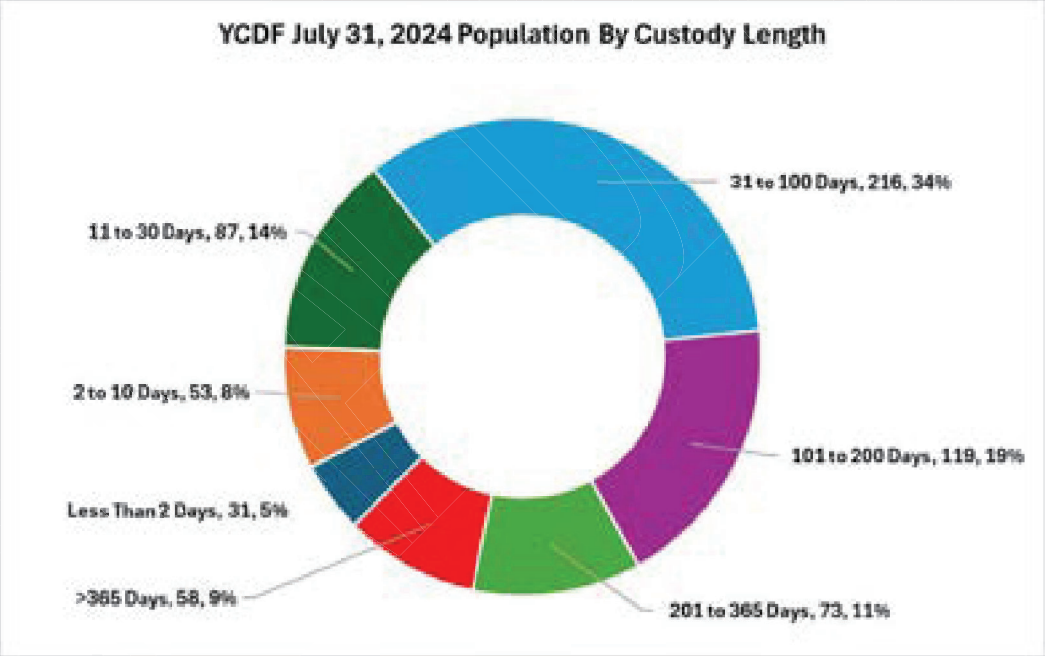
In order to calculate the impact of the differential lengths of stay caused by the presence of a VOP charge, the research team retrieved every inmate held between 2021 and the end of July 2024 who had a probation violation. Individuals who only had a probation violation were then eliminated from the data. Then, using our most serious offense logic for each charge category, the difference between the length of stay for individuals with and without probation charges was calculated. This length of stay

difference was then multiplied by the number of inmates in each charge area who also had a VOP charge. This then yields the number of bed days that the VOP-charged people had as compared to people in the same charge categories who lacked a VOP charge. Finally, the bed days were converted into ADP numbers by dividing by the number of calendar days in a given year. For 2021, the impact on the ADP was nearly 95 inmates, for 2022 it was 82, 2023 was 78, and for 2024 through the end of July, the impact of having a VOP offense on the ADP is almost 101 inmates. The takeaway is that if somehow VOP matters could be disposed of along with the new offense, within the same average time that new offenses (without a VOP) are disposed of, the YCDF's population could be reduced by approximately 16%. Naturally, individual cases are different, and there are potential implications for handling VOPs in such a manner, but, considering the fact that approximately 44% of the 2024 ADP has a VOP charge, it is perhaps worth pursuing speeding up the processing of inmates who have VOP charges.

Long-Stay Inmates

During our conversations with stakeholders, there were multiple references to the number of inmates who appear to have inordinately long lengths of stay, greater than a year. We reconstructed the population for July 31, 2024, to break down the length of custody for the population on that day. There were 58 individuals (9% of the population) that had detention stays exceeding a year. While this proportion appears to be high, in our experience, it is about average for a detention facility of this size. It is not unusual to encounter detention facility populations with long-stay proportions around 15% or more.

Figure 30. July 31, 2024 YCDF Population By Length of Custody



Inmates With Mental Health/Substance Use Issues

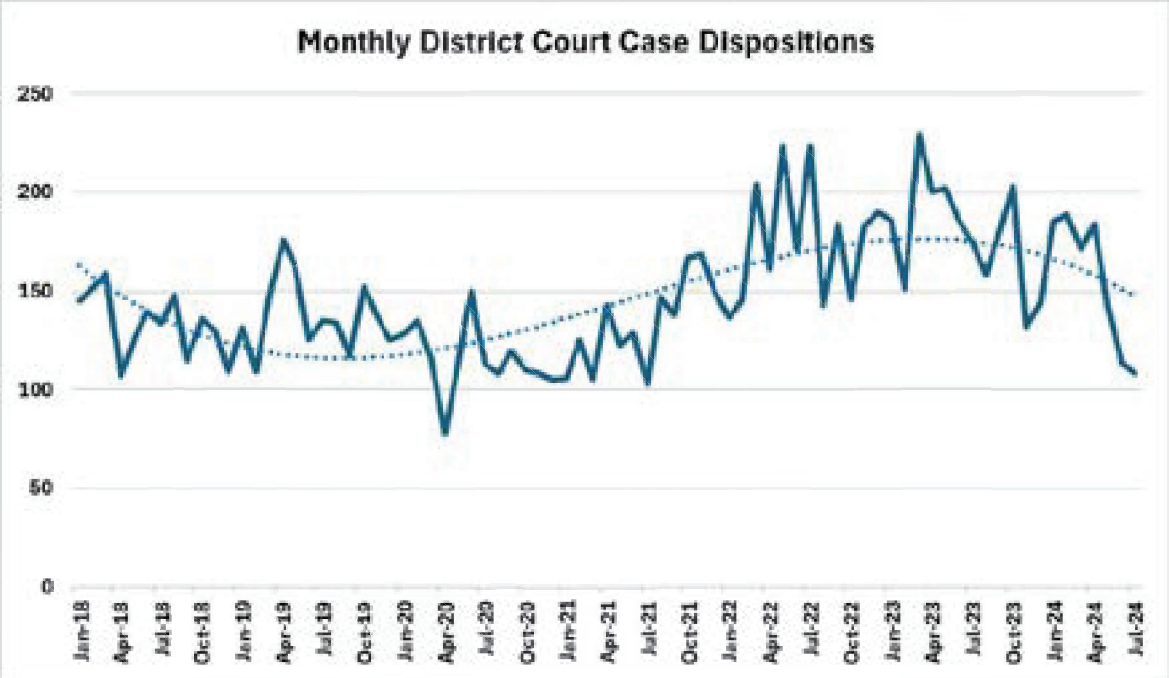
Toward the end of our study, the Yellowstone County Sheriff's Office staff shared multiple files with us that contained raw note fields from the detention facility's medical information management system. These note fields are essentially a log of mental health observations, requests for treatments, and other items pertaining to mental health concerns and/or substance use. The note fields contained the booking number for each inmate in question. This allowed us to connect the information with our reconstructed data, therefore enabling the estimation of what the proportion of individuals is who have mental health or substance use concerns. For 2024, 57% of the ADP had some sort of mental health need, and 12% of the ADP had a substance use concern. The estimates above do not speak in any

way to acuity, so it is impossible for us to use it to estimate the proportion of individual who are experiencing serious mental illness. However, the overall 57% number is very much in agreement with other facilities with whom we have worked. There is a wide variation in the ability and willingness of facilities to track this percentage, but among the facilities that do track their mental health population, 57% is pretty much expected.

Yellowstone County Criminal Court Case Processing Analysis

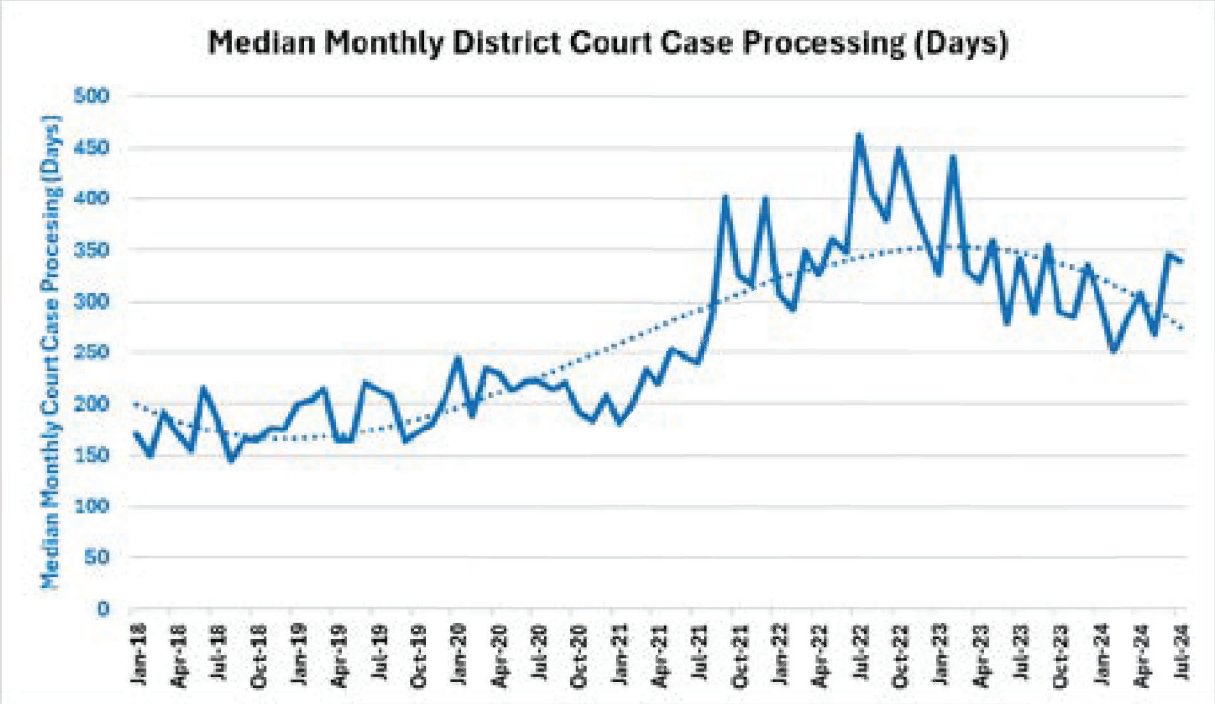
In many years of criminal justice research work, Project Team has repeatedly found that criminal justice case processing is the most significant variable driving ALOS, and hence, detention facility populations. For the Yellowstone County study, the District and Billings Municipal Courts each provided the research team with a dataset covering basic case processing information, including filing and disposition dates. Figure 31 depicts monthly case dispositions between 2018 and 2024. We see a significant escalation in dispositions beginning in 2022 and largely continuing until the start of 2024. The number of dispositions appears to be leveling off by the end of our dataset (July 2024).

Figure 31. Yellowstone County District Court Dispositions, 2018 – 2024



Case processing time was calculated by taking the time between filing and disposition for every case. The median average of that time was then calculated for each month's disposed cases. Again, the median is used because it is a more appropriate measure of central tendency for the data provided because longer-term cases would carry an undue impact on the data. Figure 32 shows the median monthly case disposition time in District Court. Processing time peaked in 2022 and has been declining ever since.

Figure 32. Yellowstone County District Court Median Case Processing Time, 2018 – 2024



The reduction in case processing time has clear implications for the YCDF population by reducing the facility's ALOS. Figure 33 overlays YCDF ALOS (red line) on top of the District Court median case processing time (blue line). There is a very strong relationship between the two measures.

Figure 33. Yellowstone County District Court Median Case Processing Time vs. YCDF ALOS, 2018 – 2024

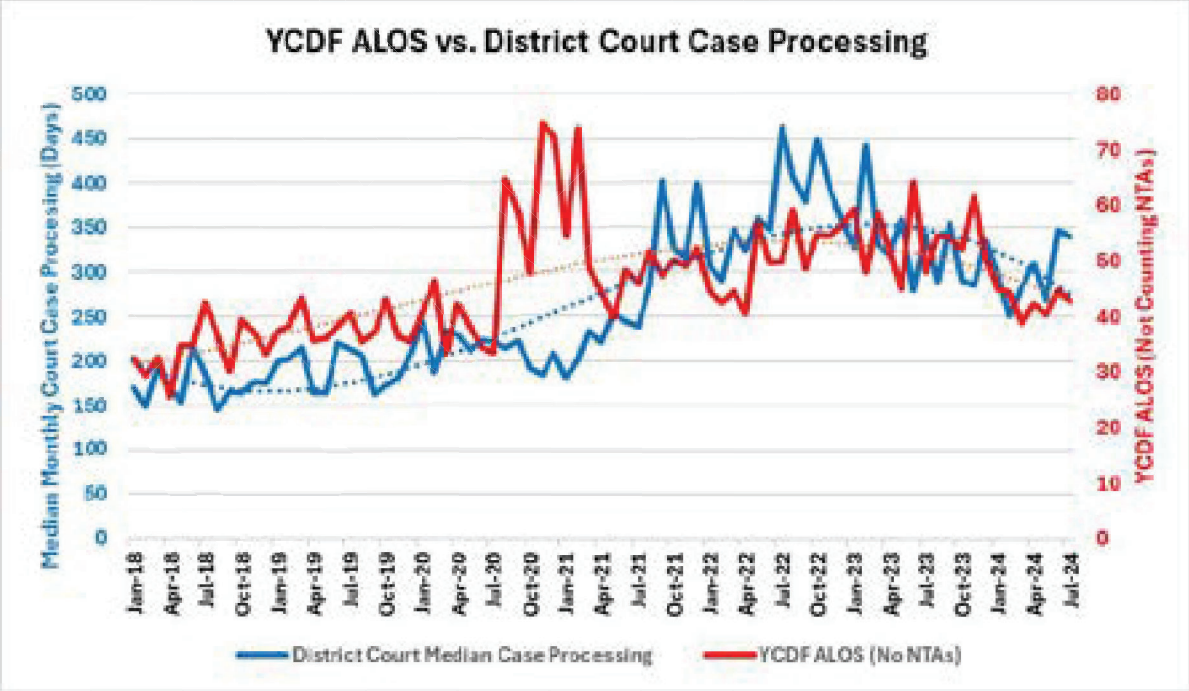
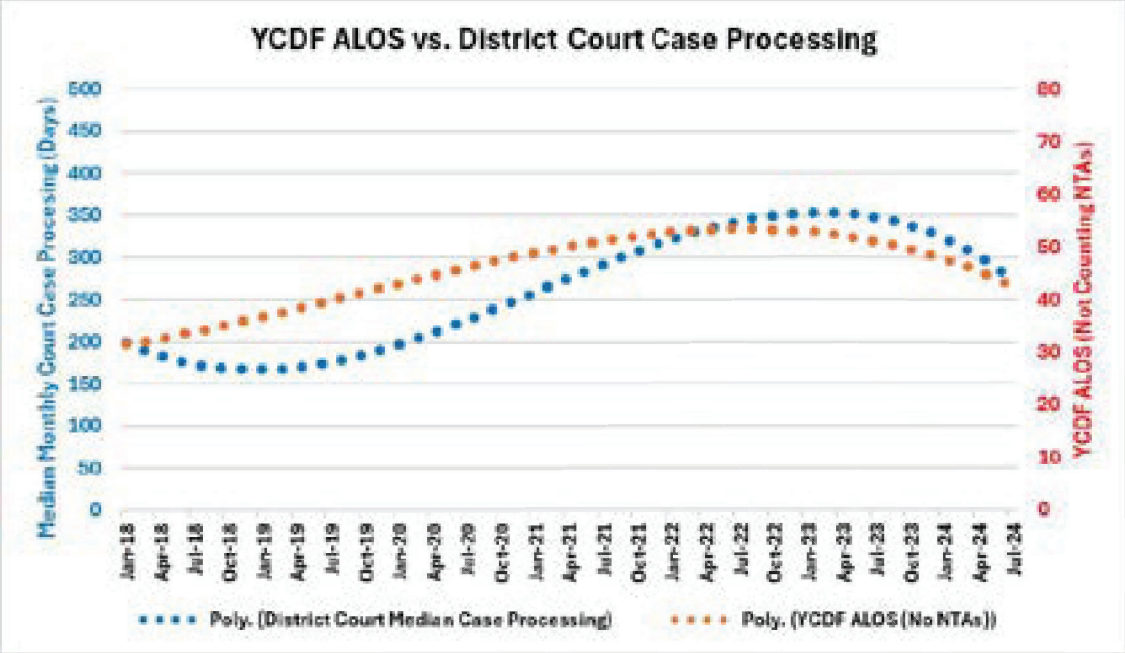


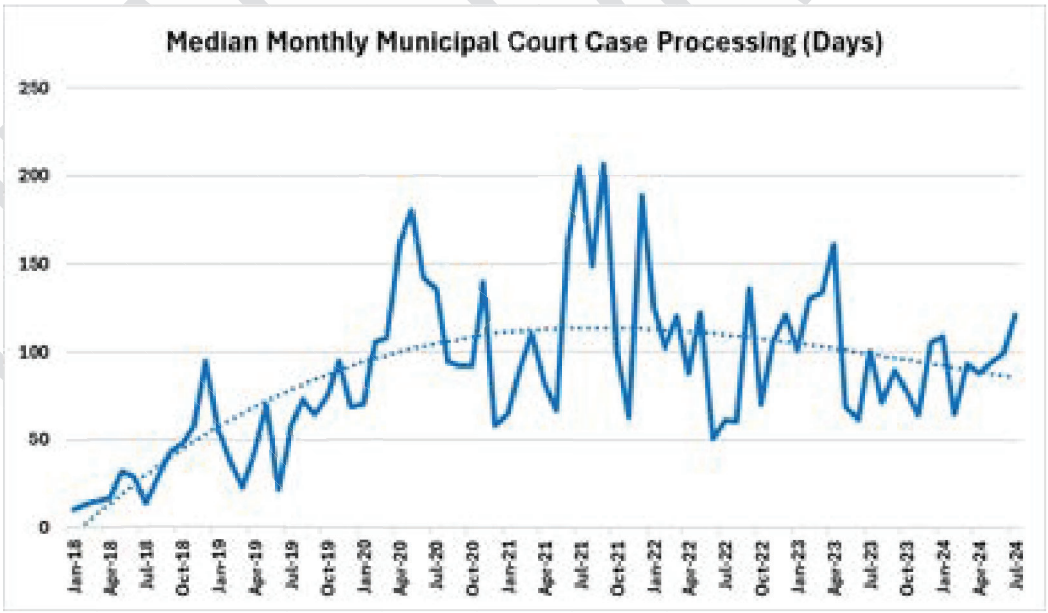
Figure 34 removes the noise from Figure 33, revealing only the polynomial trends. The trends are strongly correlated. Were it not for improvements in District Court case processing in the past year, the YCDF ALOS would not have decreased. The result would have been additional capacity pressure for the facility.

Figure 34. Yellowstone County District Court Median Case Processing Time vs. YCDF ALOS (Trends Only), 2018 – 2024



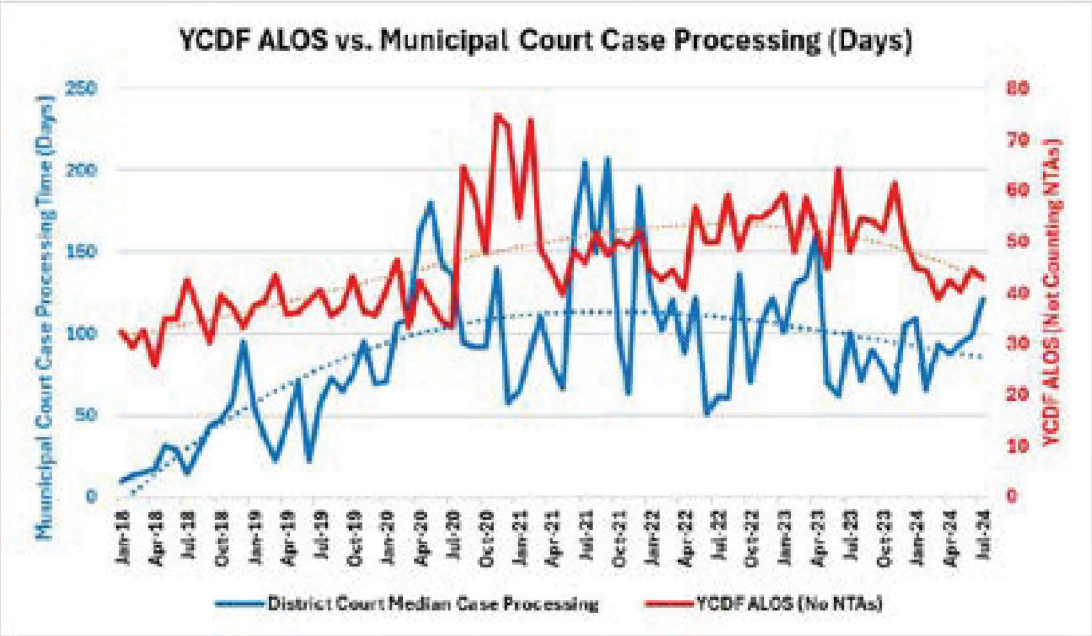
The same analysis was performed on the Billings Municipal Court data. Figure 35 shows the median case disposition time series. As with the District Court, there is a reduction in case processing time in the past few years.

Figure 35. Billings Municipal Court Median Case Disposition Time, 2018 – 2024



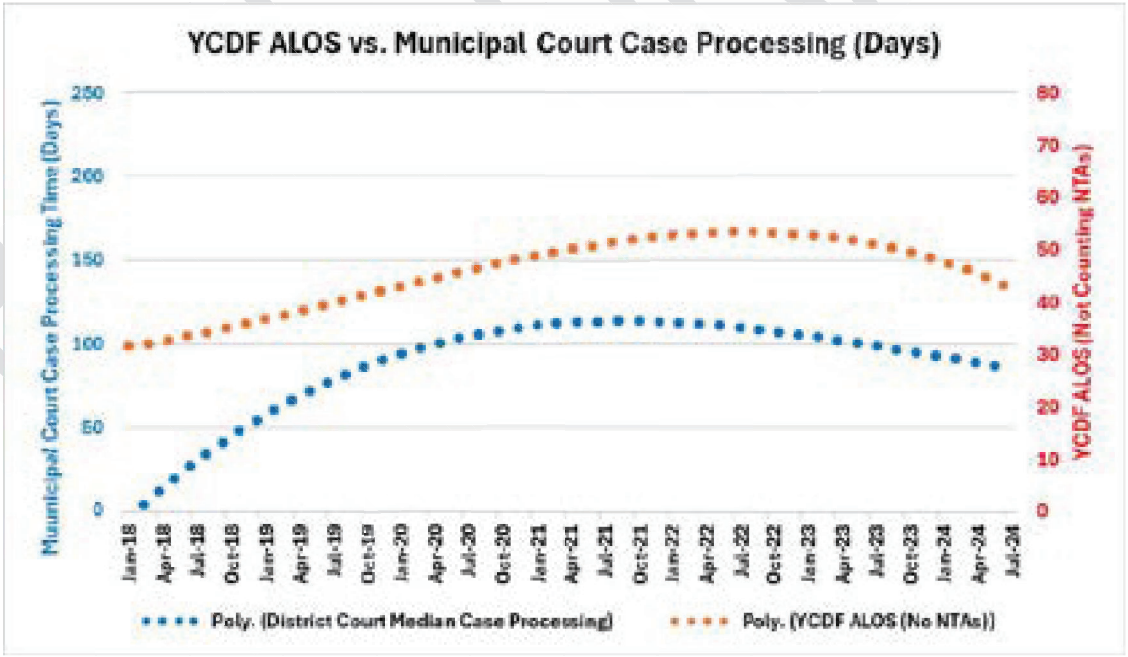
As was done with the District Court data, the YCDF ALOS is overlaid onto the Municipal Court median case processing trend in Figure 36 below. The relationship is not quite as strong, but the statistical correlations are still significant. Reductions in case processing time at the Municipal Court level are associated with reductions in YCDF ALOS.

Figure 36. Billings Municipal Court Median Case Processing Time vs. YCDF ALOS, 2018 – 2024



The noise from Figure 36 is removed in Figure 37. The relationship between Municipal Court case processing and YCDF ALOS is not nearly as strong as what was shown for the District Court, but the relationship is significant.

Figure 37. Billings Municipal Court Median Case Processing Time vs. YCDF ALOS (Trend Only), 2018 – 2024



Knowing the relationships between and among bookings, ALOS, case processing, and ADP, it is imperative that criminal justice systems monitor these variables over time. Moreover, it is prudent to work to make the system as efficient as possible. Again, had criminal court case processing not improved in the last year, the YCDF population would be about 70 inmates higher than it currently is.

DETENTION FACILITY POPULATION FORECASTS

Multiple detention facility population forecast models were built to develop an overall YCDF population forecast through the year 2049.

Background and Methodology

The best predictor of any trend's future levels is the history of that trend. A detention facility's population time series trend is no different. However, because of the existence of unforeseen circumstances, it should be noted that the precision of forecasts of all kinds diminishes the further into the future one projects. All forecasts are only as good as what was known when the forecast was produced. The long-term accuracy of detention population forecasting is heavily impacted by changes in public policy, law enforcement strategies, socioeconomic factors, and a host of other influences. Statistically speaking, detention population forecasts by their very nature assume that the status quo at the time the forecast is produced remains in place for the duration of the forecast. The margin of error for these forecasts is essentially plus or minus 10% by the year 2049.

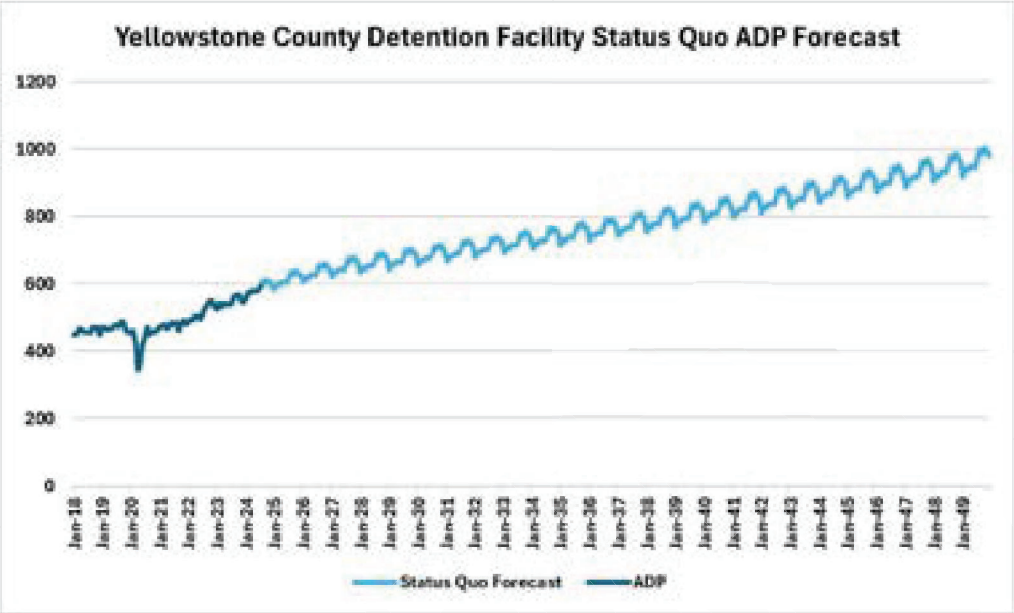
In terms of actual forecast development methodologies, there are multiple methods for building statistical forecasts. The forecasting technique developed from Box and Jenkins' Autoregressive Integrated Moving Averages (ARIMA) approach is one of the best options. To that extent, a series of ARIMA forecasts of detention facility population variables were employed in this study. ARIMA is generally used in time series forecasting situations primarily because of its ability to avoid the built-in errors of other forecasting techniques. ARIMA approaches are designed to estimate, diagnose, and control for autoregression problems. In addition, because ARIMA examines the past behaviors of a given trend, this approach can forecast multiple time points into the future. Moreover, ARIMA approaches allow the statistician to account for seasonal fluctuations in data as well as smooth out random fluctuations.

Status Quo Average Daily Population Forecast

A large number of ADP forecast models were built that utilized a forecast of commitments, projected ALOS (itself a forecast based on case processing statistics), the Yellowstone County free-world population, and the prior history of the ADP trend. The forecast model that performed the best on diagnostic measures of how well it fit the data called for an increasing seasonal trend going into the future at a level of about 1,030 inmates being held on average per day in 2049. Figure 38 represents the forecast. The darker blue line depicts the actual ADP going back to 2018, while the lighter blue line constitutes the projected population trend to 2049. The forecast trend is seasonal, with distinct peaks and valleys occurring each year. It must be stated very clearly that this forecast assumes that nothing changes in the criminal justice system or in the societal/public policy landscape for Yellowstone County over time. Changes in key stakeholder offices or shifts in public policy priorities could very well cause this forecast to over or underestimate the 'true' size of the population over time.

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Figure 38. Yellowstone County Detention Facility Status Quo Population Forecast



Conversion of Average Daily Population Forecast into the Needed Number of Beds

The forecast effort provides a starting point for the determination of the YCDF future population. However, the forecast simply reflects only an average and as such it must be increased by two factors to arrive at the number of needed beds:

1. Peaking factor - to reflect the daily and seasonal variations in detention facility occupancy and to accommodate the temporary closure of beds due to the need for maintenance, and,
2. Classification factor - to adjust for the requirement to separate inmates as needed based on gender, security requirements, treatment needs, etc.

For the peaking factor calculation, we took the average of the top 5% highest reconstructed population days between January 2023 and July 2024 and compared those numbers to the ADP. The detention facility's daily population fluctuations were such that one could expect the highest population during any day to be 12.4% greater for females and 7.4% larger for males than the ADP.

In addition, not all detention beds are always available for use by every inmate. For instance, a vacant bed in a female unit cannot be filled with a male inmate, a maximum-security inmate cannot be placed in a vacant bed in a minimum-security setting, etc. A classification factor is, in effect, an acknowledgement of this reality. To include this factor, we used a commonly accepted standard of 15% for our estimations.

The peaking and classification factors are added to the ADP to complete the actual number of needed beds. Table 18 shows the bed need calculations for the population. Thus, the projected ADP for 2049 of 1,030 would require 1,277 beds to operate a safe and secure facility. Table 19 reflects only Yellowstone-responsible data and therefore has a smaller ADP and bed need.

Table 18. Status Quo ADP Forecast Bed Need Calculation

	Females				Males				Total ADP	Total Bed Need
	ADP	Peaking (12.4%)	Classification (15%)	Bed Need	ADP	Peaking (7.4%)	Classification (15%)	Bed Need		
2029	184	23	28	235	537	40	80	657	721	892
2034	215	27	33	275	573	42	85	700	788	975
2039	251	32	39	322	610	45	91	746	861	1068
2044	292	36	44	372	649	48	97	794	941	1166
2049	339	42	51	432	691	51	103	845	1030	1277

Table 19. Status Quo ADP Forecast Bed Need Calculation – Yellowstone-Responsible Population

	Females				Males				Total ADP	Total Bed Need
	ADP	Peaking (12.4%)	Classification (15%)	Bed Need	ADP	Peaking (7.4%)	Classification (15%)	Bed Need		
2029	175	22	26	223	501	37	75	613	676	836
2034	205	25	31	261	534	39	80	653	739	914
2039	240	30	36	306	568	42	85	695	808	1001
2044	279	34	42	355	605	45	91	741	884	1096
2049	323	40	48	411	643	48	97	788	966	1199

Special Forecast Considerations

A consistent theme among stakeholders we talked to, along with multiple random ad hoc conversations with law enforcement officers on the street during our visits to Billings, is the fact that the lack of available YCDF bedspace fundamentally alters law enforcement decision-making in a couple of ways. First, the lack of available capacity restricts the ability of law enforcement to execute warrants and detain individuals who have less serious offenses. Second, law enforcement officers may not be as motivated to stop people on the street because there is no available detention sanction. Meanwhile, this situation may lead to under-reporting of crimes because of the perception that there will not be a significant penalty for the actions in question.

The lack of available capacity, coupled with the related “Why bother detaining/reporting?” questions, can have significant impacts on the accuracy of the status quo forecast. It is a variation of the old standard line about detention facility expansion, ‘if you build it, they will come.’ Essentially, the concern is that when capacity is made available to the Yellowstone County criminal justice system, the available beds will change all the behaviors that factored into the status quo forecast. In order to combat that concern, an estimate must be made about how many people will be booked into the facility in the future who are not currently being detained in the present. Given that there are no available data sources that track people who are released on the street or otherwise not detained due to capacity, we are forced to estimate the ‘true’ bed need for YDCF over and above the forecast’s reflection of current practices and policies.

In our portfolio of work, we have very few projects that have the degree of bed supply shortfall that Yellowstone County has, making it impossible for us to rely on past data analyses to estimate the booking increase that would come with an increase in available capacity. However, we did execute two projects (in 2020 and 2024) for a city in the midwestern United States that had the opposite situation---a sudden, extreme loss of available capacity. In that situation, the city in question lost use of the county detention facility in fairly abrupt fashion. The county detention facility would only accept serious felony arrests, leaving the city to find alternatives for the remaining cases. The impact over time was a 57% decrease in arrests by the city police force.

Meanwhile, our forecast may inadvertently provide some guidance on the back end of the forecast range. In 2049, our forecast model calls for an ADP of 1,029, which means approximately 27.4 people will be booked per day (currently around 18 per day), and the overall ALOS will be 37.6 days (currently around 30 days for everyone, and 42.5 days when NTA bookings are excluded). Looking back through time, the 27 people booked per day number is remarkably close to the booking levels Yellowstone County experienced between 2009 and 2013. At that time, more misdemeanants were booked, and there was capacity available at the detention facility. For the present analysis, it may be wise to look back to the time when there was available capacity for guidance regarding what the booking levels would be when capacity is made available once more. Table 20 below shows the ADP, bookings, and ALOS for the past 6+ years, coupled with the 2049 forecast.

Table 20. Status Quo Forecast vs. Prior Years' ADP, Bookings, and ALOS

Year	ADP	Daily Bookings	Total Bookings	Overall ALOS	ALOS No NTAs
2018	489.2	13.8	5,038	33.6	34.2
2019	507.9	15.4	5,627	32.9	38.1
2020	473.2	13.4	4,921	33.5	48.4
2021	512.4	14.9	5,439	35.1	50.0
2022	551.2	14.9	5,436	34.4	50.3
2023	585.3	15.9	5,810	37.9	54.2
2024	616.2	18.1	6,640	29.9	42.5
2049 Forecast	1,029	27.4	10,001	37.6	
Delta	67%	51%	51%	26%	-12%

To be clear, we have 2 facts that each point to an estimation of future booking levels: First, our example of the city in the Midwest that had a 57% decrease in bookings, and, second, the YCDF data from 2009 – 2013 indicate nearly 27 people booked per day during a time of available capacity. This is very close to what our status quo forecast for 2049 projects for bookings. Rather than make a single guess regarding what the future bookings count may end up being, it is possible to look at the math connected to several outcomes. Table 21 outlines a variety of scenarios that alter booking counts and/or ALOS levels, and what the estimated ADP would be for each of those scenarios. The bottom-line fact is that it is impossible to know exactly what the number of bookings will be in Yellowstone County once capacity is available.

Table 21. Scenarios For Future ADP, Given Various Assumptions About Bookings And ALOS

Scenario	Daily Bookings	Total Bookings	ALOS	ADP
2024 (Actual)	18.1	6,640	29.9/42.5	616
Status Quo Forecast	27.4	10,001	37.6	1,029
Reduce ALOS to 30 Days	27.4	10,001	30	822
2023 ALOS Returns	27.4	10,001	54	1,479
Bookings Double	36.4	13,280	37.6	1,368
Bookings Double; ALOS Reduced	36.4	13,280	30	1,091

Ultimately, the central lesson of Table 21 is that YCDF ALOS is the one factor that is largely in control of the criminal justice system. Continuing to reduce ALOS allows for more bookings and prevents future overcrowding. Moreover, the likely increase in bookings coupled with a 54-day ALOS (the actual non-NTA 2023 ALOS) constitutes a fairly plausible worst-case scenario for Yellowstone County. If efforts are not made to make the system more efficient, the need for beds will significantly outpace the guidance of the Status Quo forecast.

CONCLUSIONS & RECOMMENDATIONS

Yellowstone County faces a significant crowding problem at the YCDF. It is the conclusion of this study that more detention beds must be added to meet the current needs of the community. The significant uncertainty for the future is exactly how many new beds need to be added in order to strike a balance between potential demand (largely unknowable given the current situation) and facility cost. What makes Yellowstone County unique in this aspect is that the magnitude of the difference between the number of active beds and the number of needed beds is massive. This is exacerbated by the relative scarcity of options to board inmates in other jurisdictions.

Detention facilities are expensive to build, staff, and maintain. It is unlikely that the County can afford to build enough beds to meet the potential demand at the present levels of case processing and inmate length of stay. The key for the County will be to work to reduce bed demand by improving case processing efficiency such that a new facility can be constructed which falls within budgetary constraints.

During our study, we discovered two main areas that the County may wish to pursue to improve system efficiency and effectiveness and thereby reduce bed demand.

Finding 1: The YCDF ALOS can and should be reduced.

Recommendation: Leverage the Detention Working Group's existing structure to identify and work to solve case processing inefficiencies and reduce unnecessary use of the detention facility.

Rationale: Many jurisdictions utilize some form of a Criminal Justice Coordinating Committee (CJCC) to get the key stakeholders together to solve problems in the system. Several of these jurisdictions have had success working on case processing/stay length questions. The existing CJCC and Detention Working Group may wish to consider studying what other jurisdictions have done with their CJCCs or reach out to an entity such as the National Center for State Courts for assistance. One consideration based on our experience is to utilize a separate third party to moderate the meetings and run the CJCC, at least in the short term. This may help spur more cooperation across agencies. Furthermore, it may be prudent to establish a separate subcommittee to identify potential case processing changes to improve system efficiency and effectiveness. To be frank, the solution to the bed demand problem will not be one or two magic remedies. Rather, there will be multiple actions that together will help the system function more efficiently.

Some possible case processing strategies that Yellowstone County should consider include:

A. Processing of probation violation charges should be sped up over current levels. As this study indicates, the presence of a violation can double or triple an inmate's stay in the YCDF. This may not always be necessary in terms of public safety. If the differential ALOS for probation violators can be decreased, there will be an immediate gain in terms of population management. As of this writing, we are unsure if the delay comes from delaying action on the new charges until the VOP is resolved or vice-versa. The new offense and the VOP should be handled at the same time, in the same time frame that non-VOP inmates are processed.

B. Along the same lines, it may be prudent to measure the time between re-arrest and the VOP hearing for VOP-only inmates and then strive to reduce that time if it is deemed too high. This should be an easy fix and has been accomplished by other jurisdictions.

C. Assign the Public Defender as soon as possible in the process so that meaningful case resolution discussions can occur, ideally before initial appearance. Some jurisdictions have been able to implement systems where the public defender and the county attorney meet daily prior to first appearance. During those meetings, meaningful, realistic offers for case settlement are considered. The goal is to enhance the number of pleas made at initial appearance.

D. Enhance the ability of defense counsel to meet with their clients. Currently, it is difficult at best for attorneys to meet with their clients. A great investment in the short term is to find temporary space for such meetings or use technology to hold the meetings. One jurisdiction with whom we have

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worked constructed secure, soundproof visitation booths in or adjacent to housing pods for such a purpose with significant success. This would help with case processing by reducing delays introduced from the inability of attorneys to meet their clients.

E. The system should seriously consider expanding and enhancing the current arraignment court concept, to include weekend sessions. This falls along the lines of the more meaningful initial appearances in subpoint C above. Some jurisdictions have been able to make weekend first appearance work using technology so that several parties can avoid commuting to the detention facility or courthouse. Gilbert, Arizona in particular has a robust weekend video arraignment process.

F. Additionally, it may be prudent to hold initial appearance (and follow up appearances) at one or more detention facility -based courtrooms, staffed by all parties. This would also assist in increasing the chances for obtaining pleas at initial appearance.

G. Consider specializing District Court caseloads such that certain judges only handle juvenile matters while other judges only handle criminal matters.

H. Consider creating a Detention Facility Population Manager position, or formally give the duties of such a person to multiple designated staff. For instance, in Camden, New Jersey, the Detention Facility Population Manager position is the key resource for facilitating criminal justice council meetings as well as the more important matter of watching case processing and detention statistics to ensure targets are met. Specifically, Camden has implemented population targets for the various custody statuses. The effectiveness of this approach is that if the analytics indicate that there is, say, an increase in the post-indictment population, the Detention Facility Population Manager attempts to determine what has happened and then works with stakeholders to resolve the issue. The Camden Detention Facility Population Manager is responsible for collecting, analyzing, compiling, and presenting statistical data relative to the detention facility population. In short, the detention's population is continuously reviewed, along with appropriate options for non-custody alternatives.

I. Considering targets, operating at a more macro-level, the system, through the CJCC/Detention Working Group, should establish benchmarks for case processing times, such as target time limits for pretrial detention. The Detention Facility Population Manager above can help with monitoring progress. Using information technology, some of the anticipated costs of this approach can be reduced. A 2021 study of court cases in Brooklyn, New York found that written guidelines prescribing target weeks for case adjournment contributed to reduced pretrial detention time. Specifically, for those with violent felony cases, dispositions within six months went from 25% to nearly 43%.[2]

Finding 2: Vital criminal justice system data and information are not readily available.

Recommendation: Improve data and information processing and access.

Rationale: Ideally, all the key criminal justice stakeholder information systems should interface and communicate with each other. This integration, as expensive as it is, should be a long-term goal for the County. Meanwhile, there are several low-cost strategies that can be employed to improve the information flow, some of which may actually benefit case processing:

A. Court and detention information systems can be linked, provided that shared fields are utilized. Currently, judges cannot 'see' defendants' other matters that may exist in other courts. This situation can be remedied by having the courts utilize a common field, such as the state jacket number. Entering each defendant's jacket number would allow for the creation of a simple report that judges could access or be provided that lists out every existing matter a

[2] Weill, Joanna; Rempel, Michael; Rodriguez, Krystal; and Raine, Valerie; Center for Court Innovation. Reducing Felony Case Delay in Brooklyn: Evaluation of Jail Reduction Strategies Implemented in 2019. March 2021, pages 36 – 38.

given defendant has. The uploading of jacket numbers could be executed in bulk, and the report writing is relatively simple. Off the shelf software can automatically schedule and send the report to interested parties. This would avoid the specter of having orphaned cases in other courts or competing priorities with multiple matters.

B. The County should utilize a resource to regularly update much of the information contained in the present study. A county staff member can be given access to the information systems, and even trained in report writing. Such basic case processing, booking, ADP, and ALOS information should be monitored monthly, particularly by members of the CJCC. If it can be measured, it can be managed. Furthermore, the availability of regularly updated key basic information would help the case processing subcommittee monitor whether new initiatives are working or not.

C. A dashboard for criminal justice information for the County would help keep everyone informed regarding the important aspects of the system and can help eliminate confusion and misinformation.

D. Certain key measures for people connected to the criminal justice system need to be intentionally collected and stored. Specifically, the County should consider utilizing some fashion of a mental health rating system that would be entered into the detention facility's information management system. This would enable the collection and monitoring of information for individuals with mental health issues. This would also help keep staff on all shifts and functions aware of the needs of the people entrusted to their care. In addition, the offenses/charges of the NTA bookings population should be entered to allow for better planning and awareness. Knowing such information would help with estimates of future bed need when the time comes to fully book people into custody when bed space exists.

E. Utilize reporting to boost case processing. The development of queries and reports to identify people who may be good candidates for release may be useful to a variety of stakeholders, such as arraignment court and pretrial services. One such report that has worked in several jurisdictions is a twice-daily list of all inmates who have no external holds/detainers and are held only on bail. This list would be important for those interested in detention population management.

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III. FACILITY PROGRAM AND SPACE REQUIREMENTS

The operational and architectural program defines the new facility's overall goals and the supporting management and operational approach. The architectural program defines the facility's functional components and lists all the spaces and functional adjacencies required for each component. The facility program formed the basis to develop a staffing plan and project cost estimate.

METHODOLOGY

The project team used a "benchmarked space list" for a comparison and stakeholder discussion to adjust the space list. A program session was conducted with stakeholders, which included the detention staff.

OTHER CONSIDERATIONS

As part of the programming sessions, stakeholders identified additional items that were beyond the new detention facility operational and spatial needs but require consideration in the planning of the future project:

- Locating a court function at the detention facility.
- Relocation of the sheriff department evidence storage building and parking.

Services

The ability to offer a wide range of inmate services cost-effectively is generally enhanced by locating as many of these programs and services as close to the inmate as possible. Under this approach, housing pods are grouped according to custody and/or functional mission. All security, program, and support services of the functional custody groupings are based on the risk levels, needs, requirements, and allowable activities of each custody group. Housing pods are organized into clusters according to functional relationships or classification to facilitate the delivery of services. The housing units and adjoining housing support areas contain spaces where services, such as counseling, education, and recreation, are provided. The objective is to minimize inmate movement in an environment that enhances access to programs and services.

Direct Supervision

Direct supervision is now considered the normative housing unit management model for general population units. Direct supervision housing is less expensive to build and furnish than indirect supervision units. Direct supervision also provides a safer environment. The officer stationed in the housing unit actively manages the unit. Inmates who exhibit disruptive behavior are removed and placed in a much more restrictive housing situation.

Existing Facility Capacity

In developing the rated capacity of the existing Detention Facility, we analyzed the physical plant quantities and space in the existing facility and compared it to the MJS. Table 22 below contains the various components used to analyze the rated capacity of the existing YCDF. The following bullets describe the criteria used to determine the rated capacity based on utilizing the MJS:

- Beds – The table lists the number of beds allowed based on the net square footage of unencumbered space in a cell or dormitory living area. If the space permits double bunking, the listed bed capacity reflects this, and the columns specify the time frames during which double bunking is permitted.
- Shower Count – These show the quantity of showers and the capacity of inmates the showers support is listed in the table.

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- Dayroom Capacity – The size of the dayroom was determined and the capacity the dayroom will support is identified in the table.
- National Standard – Table 22 reflects the difference between the recommended operational bed capacity of 434 and 483 beds which would be the maximum bed capacity.

Typically, the amount of unencumbered space in the cell or sleeping area is the controlling factor when using this method, as shown at the top of the table the facility capacity is listed for each of the above factors. Also, to be noted that temporary beds to be constructed as well as the 10 non-rated beds in the existing YCDF booking area cannot be considered rated beds as they lack access to outdoor recreation, the correct shower ratio, as well as the proper dayroom space to meet MJS or ACA standards. It should be noted that detainees should only be in booking until they are fully processed into the YCDF and then moved to appropriate housing. Booking is only for temporary holding, and not to be used as housing. Often, difficult offenders are kept in booking for observation because there is not an appropriate housing unit for their issues or behaviors. Planning a new or remodeled facility should include proper housing to accommodate for this type of classification of inmate.

Table 22. Existing Facility Capacity

YELLOWSTONE DETENTION CENTER DESIGN/RATEDCAPACITY CHART

Totals	Rated	Temporary
Bed Capacity	434	82
Shower Capacity	696	24
Dayroom Capacity	787	37

	Beds	Unemcum. Size	Dble. Over 10 Hour	Dble. Under 10 Hour	Shower Count	Shower Capacity	Dayroom Capacity		Beds	Unemcum. Size	Dble. Over 10 Hour	Dble. Under 10 Hour	Shower Count	Shower Capacity	Dayroom Capacity
West 1	**38**				**5**	**60**	**86**	**Classification-C**	**10**				**1**	**12**	**11**
Lower Level	16	47.6			3			Lower Level	5	47.6			0	0	
Upper level	22	47.6			2			Upper level	5	47.6			1	12	
North 1	**32**				**3**	**36**	**64**	**Classification-D**	**8**				**1**	**12**	**11**
Lower Level	13	47.6			2			Lower Level	4	47.6			1	12	
Upper level	19	47.6			1			Upper level	4	47.6			0	0	
North 2	**12**				**2**	**24**	**23**	**East-A (F)**	**48**				**4**	**48**	**51**
Lower Level	6	47.6			1			Lower Level	24	64		X	2	24	
Upper level	6	47.6			1			Upper level	24	64		X	2	24	
North 3	**44**				**6**	**72**	**116**	**East-B (F)**	**32**				**4**	**48**	**51**
Lower Level	19	47.6			3			Lower Level	32				4	48	
Upper level	25	47.6			3										
North 4	**50**				**7**	**84**	**50**	**East-C (F)**	**32**				**4**	**48**	**51**
Lower Level	50				7			Lower Level	32				4	48	
North 5	**50**				**7**	**84**	**50**	**East-D (F)**	**24**				**4**	**48**	**51**
Lower Level	50				7			Lower Level	12	64		X	2		
Classification-A	**8**				**1**	**12**	**11**	Upper level	12	64		X	2		
Lower Level	4	47.6			1			**East-E (F)**	**24**				**4**	**48**	**99**
Upper level	4	47.6			0			Lower Level	12	64		X	2		
Classification-B	**22**				**3**	**36**	**59**	Upper level	12	64		X	2		
Lower Level	11	47.6			2			**Temporary Housing**	**72**				**2**	**24**	**37**
Upper level	11	47.6			1			First Floor	36				1		
Booking (Not Rated)	10							Second Floor	36				1		

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PROGRAM

The purpose of this program is to translate the operational basis of a building into a spatial description. To accomplish this, spatial standards are applied to definitions of personnel and functions resulting in a determination of the amount of space and the functional relationship between spaces that is appropriate to satisfy the operational objectives. The operational basis of the proposed detention facility has been developed from stakeholder meetings and experience with other criminal justice projects.

The program defines in spatial terms the operational mandate of all the facility components organized into ten broad functional categories:

1.0 Lobby and Visitation

2.0 Administration

3.0 Staff Support

4.0 Master Control

5.0 Intake/Transfer/Release

6.0 Housing

7.0 Inmate Programs

8.0 Health Care

9.0 Support Services

10.0 Site/Parking

Each component is described in narrative and spatial terms as follows:

Item	Description
Related Standards	Identification of any relevant American Correctional Association (ACA) and Montana Jail Standards (MJS).
Description of Function	A description of the component's mission that establishes the basis for the design and construction approach.
Operational Assumptions	Utilizing information from the general operating guidelines, the functional description frames the basic operating conditions that will define the use of each component.
Special Considerations	Identification of any spatial factors or critical adjacencies that impact facility operation or design.
Space Allocation	Net and gross square footage for each space included in the component.

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The space allocation table for each component includes the items described below.

Item	Description
Space No.	A number is assigned to each space. As the program evolves to architectural documents, the space numbering affords the opportunity to cross-check spaces.
Component	Space is named or described. The name in conjunction with the Space Number provides the architect with a basic understanding of the function.
Unit Net Square Feet (NSF)	The size of every room is driven by the function of the space. NSF is defined as the internal dimensions of a space that does not include the wall thickness, corridors, and any other area. Standards are derived from ACA and MJS, as well as industry benchmarks.
Number of Units	The number of units for a specific space type is identified.
Total NSF	The results of NSF multiplied by the number of units.
Depart Gross Factor	A factor is applied to NSF to estimate the amount of floor area required to enclose, access, and mechanically support the area.
Departmental Gross Square Feet (DGSF)	The total DGSF of an individual space component is an addition of the NSF (size of a room) and the Departmental Gross Factor (amount of non-assignable space) to arrive at the total estimated "contribution" that a single space contributes to the size of a building.

The program will provide the total DGSF requirement for the facility categories and components included. The design concept phase will include application of a building gross factor percentage to account for space that is directly related to a building and not a function. The building gross factor will be applied to the total DGSF to determine the Building Gross Square Feet (BGSF).

SPACE STANDARDS

Space standards are regular measurements of space per person or per unit that are used to plan for future space needs. Standards are required to make the most efficient use of space and to establish uniformity and consistency among space types in a facility.

Estimating the amount of useable area or floor space needed to support any type of function involves the application of space allocations to the operational requirements of the component (e.g., office, equipment closet, detention cell, courtroom, etc.). These standards, guidelines, and specific space allocations are expressed as NSF (previously defined).

For some types of construction, commonly used space standards exist. In office environments, for example, manufacturers of office furniture systems use recommended space standards for cubicle and office sizes. The size of public toilets can usually be derived from building codes and ADA accessibility requirements. The size of detention cells and supporting spaces can be derived from MJS, ACA and industry space standards.

The following NSF space standards were used in the development of the facility program.

Table 23. Space Standards

Room Name	NSF		Comments
Cell-Single Holding	60		Toilet, Bench, 1 person
Cell-Detox	75		Toilet, Low Bench
Cell-Multiple Holding	20	per person	Toilet, Bench
Cell-Single Occupancy	85		Accessible Toilet, Bed, Writing Table
Cell Single Occupancy	76		Toilet, Bed, Writing Table
Cell-2 person Occupancy	115		Toilet, Bed, Writing Table
Cell-4 person Occupancy	255		Accessible Toilet, Bed, Writing Table
Classroom	25	per person	Divisible, A/V Capable
Conference Room	25	per person	A/V Capable
Dayroom	35	per person	
Interview Room	80		Table w/3 Chairs
Janitor's Closet	60		Floor Sink, Drain
Janitor's Closet-Large	80		Floor Sink, Drain
Kitchen	40		Counter w/Sink, Refrigerator, Microwave
Lobby	10	per person	Includes Waiting Seating and Standing Space
Meeting Room	25	per person	A/V Capable
Office-Large	150		Private Office, Meeting Area for 4
Office-Standard	120		Private Office, Meeting Area for 2
Office-Small	110		Private Office
Open Workstation-Large	48		Locked Files
Open Workstation-Small	36		Locked Files
Office-Shared	40	per person	
Storage-Large	150		
Storage-Small	80		
Toilet-Inmate	50		
Toilet-Staff	60		Accessible
Waiting	20	per person	With Seating
Work/Break Room	60		Counter, With Sink
Workroom	80		Work Area, Shelving, Printer/Copier

SPACE SUMMARY

The space summary below shows the space allocation.

Table 24. Space List Summary Space Allocation

Space #	Component	DGSF
1.0	Lobby and Visitation	5,767
2.0	Administration	4,404
3.0	Staff Support	6,502
4.0	Master Control	972
5.0	Intake/Transfer/Release	11,342
6.0	Housing	95,322
7.0	Inmate Programs	1,121
8.0	Healthcare	11,576
9.0	Support Services	18,064
	Subtotal Department Gross Square Feet (DGSF)	155,067
	x Building mechanical/electrical space (@6%)	9,304
	x building grossing factor @10%	16,437
	Total Building Gross Square Feet (BGSF)	**180,808**
10.0	Site Gross Square Footage	127,488

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1.0 LOBBY AND VISITATION

Lobby and Visitation consists of two components: Public Lobby and Court.

1.1 Public Lobby

Related Standards

MJS: 07.24.05-Weapons lockers at entries, 18.05-Resonable accommodation for disabilities

ACA:5-ALDF-5B-01, 5-ALDF-5B-02, 5-ALDF-5B-03, 5-ALDF-5B-04

Description of Function

The public entrance will be easily identifiable through signage and architectural expression, with convenient access from parking areas and for those using public transportation. The public entrance leads to a public lobby that serves as a reception and waiting area for people coming to visit persons in custody, and those having business with facility administration. The public entrance and lobby will be outside of the secure perimeter and will be open during regular business hours with after-hours capability. The lobby is sized to ensure that those visiting will not have to wait outside before entering the facility.

Operational Assumptions

The lobby is outside of the secure perimeter. It is conceived as public space that is available to the community, and as such it must portray a welcoming and non-institutional environment. Those coming to the lobby for services outside of the detention facility perimeter are not required to pass through security screening and will have relatively free access in the non-secure spaces, such as waiting areas, children's play area, public kiosks, and the service window located in the lobby.

Entrance into the facility will occur through two different routes. Visitors will arrive at the Public Lobby through a weather vestibule. Visitors will present personal identification to the Detentions Officer who will in turn determine the authorization for entry into any part of the facility.

Once it is determined the visitor is authorized to enter the facility, they will wait in a seating area until the visit/meeting/etc. can be coordinated. Once the Public Lobby officer is informed the visitor may enter the facility, a screening of the individual will be conducted in a secure space separated from the public lobby. In this space the visitor may be searched, have personal items screened through an x-ray machine, and be required to submit to a magnetometer or other device.

Staff will be able to enter the facility through an entrance that is separate from the public/visitor entrance and potentially outside the Public Lobby. This entrance will provide them immediate access to staff support areas without the need to be screened. However, once staff wish to move into the secure perimeter, they must pass through the security screening station.

There will be a single security screening station for all individuals with two distinct, segregated lanes. One lane will be for individuals accessing services and spaces (Administration, Records desk, etc.) located outside the secure perimeter. The other screening lane will be for staff, volunteers, and others requiring more intensive screening prior to entering the secure perimeter.

The information counter/officer station will be strategically located to oversee all areas in the lobby and respond to security screening. A screened weapon storage area will be provided for law enforcement personnel who need to secure a weapon.

The lobby will contain public restrooms, a mother's room, vending alcove, and public lockers. A children's waiting and play area will also be provided with the expectation of being monitored by their parents or guardian. Kiosks will be provided in the lobby for individuals who wish to register for a video visit, post a bond or deposit money for an inmate.

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Special Considerations

The Public Lobby serves as an important transition between the non-secure and secure perimeter. The operation of any secure pedestrian sallyport associated with the front entrance will be from Master Control. The Public Lobby space will be monitored by a Detentions Officer to receive visitors and complete the identification check.

From the lobby, professional visitors will be directed to the sallyport official visitors will be directed toward the appropriate administrative office or conference room located off the public lobby.

The lobby should be designed in a manner to allow for the efficient screening of the public, while ensuring the safety and security of the facility. This area will be the public's first point of contact with the facility. The use of aesthetically pleasing colors and non-institutional materials is encouraged. While furnishings and surfaces should be as durable and maintenance-free as possible, the lobby area should project a comfortable and professional environment.

Table 25. Public Lobby Space Allocation

1.1	Public Lobby	Unit NSF	# of Units	NSF	Comment
1.1.01	Entry Vestibule	10	10	100	public and staff, weather vestibule, after hours controlled
1.1.02	Public Lockers	25	1	25	10 half-height lockers
1.1.03	Security Screening Queue	15	10	150	1 lanes for public and staff, accommodate 10 people, adjacent to magnetometer
1.1.04	Security Screening Station	20	1	20	public and staff, magnetometer, x-ray machine, officer post
1.1.05	Weapon Storage	10	1	10	screened location off lobby for law enforcement
1.1.06	Lobby/ Waiting Post Screening	10	20	200	includes public waiting, adjacent to 4 video visitation kiosk
1.1.07	Children's Area	15	4	60	play area
1.1.08	Records Window	20	1	20	public window, property pick-up
1.1.09	Visitation Kiosk	10	1	10	computer to schedule video session
1.1.10	Bond Kiosk	10	1	10	
1.1.11	Mother's Room	80	1	80	counter w/ sink, chair
1.1.12	Public Toilet	120	2	240	male, female
1.1.13	Janitor's Closet	60	1	60	sink, drain
	Subtotal			985	
	x department grossing factor			1.20	
	Subtotal DGSF			**1,182**	

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1.2 Court

Related Standards

MJS:

ACA: 5-ALDF-6A-01, 5-ALDF-6A-02

Description of Function

The Court component provides in-person access to court proceedings for admits/arrestees during the intake process and inmates after admission to the facility. At this time the court area is planned on being a “shelled out” space for future development.

Operational Assumptions

Individuals in-custody will have on-site access to a hearing room, courtroom, and/or video hearing room for arraignments, preliminary hearings, and/or pleas. At scheduled times, inmates will be escorted to the Transportation area for staging to the Court area for legal proceedings.

The courtroom will include an entry vestibule and adjacent attorney meeting rooms. An office suite will be provided for the judges and support staff with access to a kitchen, staff toilets, and a multi-purpose conference room that can also serve as a jury deliberation room.

Special Considerations

The Court component should be close to the Intake, Transportation, and Release areas.

Table 26. Court Space Allocation

1.2	Court	Unit NSF	# of Units	NSF	Access by public & adjacent to Transportation
1.2.01	Public Waiting			-	Part of Public Lobby
	Prosecutor Office				
1.2.02	Waiting	20	2	40	
1.2.03	Prosecutor Office	120	2	240	
1.2.04	Work/Break Room	60	1	60	
1.2.05	Staff Toilet	60	1	60	
	Public Defender Office				
1.2.06	Waiting				Part of Public Lobby
1.2.07	Prosecutor Office	120	2	240	
1.2.08	Work Room	60	1	60	
1.2.09	Staff Toilet	60	1	60	
	Adult Probation				
1.2.10	Pre-Trial Workstation	48	2	96	
1.2.11	Work/Break Room	60	1	60	
1.2.12	Staff Toilet	60	1	60	
	Judicial Suite				
1.2.13	Judicial Chamber	180	1	180	
1.2.14	Judicial Toilet	60	1	60	
1.2.15	Court Support Staff	60	1	60	
1.2.16	Interpreter	20	1	20	
1.2.17	Work/Break Room	60	1	60	
1.2.18	Staff Toilet	60	2	120	
	Courtrooms				
1.2.19	Jury Courtroom	1,400	1	1,400	
1.2.20	Attorney Conference Room	80	2	160	Non-Contact Secure Booth
1.2.21	Sound Vestibule	80	1	80	
1.2.22	Secure Holding	10	20	200	
1.2.23	Attorney Sallyport	80	1	80	
	Subtotal			3,396	
	x department grossing factor			1.35	
	Subtotal DGSF			**4,585**	

2.0 FACILITY ADMINISTRATION

Administration consists of five components: Facility Administration; Command; Information Management; Professional Standards; and Safety, Security and Technology.

2.1 Facility Administration

Related Standards

MJS: 01.01-Designated administrator, 02.01-Annual budgets, 02.03-Inmate fund, 02.04-Money secured, 03.01-Facility staffing plans

ACA: 5-ALDF-7D-23, 5-ALDF-7D-24

Description of Function

The Facility Administration component serves as the center for administrative leadership regarding the operation of the facility and is in an office environment that is frequented by both staff and official visitors. This component will be located outside the secure perimeter of the facility. The detention facility Administrator manages operations supported by an Assistant Administrator. Other administrative functions will be housed in this area. The office suite should be designed to reflect easy, but controlled, access to administrative personnel by official visitors, volunteers, vendors, and representatives of other agencies.

Operational Assumptions

The Facility Administration space is open during normal business hours, Monday through Friday. When an individual seeking to visit Facility Administration approaches staff in the Public Lobby, the Detentions Officer will verify the identity of the individual and the purpose of the visit. Once this has been verified and the visitor screened, the individual will be directed to the Facility Administration office area. Inside this area will be a waiting area where the individual will remain until Facility Administration staff are ready to receive them.

A combination of private offices and open workstations with a shared lobby/ waiting area, workroom, kitchen, secure records room, general storage, and staff toilets will be provided for administration staff. Within the office suite is a conference room designed to accommodate up to 12 people with audio visual capability.

Special Considerations

The overall construction of the Facility Administration area should be standard commercial grade construction typical to any office environment. The suite should: portray a professional image for visitors; promote collaboration, communication, and creativity through the arrangement of work areas, furniture, and technology; and incorporate biophilic components into the design.

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Table 27. Facility Administration Space Allocation

2.1	Facility Administration	Unit NSF	# of Units	NSF	Comment - outside secure perimeter, separate entry
2.1.01	Lobby/ Waiting	10	4	40	open seating, connection to lobby
2.1.02	Standard Open Workstation	48	1	48	locked files, Admin Assistant/Reception
2.1.03	Executive Office	150	1	150	private office, meeting area for 4, Administrator
2.1.04	Standard Office	120	1	120	private office, meeting area for 2, Lieutenant
2.1.05	Small Office	110	2	220	private office, Sergeant
2.1.06	Large Open Workstation	48	2	96	locked files, Administrative Assistants
2.1.07	Large Storage	150	1	150	secure records
2.1.08	Storage	80	1	80	general supply storage
2.1.09	Workroom	110	1	110	work area, shelving, printer/copier
2.1.10	Conference Room	25	12	300	a/v capable
2.1.11	Kitchen	40	1	40	counter w/ sink, refrigerator, microwave
2.1.12	Staff Toilet	60	2	120	male, female
2.1.13	Janitor's Closet	60	1	60	
	Subtotal			1,534	
	x department grossing factor			1.35	
	Subtotal DGSF			**2,071**	

2.2 Inside Administration

Related Standards

MJS:03.01-24 hours staffing, 03.02-Development of staffing plan, 07.20

ACA:5-ALDF-7D-23, 5-ALDF-7D-24

Description of Function

The staff that oversee the daily operations and line-staff of the facility will have workspaces and support areas for Captains, Lieutenants, Classification, and Shift Sergeants. The suite should be located inside the secure perimeter with the ability to promptly respond to security situations and have adjacent accessibility through a security vestibule to administrative functions located outside the secure perimeter.

Operational Assumptions

The area manages the operations of the facility 24 hours a day, 7 days a week. Individuals with access to this area can also include other facility staff and volunteers with authorized access into the secure perimeter of the facility.

The area will have a combination of workspaces with a waiting area, workroom, storage, break and vending area, and staff toilets. The suite should include adjacent access to a security vestibule to access the Facility Administration and Staff Support spaces outside the secure perimeter.

Special Considerations

The overall construction of the area should be standard commercial grade construction typical to any office environment but with restricted access. The suite should: portray a professional image for staff; promote collaboration, communication, and creativity through the arrangement of work areas, furniture, and technology; and incorporate biophilic components into the design.

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Table 28. Inside Administration Space Allocation

2.2	Inside Administration	Unit NSF	# of Units	NSF	Comment - inside secure perimeter
2.2.01	Lobby/ Waiting	10	4	40	open seating
2.2.02	Standard Office	120	1	120	private office, Lieutenant (Shift Commander)
2.2.03	Small Office	110	8	880	private office with desks for Sergeants
2.2.04	Large Open Workstation	48	1	48	locked files, Administrative Assistant
2.2.05	Workroom	80	1	80	work area, shelving, printer/copier
2.2.06	Break & Vending	15	20	300	counter w/ sink, vending machines, Cell Phone Lockers
2.2.07	Staff Toilet	60	2	120	male, female
2.2.08	Storage	80	1	80	secure
2.2.09	Janitor's Closet	60	1	60	
	Subtotal			1,728	
	x department grossing factor			1.35	
	Subtotal DGSF			**2,333**	

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3.0 STAFF SUPPORT

Staff Support consists of two components: Training and Staff Support.

3.1 Staff Training

Related Standards

MJS: 04.01.01-Staff training space, 04.02-Staff training, 04.03-Annual training, 04.06-Staff orientation, 04.07-Emergency plan training, 04.10-Chjemical agent training, 04.11-Food service training, 04.12-Traing on occupational exposure

ACA: 5-ALDF-7D-23, 5-ALDF-7D-24

Description of Function

The Training function manages and administers the Detention Facility's staff training program and oversees compliance with national standards. The Training area should be located outside the secure perimeter in an area accessed separately from other administrative functions.

Operational Assumptions

The Training area will typically be open during normal business hours, Monday through Friday. Ideally this area will be separated from other functions in the facility to promote a learning and training environment for staff and visitors.

Training will be provided on a personal and group basis and will range from self-study to classroom activities to physical training. It is important that training spaces be designed for flexibility in terms of function and size to maximize training time.

Special Considerations

Prior to commencing operations in the new facility, all staff will need to be involved in a training program to familiarize them with the facility's design, equipment, and policies and procedure. The Training area should be outside the secure perimeter and provide a rewarding experience through amenities and social and learning activities.

The overall construction of this area should be standard commercial grade construction. The spaces should: portray a professional image for visitors; promote collaboration, communication, and creativity through the arrangement of spaces and technology; and incorporate biophilic components into the design.

Table 29. Staff Training Space Allocation

3.1	Staff Training	Unit NSF	# of Units	NSF	Comment - outside secure perimeter
3.1.01	Entry Vestibule	80	1	80	weather vestibule, 2 doors
3.1.02	Standard Office	110	1	110	private office, Accreditation Manager
3.1.03	Shared Office	50	2	100	per person,
3.1.04	Workroom	80	1	80	
3.1.05	Kitchen	40	1	40	counter w/ sink, refrigerator, microwave
3.1.06	Large Storage	80	1	80	material & equipment storage
3.1.07	Classroom	25	20	500	divisible, a/v capable, multi-purpose
3.1.08	Meeting Room	25	10	250	a/v capable
3.1.09	Computer Lab	25	4	100	terminal spaces for 15, a/v capable
3.1.10	Library	120	1	120	table & chairs, reference materials
3.1.11	Staff Toilet	60	2	120	male/ female
3.1.12	Janitor's Closet	60	1	60	
	Subtotal			1,640	**excludes outdoor recreation/training/firing-range**
	x department grossing factor			1.35	
	Subtotal DGSF			**2,214**	

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3.2 Staff Support

Related Standards

MJS:

ACA: 5-ALDF-7D-24

Description of Function

The Staff Support component will function as the central point for staff to access the facility, receive daily instructions regarding operating matters, access staff lockers and a wellness center, and access the primary facility break room. Staff may enter this area prior to going to their assigned work area or after leaving their post at the end of their scheduled shift. The spaces will provide areas for staff to prepare for work as well as to take intermittent scheduled breaks if time allows.

The Staff Support component should be located outside the secure perimeter and accessed via a dedicated, controlled access staff entrance/exit on the outside of the building.

Operational Assumptions

The Staff Support area should be accessed via a dedicated staff screening entry/exit from a staff parking lot. Once inside the building, staff will likely access the staff locker and shower area to prepare for work. Staff will gather at a muster room sized for 30 persons with audio visual capability to debrief before and after their shift. The muster room will also serve as a training and multi-purpose space.

Staff will be provided access to Staff Support areas throughout the course of their workday. The component should be adjacent to the Training component.

Special Considerations

Staff Support areas should provide rewarding experiences through amenities, exercise, and social activity. The overall construction of the Staff Support area should be standard commercial grade construction. The spaces should: portray a professional image for staff; promote collaboration, communication, and creativity through the arrangement of spaces and technology; and incorporate biophilic components into the design.

Table 30. Staff Support Space Allocation

3.2	Staff Support	Unit NSF	# of Units	NSF	Comment - outside secure perimeter
3.2.01	Locker Room	6	150	900	full-size locker w/ bench
3.2.02	Male Restroom/ Shower/Dressing	50	4	200	sinks, toilets, showers
3.2.03	Female Restroom/ Shower/Dressing	50	2	100	sinks, toilets, showers
3.2.04	Wellness Room	40	15	600	padded floors, cardio and fitness equipment
3.2.05	Storage	80	1	80	adjacent to wellness room
3.2.06	Muster Room	15	30	450	a/v capable; adjacent to Equipment Room
3.2.07	Equipment Room	150	1	150	secure storage for vests, handcuffs, flashlights, etc.
3.2.08	CERT Equipment Room	15	30	450	equipment storage/ staff lockers; adjacent to Staff Locker Rooms
3.2.09	CERT Storage	80	1	80	storage adjacent to CERT Equipment Room
3.2.10	Break/Dining/Vending	300	1	300	serving counter; counter w/ sink, refrigerators, microwaves; vending; table & chairs
3.2.11	Mother's Room	60	1	60	counter w/ sink, refrigerator, chair
3.2.12	Janitor's Closet	60	1	60	
	Subtotal			3,430	
	x department grossing factor			1.25	
	Subtotal DGSF			**4,288**	

4.0 MASTER CONTROL

4.1 Master Control

Related Standards

MJS: 06.07-Emergency release of doors, 07.08-Electronic surveillance, 07.11-Secure perimeter, 07.12-Perimeter security control, 07.13-Fire life safety monitoring, 07.22-Use of keys, 19.09-Facility perimeter control

ACA: 5-ALDF-2A-01, 5-ALDF-2A-07, 5-ALDF-2B-05 through 08

Description of Function

The Master Control serves as the operational and security hub of the entire complex. It monitors and controls of all security communications, life safety and security systems, and all general building movement patterns. Master Control is a secure fixed post, 24 hours per day, 7 days per week. All intercoms and access controls at security doors will be managed by Master Control officers. Any cameras inside or outside the facility will be monitored by Master Control.

Note in a direct supervision environment, the emphasis of housing unit security and control is placed on the Housing Unit Officer. The Housing Unit Officer will provide primary direct observation of housing unit activities.

Operational Assumptions

Master Control will be responsible for the following functions:

- control entry and exit from the secure area (pedestrian and vehicular).
- control the internal movement into and out of major zones in the facility.
- monitor all audio and CCTV in the facility.
- issue keys.
- serve as the communications center for public address announcements.
- observe inmate movement in corridors.
- override housing controls.
- monitor the life safety and security systems.
- ability to take control over all door controls, particularly in emergency situations.
- accept outside phone calls during off hours.

The control room consists of a large space with height-adjustable workstations, multiple touch screens/monitors, a pass-through window, and a counter with a sink. The control panels must be configured so one officer can easily operate the controls if necessary. The control panels must allow for redundancy to take over all electronics in the facility from this central point.

An adjacent staff toilet and equipment room must be accessed from the control room, as Detention Officers cannot leave this post unattended. A key pass-thru and an intercom to the corridor around Master Control will be required.

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Special Considerations

Master Control must be contained within its own security envelope, meaning that the floor, walls, and ceiling must be secure. Overall access to the Master Control area will be limited and the room will be secured.

The environment of Master Control should reduce stress thru: temperature control; good ventilation; sound absorption; controlled lighting (dimmer switch); and ergonomic/adjustable counters, chairs, and monitors.

Table 31. Master Control Space Allocation

4.1	Master Control	Unit NSF	# of Units	NSF	Comment - inside secure perimeter
4.1.01	Security Vestibule	120	1	120	interlocking doors
4.1.02	Control Room	300	1	300	height adjustable work stations, pass-through door, counter w/ sink, 2 officer posts, ability to accommodate 3 persons
4.1.03	Equipment Room	200	1	200	security electronics and communications equipment
4.1.04	Key Exchange	40	1	40	alcove
4.1.05	Staff Toilet	60	1	60	
	Subtotal			720	
	x department grossing factor			1.35	
	Subtotal DGSF			**972**	

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5.0 INTAKE/TRANSPORTATION/RELEASE

Intake/Transportation/Release consists of six components: Vehicle Sallyports and Armory; Intake; Court; Records; Transportation; and Release.

5.1 Vehicle Sallyports

Related Standards

MJS: 07.24.03-Weapons storage space

ACA:5-ALDF-2A-07

Description of Function

The Vehicle Sallyport component consists of the intake and transportation vehicle sallyports. A vehicle sallyport is required to receive new arrestees (intake) and a separate one for transporting inmates to and from other facilities (transportation). The sallyport will be a large area to accommodate a bus and/or vans plus temporary law enforcement parking.

Operational Assumptions

The vehicle sallyport will be a secure, controlled entryway into the facility. Its main function will be to provide enclosed security while arrestees / inmates are being loaded and unloaded from vehicles. The intake vehicle sallyport will be designed to be an enclosed area with a heated slab, with drainage, and oversized lane to support law enforcement vans and cars.

The transportation vehicle sallyport will be designed to be a partially covered outdoor area with a heated slab, with drainage, and two lanes to support a bus and parking for at least six vans. The transportation sallyport will have a single entry/exit point, while the intake sallyport will have a separate entry overhead door and exit overhead door.

The transportation vehicle sallyport will include access to a separate security vestibule for emergency vehicles to access the Central Clinic and Health Care area. There will also be adjacent secure parking for Transportation Unit vans.

Movement in and out of any vehicle sallyport will be monitored and controlled by Master Control. Vehicles approaching the Intake Sallyport will arrive at a callbox with 2-way audio capabilities where they can contact Master Control and present credentials and reason for needing entry. Master Control will be able to view the vehicle via CCTV and allow entry once verified. Each sallyport will have access to a large, secure storage room. A main armory for the secure storage of firearms and equipment with a workspace to maintain firearms, secure ammunition cabinet, and clearing barrel will be accessed from the transportation vehicle sallyport.

Special Considerations

The intake vehicle sallyport will be an enclosed area adjacent to intake for inmate entry. The transportation vehicle sallyport will be a secure, partially covered outdoor area adjacent to the transportation unit.

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Table 32. Vehicle Sallyports Space Allocation

5.1	Vehicle Sallyports	Unit NSF	# of Units	NSF	Comment
5.1.01	Intake Vehicle Sallyport	1,200	1	1,200	enclosed area, heated slab, oversized lane, room for van & cars, eye-wash station, NSF taken at 1/2 for cost purposes
5.1.02	Transportation Vehicle Sallyport	1,200	1	1,200	outdoor area w/ 2 lanes, partially covered, room for bus, parking for 6 vans; security vestibule into Transportation, NSF taken at 1/3 for cost purposes
5.1.03	Large Storage	200	1	200	accessed from sallyport
	Subtotal			1,196	**excludes outdoor secure fenced parking for additional vans**
	x department grossing factor			1.05	
	Subtotal DGSF			**1,256**	

5.2 Intake

Related Standards

MJS: 07.26-Weapons lockers, 11.10-Screening at intake, 11.11-Health care screening of inmate transfer, 11.26-Access to 24-hour care, 11.27-Management of pharmaceuticals, 11.40-Screeneing space at intake, 11.42-Mental health screening at intake, 15.02-Space to determine legally committed person, 15.03-Law Enforcement search space, 15.05-Admission process space, 15.06-Detained inmates communication, 15.07-Personal property released to third party, 15.10-Orientation housing, 15.14-Under age holding requirements, 16.01-Classification space

ACA: 5-ALDF-2A-17, 5-ALDF-2A-18, 5-ALDF-2A-19, 5-ALDF-2A-21, 5-ALDF-2A-22, 5-ALDF-2A-23, 5-ALDF-2A-24, 5-ALDF-2A-25, 5-ALDF-2A-28ACA:5-ALDF-2A-17, 5-ALDF-2A-18, 5-ALDF-2A-19, 5-ALDF-2A-21, 5-ALDF-2A-22, 5-ALDF-2A-23, 5-ALDF-2A-24, 5-ALDF-2A-25, 5-ALDF-2A-28

Description of Function

The Intake processing serves as the single-entry point for in-custody individuals entering the facility either by law enforcement, transportation, or self-reporting. This component serves as the initial intake, booking, screening and in-custody processing of individuals entering the facility. This function operates 24 hours per day, 7 days per week.

Operational Assumptions

Law enforcement, transportation teams, and self-surrenders arriving at the intake sallyport will be required to contact Master Control via a callbox or call station to advise of their arrival and intent to enter the facility. Master Control will verify visually and verbally the intent to enter the facility, ascertain the number of new admits, and will then permit vehicle or pedestrian access when the sallyport is secure. Master Control will notify Intake of the new arrival.

Once inside the vehicular sallyport, the Law Enforcement Officer (LEO) will secure any weapons in provided lockboxes or within vehicles prior to removing the arrestee from the vehicle. The (LEO) will escort the new admission through the pedestrian sallyport into a secure pre-intake area (currently this is the Law Enforcement Lobby or LEL), where the law enforcement officer will be able to complete his/her arrest documentation, , complete property removal and final searches, and present the individual for acceptance to the facility. The custody of the admit will remain with the LEO until the detention facility verifies acceptance to facility custody via a staff member at an exchange counter. It should be noted that nationally breathalyzer rooms are not typically planned for in new or renovated facilities as they pose a risk to detainee's safety as well as a liability to the county. Best practice is to have the detainee utilize a breathalyzer at a local law enforcement station and have only those that will be booked brought to the detention facility. This procedure reduces the risk and potential exposure to the County.

The pre-intake area should be focused on the initial review of paperwork, initial health assessment, and search/removal of contraband prior to introduction into the facility. The pre-intake area will be a

secure area but will need to be flexible depending upon the required activities prior to custody transfer. The area must have access to an interview room and secure holding spaces for uncooperative individuals.

Acceptance will involve two steps completed by the Intake Staff:

- Verify legally confining paperwork by ensuring paperwork provided supports the admission. On many occasions the LEO may need to complete the required paperwork on-site prior to presenting the individual for custodial exchange.
- Initial medical/mental health screening by completing a questionnaire regarding medical/mental health as well as physical observation of the admit.

If paperwork is appropriate and there are no acute medical or mental health issues, a detentions officer will meet the law enforcement officer and arrestee and accept the arrestee into custody. Health Care staff may be called upon to provide additional medical/mental health screening based on the admits observed conditions. If urgent medical/mental health care is needed, the individual will not be accepted, and the LEO will be directed to take the individual to a medical facility.

After acceptance into facility custody and prior to the LEO leaving the facility, the following will occur with the admit:

- Conduct frisk search.
- Remove any additional loose personal property (aside from clothing).
- Verifying inventoried property
- Deposit money into banking kiosk.
- Conduct Body Scan search.
- Initiate entry into the detention facility management system.

To improve the orderly nature of the intake process, individual stations may be provided for each of the above steps. A computer workstation will be provided in this area should the LEO need to complete their arrest paperwork.

Upon completion of the activities, the admit can be moved to the intake reception area where he/she will wait for further processing. The LEO will be permitted to depart.

Once inside the intake reception area, the admit will be required to complete additional intake processing consisting of:

- Fingerprinting via a Livescan or other digital fingerprinting system.
- Photographing for the detention facility management system.
- Issuing a wristband for identification.
- Bagging and inventorying the personal property removed in the LEL in the presence of the admit.

Upon completion of initial reception processing, the admit will be permitted to sit in an open waiting area while pending further booking and screening based upon behavior. Individual secure holding rooms will be available for behavior and/or separation needs.

At this stage, the admit will be subject to a series of intake processes required for the data collection and continued screening for release or admission to housing. Booking Clerks will review the paperwork to determine those individuals who are temporary holds, eligible for bond, and those who are to be remanded based upon charges/commitment paperwork. The admit will be called to the intake reception counter by the Booking Officer to begin information collection for the detention facility management and court systems.

Individuals who are eligible for a bond or release will be identified and expedited to release processing.

Individuals who are held on a temporary hold will be processed for the temporary hold and allowed to await their release or further processing if formal charges are presented. Individuals who are not being released or able to bond, will continue through the intake process and be screened by:

- Health Care staff who conduct a full intake screening to include health history and physical.
- Classification staff who make determinations upon housing needs.
- Booking Clerks who collect and inventory their personal belongings, enable the individual to shower, and issue them an inmate uniform and a box/bin with hygiene products and linens.

Once the admit is issued an inmate uniform and linens, he/she will be assigned a housing unit according to their classification. Generally, most male admits will be placed in the orientation housing unit, unless their custody level or special needs require different housing options.

Special Considerations

The Intake processing function will be the initial entry point into the facility. As such the design, environment, and tone should set expectations for the new admit and promote an environment of support and an expectation of orderliness. The design should both reduce the stress associated with the intake process, as well as contribute to the organized flow through the processing steps.

Space must be flexible to accommodate these peaks and allow for the orderly separation of admits.

Table 33. Intake Space Allocation

5.2	Intake	Unit NSF	# of Units	NSF	Comment
	Pre-Intake/ Law Enforcement Lobby				
5.2.01	Entry Vestibule	80	1	80	
5.2.02	Open Seating	15	8	120	
5.2.03	1-person Holding Cell	60	2	120	dry cell
5.2.04	Law Enforcement Paperwork Area	24	2	48	counter w/ terminal
5.2.05	Staff Toilet	60	1	60	
5.2.06	Inmate Toilet	50	1	50	
5.2.07	Search Room	40	1	40	w/ sink
5.2.08	Pat Down Area	40	1	40	
5.2.09	Transfer Counter	40	1	40	pass-through to intake officer
5.2.10	Body Scanner	80	1	80	scanner, entry to secure intake area
	Intake				
5.2.11	Security Vestibule	120	1	120	operated by Master Control
5.2.12	Open Seating	15	15	225	
5.2.13	1-person Holding Cell	60	3	180	wet cell
5.2.14	1-person Detox Cell	75	1	75	wet cell
5.2.15	4-person Group Holding Cell	80	2	160	wet cell
5.2.16	Inmate Telephones	10	2	20	
5.2.17	Inmate Toilet	50	1	50	
5.2.18	Large Open Workstation	48	2	96	open booking/classification counter, space for 4 staff
5.2.19	Exam Room	110	1	110	healthcare screening
5.2.20	Photograph Station	50	1	50	camera, back drop, wristbands
5.2.21	Fingerprint Station	40	1	40	electronic connections
5.2.22	Clothing Exchange/Showers	60	2	120	
5.2.23	Property Issue Storage	120	1	120	Shelves, storage for all sizes male & female
5.2.24	Storage	80	1	80	
5.2.25	Post Intake Open Seating	15	10	150	
5.2.26	Staff Toilet	60	2	120	
5.2.27	Janitor's Closet	80	1	80	sink, drain, large equipment storage
	Subtotal			2,474	
	x department grossing factor			1.35	
	Subtotal DGSF			**3,340**	

5.3 Property

Related Standards

MJS: 05.01-Records/data management, 05.02-Inmate case files, 05.03-Inmate access to review file, 05.04-Facility records, 05.11-Custody records storage, 05.15-Records archive storage

ACA: 5-ALDF-7D-26, 5-ALDF-7D-27, 5-ALDF-7D-28, 5-ALDF-7D-29, 5-ALDF-7D-30

Description of Function

This component oversees all inmate property. All inmate property will be maintained and stored at this location.

Operational Assumptions

All inmate property will be kept in a property storage area adjacent to the Intake and Release areas. The property storage area includes the storage of inmate clothing and personal effects and the issuance of uniforms and initial items. Secure storage will be provided for the holding of valuables.

Special Considerations

The Property area will serve as the official repository for all inmate property and must be accessible to service windows for Intake, Transportation, Release, and Public Lobby.

The overall construction of the work area should be standard commercial grade construction typical to any office environment.

Table 34. Property Space Allocation

5.3	Property	Unit NSF	# of Units	NSF	Comment
5.3.01	Transfer Counter	100	2	200	pass-through to intake, transportation & release
5.3.02	Inmate Property Storage	800	1	800	4" per bag=1,500 bag 2 high rack, storage bins, washer/dryer, property staging
5.3.03	Secure Property Storage	80	1	80	
5.3.04	Standard Office	110	1	110	private office, Administrator
5.3.05	Large Open Workstation	48	1	48	view to open work area, Supervisors
5.3.06	Large Storage	80	1	80	secure records & general supplies
5.3.07	Workroom	110	1	110	work counter, shelving, equipment
5.3.08	Beverage Counter	40	1	40	counter w/ sink
5.3.09	Staff Toilet	60	1	60	
5.3.10	Janitor's Closet	50	1	50	sink, drain
	Subtotal			1,578	
	x department grossing factor			1.25	
	Subtotal DGSF			**1,973**	

5.4 Initial Arraignment Courtrooms

Related Standards

MJS:

ACA: 5-ALDF-6A-01, 5-ALDF-6A-02

Description of Function

The Arraignment Court component provides video access to court proceedings for admits/arrestees during the intake process and inmates after admission to the facility.

Operational Assumptions

Individuals in-custody will have on-site access to a hearing room, courtroom, and/or video hearing room for arraignments, preliminary hearings, and/or pleas. At scheduled times, inmates will be escorted to the Transportation area for staging to the Court area for legal proceedings.

The courtroom will include two attorney conference rooms, as well as a waiting area.

Special Considerations

The Arraignment Court component should be close to the Intake, Transportation, and Release areas.

Table 35. Initial Arraignment Court Space Allocation

5.4	Initial Arraingment Courtrooms	Unit NSF	# of Units	NSF	Comment
5.4.01	Initial Appearance Courtroom (IA)	300	2	600	Video Arraingment Equipment
5.4.02	Attorney Conference Room	80	2	160	Non-Contact Secure Booth
5.4.03	Inmate Waiting	10	15	150	
5.4.04	Inmate Toilet	50	1	50	
	Subtotal			960	
	x department grossing factor			1.35	
	Subtotal DGSF			**1,296**	

5.5 Transportation

Related Standards

MJS:

ACA: 5-ALDF-1B-06

Description of Function

The Transportation component serves as the coordination and staging area for any inmate attending a court proceeding on-site or off-site or being transported from the facility to medical appointments, outside appointment, or transferred to another agency. Transportation staff consists of a Sergeant and Detention Officers manning the Transportation area and/or escorting or transportation inmates. A Captain supervises the unit. Major space needs for this area include a workstation for the Transportation Unit, including staff office functions, inmate holding (large and small), and a control/observation area. This function operates 24 hours per day, 7 days a week.

Operational Assumptions

The Transportation area will be the primary staging location for inmates to be held prior to departing the facility for court, outside appointments, and transfers to other jurisdictions. This area needs to be adjacent to the Records' property issuance/storage spaces for court clothes and uniform issuance.

As individuals are scheduled for court appearances or other outside appointments, the Transportation Unit will coordinate the movement with the facility housing units. When a housing unit is notified, staff on the floor will prepare the inmate for movement. Either the floor officer or a transportation officer will escort the inmate(s) to the Transportation staging area to be held temporarily until departure.

The Transportation staging area will require a staff processing counter and inmate staging, holding areas with toilet, and search areas. For individuals going to court for trial or sentencing, space will be required for changing into court clothes. The Transportation staging area will be equipped with a body scanner to conduct searches prior to transport and when returning from an outside appointment.

Individuals will be grouped together in the Transportation holding areas by gender and destination. As transports leave, individuals will be restrained and escorted to the Transportation Vehicle Sallyport, where they will be loaded into a transport vehicle (typically a 15-passenger van).

Returning individuals will be secured in the same holding areas. Space will be necessary for searching (pat, strip searches and/or body scanning) individuals upon their return. Additionally, space will be required for individuals needing to change out of court clothing and back into a uniform.

Individuals will be escorted back to housing by the floor officers or transportation staff upon return.

The Transportation Captain will not have an office in this area (office in the Command suite). The Transportation Sergeant and four Transportation Officers can be located in open workstations. This

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workspace should be large enough to allow for a significant amount of transportation related documents. Other staff directly involved in the transportation of individuals do not require workspaces.

A small secure closet space should be provided for storage of security hardware, radios, batteries, etc.

Special Considerations

The Transportation component must be adjacent to the Transportation Vehicle Sallyport for access to transport vehicles, the Main Armory, and storage. The area will either require adjacency to Records for access to inmate property or separate storage area for uniforms exchanged for court clothes.

Table 36. Transportation Space Allocation

5.5	Transportation	Unit NSF	# of Units	NSF	Comment
5.5.01	Security Vestibule	150	1	150	interlocking doors to sallyport
5.5.02	Body Scanner	100	1	100	scanner, entry to secure intake area
5.5.03	Restraint Storage	60	1	60	
5.5.04	Staging	150	1	150	open area to restrain, search & group
5.5.05	Large Open Workstation	60	1	60	counter height w/ terminal
5.5.06	1-person Holding Cell	60	4	240	wet cell
5.5.07	16-person Group Holding Cell	80	2	160	wet cell
5.5.08	Changing Room	60	2	120	bench
5.5.09	Small Office	110	1	110	private office, Sergeant
5.5.10	Shared Office	50	2	100	shift Correctional Officers
5.5.11	Beverage Counter	40	1	40	counter w/ sink
5.5.12	Staff Toilet	60	2	120	
5.5.13	Storage	80	1	80	
5.5.14	Janitor's Closet	50	1	50	sink, drain
	Subtotal			1,540	
	x department grossing factor			1.35	
	Subtotal DGSF			**2,079**	

5.6 Release

Related Standards

MCS: 15.15-Release processing space, 15.17-Released property

ACA: 5-ALDF-5B-14, 5-ALDF-5B-15, 5-ALDF-5B-16, 5-ALDF-5B-17, 5-ALDF-5B-18, 5-ALDF-5B-19

Description of Function

The Release component serves as the area for release preparation, identification, and processing of all individuals leaving the facility, either on their own or being transferred to another facility. The Release function is available 24 hours a day, 7 days a week.

Operational Assumptions

Individuals leaving the custody of the facility will occur through one of two mechanisms - released to the custody of another jurisdiction or released into the community. Both types of releases will follow a similar process.

In both types of release situations, the Intake and Release unit will receive notification that an individual may qualify for a release from custody. Release notifications will come from:

- Court system – via court order or court instructions.
- Receipt of a bond.
- End of a sentence.
- Notification from another jurisdiction.

Upon receipt of a release notification, the Booking Clerk will begin a review process to determine that all charges have been satisfied and that there are no pending charges to prevent a release. If the

individual is eligible for release, the Booking Clerk will continue with paperwork verification, checks for additional wants/warrants, updates the release in the detention facility management system, and will notify the housing unit of the intended release.

If the individual is being released to the community and there are no other warrants or holds from another jurisdiction, the individual will be escorted from housing to the Release area and continues through the release process. If there is a hold or outstanding warrant, the individual will remain in custody.

If the individual is being released to another jurisdiction and there are no other warrants or holds aside from the agency they are being released to, the individual will be escorted from housing to the Transportation holding area.

Release Processing

For individuals being released to the community, the individual will be escorted to the release processing area where they meet with a Booking/ Release Officer and begin the identification process. The escorting detentions staff and Booking/ Release Officer will conduct an identification verification at this point and have the individual sign release paperwork (bonds, property inventories, court date notice, and returned funds receipt). The individual will be returned their personal clothing and allowed to change out of their uniform. The individual's personal property and returned funds will be retained by the escorting staff till the individual exits the facility.

Final release approval will be received from the reviewing release supervisor at this point and one final identification will be conducted on the individual. Space is provided for volunteers and/or providers to provide the releases connections to community resources and/or services.

Once verified, the individual will be escorted to the release waiting area outside of the secure confines of the facility and returned his/her personal belongings and funds.

Once the individual is escorted out of the facility and the escorting officer returns, the individual will be removed from the detention facility management system.

Release to Another Jurisdiction:

For individuals being released to another jurisdiction, the individual will be escorted to the Transportation staging area where they meet with a Booking/ Release Officer and begin the identification process. The escorting detentions staff and Booking/ Release Officer will conduct an identification verification at this point and have the individual sign release paperwork (bonds, property inventories, court date notice, and returned funds receipt). The individual will be returned their personal clothing. The individual's personal property and returned funds will be retained by the escorting staff.

Final release approval will be received from the reviewing release supervisor at this point and one final identification will be conducted on the individual.

The individual will be placed in a Transportation area holding cell until transported to another jurisdiction or until another jurisdiction arrives to accept him/her. The individual's personal belongings (other than personal clothing) and funds will be transferred to the receiving jurisdiction transport staff. The individual will then be identified by the receiving jurisdiction and escorted to the sallyport to be placed in the transportation vehicle.

Once the individual is outside of the secure confines of the facility, he/she will be removed from the detention facility management system.

Special Considerations

The release processing area will need enough space to conduct the signing of release paperwork and return of personal property. This area will require access to a space for the individual to change into personal clothing. The volume occurs in small amounts (1 or 2) and occurs 24 hours a day, 7 days a week.

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The release waiting area needs to be outside the secure confines of the facility but does not need to be enclosed. A covered area (such as a typical bus stop) to protect from the environment will be sufficient.

Table 37. Release Space Allocation

5.6	Release	Unit NSF	# of Units	NSF	Comment
5.6.01	Large Open Workstation	48	2	96	release processing area, access to release services
5.6.02	Changing Room	60	2	120	bench
5.6.03	Inmate Toilet	50	1	50	
5.6.04	Lobby/ Waiting	15	6	90	divided into 2 areas for male/female
5.6.05	Vestibule	120	1	120	interlocking doors to exit,
5.6.06	Release Waiting	120	1	120	separate waiting area outside secure area; phone charging area
	Subtotal			596	
	x department grossing factor			1.35	
	Subtotal DGSF			**805**	

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6.0 HOUSING

Related Standards

MJS: 08.04-Inmate observation, 08.08-Segregation housing units, 08.09-Special management units' space, 08.11-Health care access, 08.12-Special management exercise space, 08.14-Special management visitation, 08.15-Special management telephone access, 08.16-Special management programs access, 14.08-Telephone access, 17.06-Recreational access space, 18.02-Inmate cell size, single and multiple occupancy, 18.02.02-Dormitory size, 18.04-Toilets and washbasin quantities, 18.06-Air ventilation, 19.03-Light levels, 19.04-Access to natural light. 19.05-Natural light when confined over 10 hours, 19.06-Noise levels, 19.08-Ventilation system, 19.13-Cell furnishings, 19.14-Multiple occupancy cells, 19.15-Dayroom natural light, 19.16-Dayroon furnishings, 19.17-Dayroom seating and tables, 19.19-Housing unit support spaces, 19.20-Outdoor exercise, 19.22-Correctional officer posts, 19.24-Physical plant design facilitates communication, 19.25-Storage space, 19.26-Janitor closets, 19.27-Mechanical & electrical equipment

ACA: 5-ALDF-1A-05, 5-ALDF-1A-08 through 20, 5-ALDF-1A-21, 5-ALDF-1C-03, 5-ALDF-1C-04, 5-ALDF-2A-02, 5-ALDF-2A-17, 5-ALDF-2A-30, 5-ALDF-2A-31, 5-ALDF-2A-32, 5-ALDF-2A-33, 5-ALDF-2A-38,5-ALDF-2A-39, 5-ALDF-2E-09, 5-ALDF-2E-22, 5-ALDF-2E-24

Description of Function

This section includes the housing units for males, while females will be housed in the existing detention facility to meet the total capacity requirements of the County for the next 15 years. (see table 16 below) The program includes 512 new beds, along with 434 (rated capacity) existing beds. The overall mission of the County relative to housing is to provide a safe, secure facility to serve the public and visitors, staff, and inmate population. Structured inmate programming will encourage the development of positive habits relative to responsible decision-making and the exercise of good judgment. The housing units are intended to provide safe and cost-effective confinement that is appropriate for the inmates being housed.

The Table below represents the housing summary distribution of beds between male and female taking in to account the existing facility beds as well.

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Table 38. Housing Summary Distribution

Projections (Year)		2039			2049	
Bedspace Requirement		1,067			1,277	
		2039			2049	
Gender	Benchmark	Breakout			Breakout	
Male	70%	747			894	
Female	30%	320			383	
Total	100%	1,067			1,277	

Utilizing the 2039 population of 1,067		MEN	WOMEN		MEN	WOMEN
Classification	Benchmark	Breakout	Breakout		Breakout	Breakout
Orientation	5%	37	16		45	19
Maximum	14%	105	45		125	54
Special Needs	14%	105	45		125	54
Special Management	5%	37	16		45	19
Medium	38%	284	122		340	146
Minimum	24%	179	77		215	92
Total	100%	747	320		894	383

MEN

Classification	Location	Breakout	Proposed	+/-	Breakout	Proposed	+/-
Orientation	Temp Unit	37	36	(1)	45	36	(9)
Maximum	Pod A, Unit 1 & 2	105	128	23	125	128	3
Special Needs (year 2039)	North 1, 2, 3, Pod B-Unit 4B	105	104	(1)			
Special Needs (year 2049)	Pod B-Unit 4B, Pod C-Unit 1A, 1B				125	112	(13)
Special Management	Pod B-Unit 4A, Med Hsg	37	48	11	45	48	3
Medium (year 2039)	Pod A-Unit 3, 4, Pod B-Unit 1, 2, 3	284	320	36		-	
Medium (year 2049)	Pod A-Unit 3, 4, Pod B-Unit 1, 2, 3, Pod C-Unit 2				340	368	28
Minimum (year 2039)	North 4, 5	179	100	(79)			
Minimum (year 2049)	North 4, 5, Pod C-Unit 3				215	228	13
Total		747	736	(11)	894	920	26
Medical Housing		12					

WOMEN

Classification	Location	Breakout	Proposed	+/-	Breakout	Proposed	+/-
Orientation	Temp Unit	16	36	20	19	36	17
Maximum (year 2039)	Class A, B, C	45	40	(5)			
Maximum (year 2049)	North 2, Class A, B, C				54	52	(2)
Special Needs (year 2039)	West 1	45	38	(7)			
Special Needs (year 2049)	West 1, North 1, 2				54	82	28
Special Mgmt	Class A, D	16	16	0	19	16	
Medium	East A, D, E	122	144	22	146	144	(2)
Minimum	East B, C	77	64	(13)	92	64	(28)
Total		320	338	18	383	394	14

New inmates are to be initially assessed and classified during the intake process. They will then be assigned to an appropriate housing unit, ideally in the Orientation Housing. Orientation housing provides staff the ability to acclimate inmates to the facility and to observe their behavior before placing them in a general population housing classification. Inmates are ultimately assigned to housing based upon classification, behavior, program/work assignment, and length of time remaining to be served for sentenced inmates.

The progression from a higher classification level (maximum) to a lower custody level (i.e. minimum) should be marked by increasing rewards and privileges in the housing units. Inmates that have been properly screened and approved to perform various duties, such as light maintenance/custodial work or food and laundry operations, will be housed in a dedicated housing unit.

Table 39. New Housing Summary

6.0 Housing	**95,322**
6.1 Pod A - Support Area	957
6.2 Pod A - Unit 1 Male Maximum	11,230
6.3 Pod A - Unit 2 Male Maximum/Medium	12,009
6.4 Pod A - Unit 3 Male Medium	11,655
6.5 Pod A - Unit 4 Male Medium	11,655
6.6 Pod B - Support Area	957
6.7 Pod B - Unit 1 Male Medium	11,655
6.8 Pod B - Unit 2 Male Medium	11,655
6.9 Pod B - Unit 3 Male Medium	11,655
6.10 Pod B - Unit 4 Male Maximum/Special Needs	11,893

The operational philosophy of the County is to manage housing units and inmates following a direct supervision model of inmate supervision and management and minimizing inmate movement from the housing unit and housing pod cluster support space. Therefore, most programs and services will be brought to the housing unit or to a space adjacent to the housing clusters. Housing units include a multipurpose room, interview room, and dayroom with access to video visitation, beverage counter, showers, and an outdoor recreation area.

In addition, a housing cluster space has been identified where during the evening shift the four housing pods can be managed from an indirect position with roving officers on the floor.

Operational Assumptions

It is important to identify the activities that will take place in this area to plan operations and design features. The following is a list of functions and activities that will occur in the housing units.

Inmate Activities:

- Sleeping
- Attending to personal hygiene and grooming
- Storing personal articles
- Watching television
- Playing board games
- Conducting telephone and/or video calls
- Dining
- Receiving and sending mail
- Writing and reading
- Talking with other inmates and staff

- Cleaning and maintaining area
- Changing linens and clothing
- Being admitted to and released from unit
- Accessing counseling or programming services
- Receiving sick call screening and/or medications
- Accessing outdoor recreation

Staff Activities (in direct supervision model):

- Controlling inner door to dayrooms
- Communicating and supervising inmates (direct or indirect models)
- Inspecting areas for cleanliness
- Conducting inmate counts
- Maintaining files on each inmate
- Exchanging linen and uniforms
- Receiving and distributing mail
- Supervising food service in unit
- Observing and recording inmate behavior
- Ensuring units have needed supplies
- Waking inmates
- Controlling lights, television, electrical lights, and telephone/video booths
- Resolving inmate disputes
- Writing-up rule violations
- Supervising movement
- Conducting shakedowns
- Releasing and admitting inmates
- Observing any adjacent activity areas such as the multipurpose room, outdoor recreation area, and the counseling/interview/issue room

All the Housing units should be designed to provide maximum possible supervision and observation by the housing unit officer assigned to the housing unit. A housing unit officer post will be established in each pod that provides a fixed point where the direct supervision officer can access a computer, control doors and intercoms and complete logs and other reports. However, it is assumed the officer will be mobile within the unit during most of their shift. The location of this post should allow for clear line of sight to all cell fronts, the dayroom, the recreation space, programs spaces, as well as any other dedicated space.

Special Considerations

The operational philosophy that will affect Housing is that most inmate programs and services will be brought to the housing unit, thereby limiting inmate movement. To accommodate this, the following spaces will have to be accessed from the dayroom and observable by the housing control officer: outdoor recreation areas, multipurpose rooms, interview rooms, video visitation, and showers.

Materials selected in the Housing will attempt to normalize the environment. Privacy will be provided in a manner that does not inhibit observation by housing unit staff.

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6.1 Housing Pod Support

Related Standards

MJS: Refer to Section 6.0 Housing

ACA: Refer to Section 6.0 Housing

Description of Function

This area is used for indirect staff supervision of four housing units along with floor staff roving between housing units providing supervision.

Operational Assumptions

The workstation should be raised to see the upper level of the housing units, with the remaining open for staff to hear.

Special Considerations

Refer to Section 6.0 Housing.

Table 40. Housing Pod Support Space Allocation

6.1	Pod A-Support Area	Unit NSF	# of Units	NSF	
6.1.01	Vestibule	150	1	150	2 interlocked doors
6.1.02	Large Open Workstation	120	1	120	Raised in corridor to see all four housing pods in unit
6.1.03	Staff Toilet	60	1	60	
6.1.04	Security Electronics Room	150	1	150	
6.1.05	Janitor's Closet	180	1	180	sink, drain, Large floor cleaning machines
	Subtotal			660	
	x department grossing factor			1.45	
	Subtotal DGSF			957	
	Subtotal DGSF			**957**	

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6.2 Maximum Housing Male

Related Standards

MJS:Refer to Section 6.0 Housing

ACA:Refer to Section 6.0 Housing

Description of Function

Maximum Housing Male is for male inmates who have been classified as needing a higher level of control due to their criminal charges, past behavior, criminal conduct, or other factors. The design and space needs of the maximum male housing is like Medium Housing; however, inmates in Maximum Housing Male have fewer privileges. Inmates can be moved to lower security level units based on improved behavior.

Operational Assumptions

Maximum Housing Male housing pod will consist of a combination of single or 1-person cells, and double or 2-person cells. Each housing unit will have an issue room, room, multi-purpose room, storage, and dayroom with an open workstation for staff and access to beverage counter, video visitation, showers, and outdoor recreation. Direct supervision will be employed in these housing units.

Refer to Section 6.0 Housing.

Special Considerations

Refer to Section 6.0 Housing.

Table 41. Maximum Housing Male Space Allocation

6.2	Pod A - Unit 1 Male Maximum	Unit NSF	# of Units	NSF	
6.2.01	Vestibule	120	1	120	2 interlocked doors
6.2.02	Large Open Workstation	48	1	48	counter station in dayroom
6.2.03	1-person Occupancy ADA Cell	85	1	85	
6.2.04	1-person Occupancy Cell	76	7	532	
6.2.05	2-person Occupancy Cell	115	28	3,220	
6.2.06	Dayroom	35	64	2,240	
6.2.07	Beverage Counter	20	1	20	counter with sink, hot water dispenser
6.2.08	Outdoor Recreation	500	1	500	Top covered side open up 8 feet
6.2.09	Issue Room	110	1	110	accessible from vestibule, window pass, counter w/ sink
6.2.10	Interview Room	80	1	80	
6.2.11	Multi-Purpose Room	300	1	300	a/v capable
6.2.12	Showers	50	6	300	shower/drying/changing area
6.2.13	Staff Toilet	60	1	60	
6.2.14	Small Storage	80	1	80	supplies
6.2.15	Janitor's Closet	50	1	50	sink, drain
	Subtotal			7,745	
	x department grossing factor			1.45	
	Subtotal DGSF			11,230	
	Subtotal DGSF			**11,230**	

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6.3 Medium Housing Male

Related Standards

MJS: Refer to Section 6.0 Housing

ACA: Refer to Section 6.0 Housing

Description of Function

Medium Housing Male is for males who are classified as having moderate (Medium) risk to other inmates, staff, or the public. A graduated level of privileges provided as inmates move to lower security level housing units.

Operational Assumptions

Medium Housing Male will consist of 320 beds total grouped into (5) 64-bed pods. A pod will consist of (16) 4-person cells. Each housing unit will have an issue room, interview room, multi-purpose room, storage, and dayroom with an open workstation for staff and access to beverage counter, video visitation, showers, and outdoor recreation. Direct supervision will be employed in these housing units.

Refer to Section 6.0 Housing.

Special Considerations

Refer to Section 6.0 Housing.

Table 42. Medium Housing Male Space Allocation

6.4	Pod A - Unit 3 Male Medium	Unit NSF	# of Units	NSF	
6.4.01	Vestibule	120	1	120	2 interlocked doors
6.4.02	Large Open Workstation	48	1	48	counter station in dayroom
6.4.03	4-person Occupancy ADA Cell	255	16	4,080	
6.4.04	Dayroom	35	64	2,240	
6.4.05	Beverage Counter	20	1	20	counter with sink, hot water dispenser
6.4.06	Outdoor Recreation	500	1	500	Top covered side open up 8 feet
6.4.07	Issue Room	110	1	110	accessible from vestibule, window pass, counter w/ sink
6.4.08	Interview Room	80	1	80	
6.4.09	Multi-Purpose Room	300	1	300	a/v capable
6.4.10	Showers	50	6	300	shower/drying/changing area
6.4.11	Inmate Toilet	50	1	50	
6.4.12	Staff Toilet	60	1	60	
6.4.13	Small Storage	80	1	80	supplies
6.4.14	Janitor's Closet	50	1	50	sink, drain, floor equipment
	Subtotal			8,038	
	x department grossing factor			1.45	
	Subtotal DGSF			**11,655**	

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7.0 INMATE PROGRAMS

Inmate Programs consist of Programs Staff and Volunteers space.

7.1 Programs Staff and Volunteers

Related Standards

MJS: 17.01-Programs space, 17.06-Religious program space, 17.0-Library services space

ACA:5-ALDF-7D-30, 5-ALDF-7D-31

Description of Function

Programs at the facility will be managed and administered by staff and volunteers. This component addresses the work and support spaces for program coordinators and volunteers.

Operational Assumptions

The Programs Staff and Volunteers area should be in the secure perimeter with access to inmate program spaces and the new housing unit programs space. A combination of private, and open work areas with a shared workroom, storage rooms, staff toilets, and meeting room will be provided.

Special Considerations

The office suite should be designed to reflect controlled access by staff, volunteers, and authorized visitors. The overall construction of the office area should be standard commercial grade construction typical to any office environment. The suite should: portray a professional image for visitors; promote collaboration, communication, and creativity through the arrangement of work areas, furniture, and technology; and incorporate biophilic components into the design.

Volunteers will be pre-screened and approved prior to entering the facility. Volunteer access into the facility will be through the Public Lobby in the same manner as inmate visitors. Permanent volunteers (those providing regular services to the facility and designated as an ongoing volunteer) may be provided open access to the shared Programs office suite and allowed to access programs spaces without escort. Temporary volunteers (those volunteers providing only intermittent or one-time service) will be always escorted while in the secure perimeter.

Table 43. Programs Staff and Volunteers Space Allocation

7.1	Programs Staff and Volunteers	Unit NSF	# of Units	NSF	Comment - inside secure perimeter
7.1.01	Small Office	110	1	110	private office
7.1.02	Volunteer Work Room	40	5	200	work stations along wall
7.1.03	Workroom	80	1	80	work area, shelving, printer/copier
7.1.04	Meeting Space	150	1	150	
7.1.05	Beverage Counter	40	1	40	counter w/ sink
7.1.06	Staff Toilet	60	2	120	male, female
7.1.07	Storage	80	1	80	secure
7.1.08	Janitor's Closet	50	1	50	sink, drain
	Subtotal			830	
	x department grossing factor			1.35	
	Subtotal DGSF			**1,121**	

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8.0 HEALTH CARE

Health care consists of two components: Central Clinic, and Medical Housing.

8.1 Central Clinic

Related Standards

MJS: 05.12-Maintenance of records, 05.13-Retaining records, 11.01-Health care authority, 11.05-Health care license, 11.09-Determination of fist aid kits, 11.12-Health care appraisal, 11.15-Sick call, 11.19-Routine & emergence dental care, 11.22-Female access to obstetrical care, 11.24, 11.26, 11.32, 11.39

ACA: 5-ALDF-4D-03, 4-ALDF-4C-08 through 40, 5-ALDF-4D-08, 5-ALDF-4D-09

Description of Function

The Central Clinic component includes the health care space necessary to support the delivery of the medical, dental, and mental health services to the inmate population housed in the facility. Health care includes providing acute (non-life threatening), subacute, chronic care clinics, and health maintenance services.

Services in the Central Clinic include:

- Medical screening by the nurse of inmates submitting sick slips (most screening will occur in the housing units).
- Doctor's exam for inmates the nurses feel need further examination.
- Chronic care treatment and follow-up.
- Emergency and first aid treatment.
- Maintaining of electronic medical records.
- Necessary dental treatment.
- Available vendor on-site radiology.
- Telemedicine.
- Dissemination of medications.

Operational Assumptions

Health care should be provided in compliance with HIPAA regulations and in accordance with MJS, as well as ACA standards and the National Commission on Correctional Health Care (NCCHC). Health care services should be provided utilizing professional, certified staff. Inmates will have access to the health care services on both an individualized treatment and emergency basis.

Health care professionals will staff the Central Clinic on a 24-hour basis. While all inmates should have access to this area 24 hours a day on an emergency basis, the normal hours of operation for which the general custody inmate can access medical staff. General custody inmates will be allowed scheduled access to the central clinic arranged by triage staff. The daily sick call function should be organized on a housing unit basis by the inmate submitting a request for consultation with Health care staff.

A waiting area in the Central Clinic will be provided. Following consultation/ treatment with medical staff, inmates will be escorted back to the housing unit or to their assigned work or program area.

Within the Central Clinic, the waiting area will serve as the central processing space for inmates awaiting consultation with medical staff. The waiting area door should be capable of being secured when the clinic function is closed. The central nurse station can provide surveillance for both the Central Clinic and medical housing components. The exam and treatment, dental, radiology, and tele-

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medicine and tele-psychiatry rooms should be close to the waiting area.

An Electronic Medical Record (EMR) storage and retrieval system will be provided to allow ready access to records anywhere in the facility and continuum of care post-release.

The staff areas include a mix of private and open workspaces with a shared workroom, multi-purpose room, storage areas, lockers, and toilet/shower areas.

While the security of the Central Clinic will be the responsibility of health care staff, the spatial arrangements should be such that Detention Officers can freely move through corridors and observe activities within the examination and treatment, lab, telemedicine, radiology, dental, storage, and staff spaces. A Medical Escort Officer will be assigned to the Central Clinic during normal business hours. An officers' station should be present adjacent to the waiting area seating.

Special Considerations

The Central Clinic area should account for environmental factors such as lighting, temperature control, acoustics, and cleanliness in the layout and design. Staff work and support spaces should be located to improve efficiency for management of staff and proximity to the inmate patient. Due to the location of medical supplies and drugs within this component, additional security features associated with door alarms and secure construction should be provided.

Table 44. Central Clinic Space Allocation

8.1	Central Clinic	Unit NSF	# of Units	NSF	Comment - inside secure perimeter
8.1.01	Security Vestibule	150	1	150	interlocking doors; emergency vehicle access from Transportation Sallyport
8.1.02	Lobby/ Waiting	10	8	80	open seating
8.1.03	Inmate Toilet	50	2	100	
8.1.04	Standard Open Workstation	48	1	48	officer work area
8.1.05	Large Open Workstation	48	2	96	nurse work area
8.1.06	Standard Office	120	1	120	private office
8.1.07	Small Office	100	1	100	private office
8.1.08	Provider Work Room	40	4	160	Hoteling workstations
8.1.09	Exam Room	120	3	360	exam table, counter w/ sink, lockable cabinet
8.1.10	Treatment Room	200	1	200	exam table, counter w/ sink, lockable cabinet
8.1.11	Telemedicine Room	100	2	200	medical & psychiatry, video equipment
8.1.12	Lab	150	1	150	counter w/ sink, lockable cabinets
8.1.13	Radiology Room	150	1	150	Portable X-Ray machine
8.1.14	Dental Suite	160	1	160	2 operatory chairs, counter w/ sink, lockable cabinets
8.1.15	Dental Lab & Workroom	120	1	120	adjacent to dental suite
8.1.16	Dental Storage	120	1	120	locked door, portable units
8.1.17	Medication Storage	500	1	500	secure medication & cart storage
8.1.18	Large Storage	200	1	200	supply & equipment storage
8.1.19	Storage	80	1	80	supply storage
8.1.20	Biohazard Storage	50	1	50	waste disposal sink, biohazard box
8.1.21	Multi-Purpose Room	250	1	250	training/conference
8.1.22	Workroom	80	1	80	
8.1.23	Beverage Counter	40	1	40	counter w/ sink
8.1.24	Staff Toilet / Shower	100	2	200	
8.1.25	Staff Lockers	100	1	100	half-size lockers
8.1.26	Janitor's Closet	80	1	80	sink, drain
	Subtotal			3,894	
	x department grossing factor			1.30	
	Subtotal DGSF			**5,062**	

8.2 Medical Housing

Related Standards

MJS: 11.18, 11.38, 11.39

ACA:5-ALDF-4C-09

Description of Function

This includes patients who require more intensive care than can be provided in the general population and for a period of 24 hours or greater. Patients who need skilled nursing care but do not need hospitalization and whose care cannot be managed safely in an outpatient setting will qualify for medical housing care. Patients with acute or chronic health problems that cannot be efficiently managed within the facility's clinical setting are to be transported to an approved community hospital.

Patients and health conditions that may require housing include:

- Post-operative care and physical therapy.
- Intravenous fluid and antibiotic administration (dehydration and cellulitis).
- Wound care.
- Neurocognitive impairment.
- Complex medical and mental comorbidities.

Operational Assumptions

A 12-bed housing pod should be co-located with the Central Clinic for the purpose of providing 24-hour accommodation for inmates requiring their removal from the housing pod to expedite the healing process and/or prevent contagion to other inmates. Also, inmates returning from a community hospital following surgery or more extensive specialized treatment will be accommodated in the medical housing until medical staff approves a return to the housing area.

Special Considerations

The Medical Housing should be adjacent to the Central Clinic to ensure appropriate clinical oversight and monitoring from the central nurse station and security staff.

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Table 45. Medical Housing Space Allocation

8.2	Medical Housing	Unit NSF	# of Units	NSF	Comment - adjacent to central clinic
8.2.01	Vestibule	120	4	480	2 interlocked doors
8.2.02	Large Open Workstation	48	4	192	counter station in dayroom, 1 housing unit officer, 1 nurse
8.2.03	Staff Toilet	60	1	60	
8.2.04	Small Storage	80	1	80	supplies
8.2.05	Issue Room	110	1	110	accessible from vestibule, window pass, counter w/ sink
8.2.06	Interview Room	80	1	80	
8.2.07	Multi-Purpose Room	300	1	300	
8.2.08	Single Bed Room	150	2	300	hospital bed, accessible lavatory/toilet combo, shower
8.2.09	Negative Air Single Bed Rooms	150	2	300	negative airflow, w/1 ante room per pair, toilet, shower
8.2.10	Ante Room	110	1	110	Located between room 8.2.06
8.2.11	1-person Occupancy Cell	120	8	960	Accessible cell
8.2.12	Dayroom	35	12	420	
8.2.13	Beverage Counter	20	4	80	counter with sink, hot water dispenser
8.2.14	Outdoor Recreation	500	1	500	
8.2.15	Showers	50	1	50	Accessible shower/drying/changing area
8.2.16	Janitor's Closet	50	4	200	sink, drain
8.2.17	Clean Linen/ Utility	100	1	100	locked room w/ shelving
8.2.18	Soiled Linen/ Utility	100	1	100	locked room w/ soiled linen carts
8.2.19	Food & Beverage Staging/Distribution	70	1	70	counter w/ sink, microwave, retrig, cabinets
	Subtotal			4,492	
	x department grossing factor			1.45	
	Subtotal DGSF			**6,513**	

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9.0 SUPPORT SERVICES

Support Services consist of five components: Food Service, Laundry Service, Receiving and Central Storage, Maintenance, and Central Plant.

9.1 Food Service

Related Standards

MJS: 07.23-Tool control, 09.01.01-Food service health protection, 09.02-Food service supervisor, 09.06-Special diet preparation, 09.08-Three meals/two hot, 09.10-Staff supervision of meal service, 09.11-Tool control, 09.14-Stored dry goods temperature, 09.15-Food service preparation space

ACA: 5-ALDF-4A-01 through 18, 5-ALDF-2D-02

Description of Function

The Food Service component includes all phases of food delivery, food preparation, and distribution for inmates and staff. The area is sized and configured to accommodate an initial 1078 inmates and future expansion up to 512 additional inmates.

Operational Assumptions

The Food Service component will be managed and staffed by an outside company.

Food Service operation includes:

- All inmates will be served three meals a day, with two being hot meals.
- Inmate workers will work in the kitchen under the supervision of contract food service personnel.
- Inmates will eat in their housing units.

An average 7-day food supply will be stored. Food delivery and storage includes:

- A registered dietician, licensed nutritionist, or registered dietician nutritionist will determine the menu cycles and contents.
- The food service manager will be responsible for food ordering and maintaining a healthy and sanitary kitchen environment.
- Food will be unloaded by inmate workers under supervision once inside the secure perimeter.
- Food will be stored in either dry storage, freezers, or refrigerators.

Food preparation and distribution includes:

- All food will be prepared by the food service personnel and inmate workers under supervision.
- Preparation equipment will be based on the menus to be served. The staff will requisition items from the dry and refrigerated storage rooms. In preparation for this, several items will need to be moved from the freezer to the cooler to thaw for one to three days before use.
- Depending on the food to be cooked, the foods may be taken to one of three main preparation areas - vegetable, meat, or baking.
- After the items are prepared, they will be taken to the cooking areas. The main cooking equipment will include tilting skillets, kettles, steamers, heavy duty range, griddles, and double stacked convection ovens.
- All food will be portion-controlled onto insulated trays.
- Trays, utensils, condiments, and beverages will be placed on carts and delivered to the

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housing units by inmate workers.

- A stainless-steel beverage counter will be in all the direct supervision housing units.
- Housing officers will supervise the distribution of the trays and food.
- Housing officers will be responsible for returning the same number of trays and utensils that were brought into the housing unit.
- Trays will be returned to the kitchen for cleaning and storage.

Trash will be placed in dumpsters for removal daily. Dishwasher/tray wash includes:

- Pot washing will be accomplished in a three-compartment sink with drain boards. Although there are large commercial automatic utensil washers available, the cost and maintenance requirements may necessitate the use of manual hand washing systems.
- The trays will be an insulated tray-on-tray system with the bottom of one tray as the top of the other. After washing, the trays will be stored and air dried in mobile carts that hold the trays vertically.
- Cups can be issued to inmates and washed in the dayrooms.

Other items:

- Contract staff will have an office with a view of the kitchen area.
- Inmate workers for Food and Laundry Services will have a central screening and search/changing room.
- Inmate's workers will have a dedicated break area and restroom in the kitchen area. The break area should be in line of sight of the office.
- Food Services space needs to ensure ability to meet the requirements of religious and medical diets.

Special Considerations

The Food Service area will be configured in a manner that supports food preparation and sanitation and so that the functions that need to occur are arranged sequentially to prevent cross-circulation between storage, preparation, distribution, and sanitation functions. The component needs to be adjacent to the loading dock with an unobstructed path for deliveries.

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Table 46. Food Service Space Allocation

9.1	Food Service	Unit NSF	# of Units	NSF	Comment
9.1.01	Inmate Worker Screening Station	50	1	50	magnetometer, immediately before kitchen and laundry
9.1.02	Inmate Worker Change/Storage Room	120	1	120	screened search area, hooks/cubbies for items, changing stall, kitchen and laundry
	Storage Area				
9.1.03	Bulk Dry Goods Storage	300	1	300	adjacent to daily storage
9.1.04	Daily Dry Goods Storage	150	1	150	adjacent to bulk dry good storage & prep area
9.1.05	Secure Storage	100	1	100	
9.1.06	Bulk Freezer	300	1	300	adjacent to daily freezer storage
9.1.07	Daily Freezer	200	1	200	adjacent to bulk freezer & thaw box
9.1.08	Bulk Cooler	200	1	200	
9.1.09	Vegetable Cooler	150	1	150	adjacent to bulk cooler & prep area
9.1.10	Meat Cooler	150	1	150	adjacent to bulk cooler & prep area
9.1.11	Thaw Cooler	150	1	150	adjacent to bulk cooler & prep area
9.1.12	Dairy Cooler	150	1	150	adjacent to bulk cooler & prep area
	Preparation Area				
9.1.13	Vegetable/Meat Preparation	300	1	300	adjacent to storage & cooking
9.1.14	Cooking Area	800	1	800	cooking equipment
9.1.15	Finished Food Holding Area	300	1	300	adjacent to cooking & tray make-up
9.1.16	Tray Make-Up Cart Staging Area	600	1	600	storage & staging of food carts
9.1.17	Beverage Production Area	200	1	200	bulk brewing & prep of insulated containers
	Support Area				
9.1.18	Central Dishwashing	500	1	500	tray, pot & pan washing
9.1.19	Meal Tray Storage	250	1	250	clean trays
9.1.20	Cart Wash Area	100	1	100	adjacent to central dishwashing
9.1.21	Chemical Storage	100	1	100	secure storage, adjacent to tray wash
9.1.22	Garbage Cold Storage	100	1	100	refrigerated +45F
9.1.23	Shared Office	110	1	110	elevated, glazing on all open sides, full view of kitchen
9.1.24	Inmate Workers Break Area	15	10	150	tables and chairs
9.1.25	Hand Wash Station	10	1	10	
9.1.26	Eye Wash Station	10	1	10	
9.1.27	Staff Toilet	60	2	120	
9.1.28	Inmate Toilet	50	1	50	
9.1.29	Janitor's Closet	80	1	80	sink, drain
	Subtotal			5,800	
	x department grossing factor			1.15	
	Subtotal DGSF			**6,670**	

9.2 Laundry Service

Related Standards

MJS: 10.08-Issue of bedding, 10.09-Inmate clothing exchange, 10.10-Exchange of blankets, 10.11-Maintaining an inventory

ACA: 5-ALDF-4B-01 through 04, 5-ALDF-2E-15

Description of Function

The laundry equipment and processing area must be adequately sized to handle the laundering and distribution of inmate uniforms, sheets, towels, and blankets. The area is sized and configured to produce approximately 600 pounds of ware per hour for the initial build out of 1,078 inmates with the ability to add an additional 300 pounds for a total of 900 pounds of ware per hour for expansion up to 512 inmates.

Operational Assumptions

The Laundry Service function will be operated by staff and inmate workers. The Laundry Service component will operate one shift daily. Inmate workers will be screened and searched at a central point prior to the Food and Laundry Services areas.

The Laundry Service component should accommodate three 160-pound washers/extractors, one 105-pound washer/extractor, one 30-pound washer/extractor, four 170-pound dryers, and one 45-pound dryer with a staging area, folding area, chemical and general storage rooms, and staff areas.

Upon admission inmates will be issued a clean set of clothing, towels, sheets, and blankets. A schedule will be developed to exchange the bedding and clothing of each inmate regularly. A mesh bag system may be used to promote ownership of items. Inmate workers, under the supervision of a staff member, will bring new bedding and uniforms to the housing units by cart; one item will be issued for each item collected.

Note Laundry Services will not include staff uniforms. Future operations should allow inmate personal property with the mesh bag system.

Special Considerations

The Laundry Service component must be within the secure perimeter, adjacent to the loading dock for supply delivery, and placed to support the exhausting of air from equipment. Supply and clothing storage will be adjacent to the main washer and dryer area. A large floor trough will be required to drain the discharge from the washer/extractors, and space will be needed behind the dryers to access the exhaust duct and provide fresh air ventilation. Doorways with a path from the exterior to the laundry room should be of a size adequately to allow for the replacement of large equipment, if necessary.

Table 47. Laundry Service Space Allocation

9.2	Laundry Service	Unit NSF	# of Units	NSF	Comment
9.2.01	Internal Pick-up/Delivery	150	1	150	temporary storage for 6 carts
9.2.02	Mattress Cleaning Area	100	1	100	
9.2.03	Mattress Storage Area	80	1	80	
9.2.04	Receiving/Sorting Dirty Linen	200	1	200	
9.2.05	Washing Area	400	1	400	4-160 lbs., 1-105 lbs., & 1-30 lbs. washer/extractors
9.2.06	Dryer Area	400	1	400	5-170 lbs. & 1-45 lbs. dryers
9.2.07	Chemical Storage	80	1	80	secure storage
9.2.08	Folding Work Area/Staging Clean Linen	200	1	200	shelving, work tables
9.2.09	Large Storage	150	2	300	1 cart storage, 1 general storage
9.2.10	Hand Wash Station	10	1	10	
9.2.11	Eye Wash Station	10	1	10	
9.2.12	Small Office	100	1	100	contractor office
9.2.13	Inmate Break Area	15	6	90	
9.2.14	Staff Toilet	60	1	60	
9.2.15	Inmate Toilet	50	1	50	
9.2.16	Janitor's Closet	50	1	50	sink, drain
	Subtotal			2,280	
	x department grossing factor			1.15	
	Subtotal DGSF			**2,622**	

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9.3 Receiving and Central Storage

Related Standards

MJS: 14.03-Mail Screened, 14.06-Mail Delivery, 17.15-Commissary space,

ACA: 5-ALDF-4B-1

Description of Function

The mission of the Receiving and Central Storage is to provide for the secure receipt, screening, and storage of institutional items until dispersed as needed in the facility. Central Storage provides storage for institutional supplies such as mattresses, paper products, and some equipment.

Operational Assumptions

The Receiving area will include a loading dock sized for two delivery trucks (to accommodate trucks with lifts) with a dumpster and trash/ recycling area. Significant pavement leading to the loading docks will be required to allow large delivery trucks to maneuver. Areas adjacent to the loading dock will include a staging/receiving area and security screening station sized to accommodate pallets. Most storage will need to be kept in Central Storage adjacent to the loading dock.

The Central Storage operation will be under the supervision of a Warehouse Supervisor with potentially inmate workers assigned for receiving and distributing supplies and goods throughout the complex. The warehouse area will operate each weekday, during which time supplies and materials will be received from vendors, sorted according to destination, and distributed to the appropriate location in the complex.

Due to the types of materials and the value of such that will be stored in Central Storage, access to this area should be strictly controlled. Doors leading into the warehouse area should be on an electronic alarm system with the signal reporting back to Master Control.

Special Considerations

The Receiving and Central Storage area should be adjacent to Food Services for ease of deliveries. The Receiving and Central Storage area should be accessible from the main entry roads into the complex.

Table 48. Receiving and Central Storage Space Allocation

9.3	Receiving and Central Storage	Unit NSF	# of Units	NSF	Comment
9.3.01	Loading Dock	300	1	300	2 vehicles
9.3.02	Trash/Recycling	200	1	200	adjacent to loading dock
9.3.03	Staging/Receiving	200	1	200	open area
9.3.04	Screening Station	400	1	400	pallet screening
9.3.05	Small Office	100	1	100	private office, Warehouse Manager
9.3.06	Mail Room	300	1	300	
9.3.07	Central Storage	1,000	1	1,000	shelving and racking; divided by item type
9.3.08	Large Storage	200	2	400	commissary, chemical
9.3.09	Inmate Toilet	50	1	50	
9.3.10	Security Vestibule	150	1	150	
9.3.11	Janitor's Closet	60	1	60	sink, drain
	Subtotal			3,160	
	x department grossing factor			1.10	
	Subtotal DGSF			**3,476**	

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9.4 Maintenance

Related Standards

MJS: 10.01, 10.02, 10.03

ACA: 5-ALDF-1A-04, 5-ALDF-1A-22, 5-ALDF-2A-12, 5-ALDF-1C-12 through 15

Description of Function

The Maintenance component through the County provides the support needed to continually maintain and service the capital investment in buildings, equipment, and systems with a range of tools and shop areas.

Operational Assumptions

Within Maintenance, County staff will develop daily work assignments drawn from service requests made by facility occupants. Each day, work crews will be dispatched to various parts of the complex to maintain, repair, or replace building or system components. While external vendors and suppliers will also be involved in the maintenance function, especially during the warranty period following the facility opening, the Maintenance function will employ the type and number of staff necessary to accomplish the routine and preventive maintenance functions. Inmate workers may be utilized to carry out functions required.

Maintenance will include spaces for: receiving; tools and parts storage; carpentry, electrical, and HVAC/pluming shops; open area for yard equipment storage; and staff work and support. Due to the types of tools, equipment, and materials and the value of such that will be stored in Maintenance, access to this area should be strictly controlled. Major doors leading into the Maintenance area should be on an electronic alarm system with the signal reporting back to Master Control.

Table 49. Maintenance Space Allocation

9.4	Maintenance	Unit NSF	# of Units	NSF	Comment
9.4.01	Receiving Area	150	1	150	open area
9.4.02	Shared Office	48	2	96	
9.4.03	Multipurpose Shop with Mop Sink	600	1	600	worktables, benches
9.4.04	Maintenance Supplies	100	1	100	racks & cabinets
9.4.05	Electronics/Communications Shop	150	1	150	
9.4.06	Maintenance Manuals/Plan Room	100	1	100	shelving
9.4.07	Tool Room - Secure	120	1	120	racks & cabinets
9.4.08	Parts Storage	200	1	200	racks & cabinets
9.4.09	Beverage Counter	40	1	40	counter w/ sink
9.4.10	Eyewash Station	10	1	10	
9.4.11	Inmate Toilet	50	1	50	
9.4.12	Staff Toilet	60	1	60	
9.4.13	Janitor's Closet	50	1	50	
9.4.14	Yard Equipment	300	1	300	open area, outdoor covered space, not in subtotal
	Subtotal			1,726	
	x department grossing factor			1.15	
	Subtotal DGSF			**1,985**	

9.5 Central Plant

Related Standards

MJS: 10.03-Potable water supply, 06.12-Emergency equipment testing

ACA: 5- ALDF-1A-05, 5-ALDF-1A-06, 5-ALDF-1A-16, 5-ALDF-1A-18, 5-ALDF-1A-19, 5-ALDF-1A-22, 5-ALDF-1C-12, 5-ALDF-1C-15

Description of Function

The role of the Central Plant is to maintain appropriate levels of air quality, temperature, water, and electricity to meet local codes and requirements. The Central Plant consists of the physical plant operations in the facility including mechanical, plumbing, electrical, security, technology, life safety, and emergency generation.

Operational Assumptions

The Central Plant will produce hot water for domestic use, and redundant electrical services. Emergency generation will provide full redundant support for all housing units, Master Control, clinic, medical housing, and food services. Distribution of communication cabling will be from a loop located outside the secure perimeter. Fire protection mains can be distributed as part of the systems but should be engineered for compliance with Local Code.

The Central Plant will be required to operate on a 24-hour, 7-day per week basis. Access to Central Plant components will be strictly controlled and any doors leading into an equipment and operations area should be alarmed.

Special Considerations

The Central Plant component and equipment may be co-located in a single room in the facility or spread throughout the building depending on the facility design. Some components may be located on the exterior of the building or on the roof.

Table 50. Central Plant Space Allocation

9.5	Central Plant	Unit NSF	# of Units	NSF	Comment
9.5.01	Main Electrical Equipment Room	400	1	400	double doors to outside/single door to inside
9.5.02	Telephone Equipment	300	1	300	estimate - to be sized by engineering design
9.5.03	Main Data Room	200	1	200	estimate - to be sized by engineering design
9.5.04	Fire Pump Room	250	1	250	double doors to outside
9.5.05	Rooftop Mechanical Penthouse	1,500	1	1,500	estimate - to be sized by engineering design
9.5.06	Emergency Generators	360	1	360	1 generator, inside
9.5.07	Transformer*	300	1	300	exterior space not include in net
	Subtotal			3,010	**excludes outside space (*) in total**
	x department grossing factor			1.10	
	Subtotal DGSF			**3,311**	

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IV. STAFFING PROJECTIONS

STAFFING INTRODUCTION

This recommended staffing plan coordinates the concept and operational philosophy of the YCDF with a data-driven determination of relief required when staff are away from their posts.

Unlike most other government or justice functions the YCDF is a 24-hour, around-the-clock, 365 days-a-year operation that has substantial security and life safety requirements. The security-related positions or posts in the YCDF must be staffed even when the scheduled officer calls in sick, takes vacation or is away for required training. Too often this is accomplished by an on-duty officer covering an additional post or by calling-in off-duty staff to work overtime. Both options can be costly. Overtime is expensive, and an officer that is handling multiple security posts jeopardizes the safety and security of the facility.

The process used for conducting this staffing study was based on the Staffing Analysis Workbook for Jails: Second Edition, which was produced by the National Institute of Detentions, and is considered to be the “industry standard” process for determining appropriate staffing for local corrections. Proper staffing is a result of careful consideration of a detention facility’s physical plant, the numbers and types of inmates that are held, the operational philosophy of the agency, and various resources such as technology and equipment. This process seeks to provide perspective and to unite the operators and other stakeholders in an effort to ensure safety, security, and efficiency.

Properly staffing a detention facility involves much more than multiplying the number of posts to be covered by the number of shifts. Proper staffing is determined by having the right number and type of staff, in the right place, at the right time, doing the right things. In determining what is right, a multifaceted analysis consists of a detailed review of national and local governing authorities, facility data, review and understanding of the proposed facility concept, development of a facility housing profile, identification of minimum staffing needs, analysis of leave and responsibilities which require staff to be away from post, and evaluation of current staffing protocols. A major part of determining proper staffing is the calculation of the necessary relief to ensure proper staff coverage of the recommended security posts.

REGULATORY STANDARDS FOR STAFFING LEVELS

To determine appropriate staffing levels for a detention facility, a review of jurisdictional regulations and authorities is essential in understanding state requirements. In addition, national standards are used as guides to determine staffing levels that fulfill Constitutional obligations relegated to each Sheriff and detention facility administration.

The Sheriff has a duty to protect and meet the basic human rights of everyone under their care. Since the facility first opened, the jail and detention industry has markedly changed, requiring more attention to an individual’s personal needs and rights. What makes this even more difficult is that the YCDF has only been fully staffed once in the last 13 years. Until the late 1960’s, detention facilities remained “out of sight, and out of mind” from the federal court system. There was little to no external oversight, and legal requirements were minimal. Following the 1971 Attica Prison Riot, the rights of inmates in jails and prisons came to the forefront in many eyes. Title 42, Section 1983 – “Federal Civil Rights Act of 1871” became the vehicle to involve the federal courts into civil rights litigation in correctional facilities regarding deplorable conditions and treatments of inmates.

The importance of meeting basic human needs of an inmate is essential in managing the behavior of the inmate population. Upon admission, arrestees routinely receive an intake screening via a questionnaire designed to identify medical or mental health needs. With such assessments, staff can begin to understand how to protect the individual inmate through housing separation and observation status. When an inmate realizes his/her basic human needs (shelter, safety, feeding, and medical services) are being met, the easier it is for the individual to transition to the new environment.

AUTHORITIES FOR STAFFING LEVELS

This recommended staffing plan was formulated in accordance with applicable regulatory standards governing staffing requirements. There are three sets of regulatory standards which provided guidance for the staffing analysis. Those standards are provided by the MJS, the Prison Rape Elimination Act of 2003 (945 USC 15601) and the ACA. Montana's detention facilities must comply with the state's minimum standards, and the Prison Rape Elimination Act is federal law. The ACA standards are not binding but are recognized by most courts as detention best practices.

The MJS have the following requirements that have a direct impact on staffing, in part.

CHAPTER 3: Personnel

03.01 The facility is staffed by facility employees awake and on duty on a twenty-four (24) hour basis when housing inmates.

03.02 The facility has sufficient staff to perform all functions relating to the security, custody, and supervision of inmates and as needed to operate the facility in conformance with the MJS. The facility administrator prepares and/or updates a staffing plan annually, prior to the preparation of the facility's annual budget request. The plan details staff assignment in the facility and the number of full and part-time positions.

CHAPTER 7: Security and Control Inmate Supervision and Management

07.01 Facility employees observe all inmates at least every thirty (30) minutes on an irregular schedule and the time of all such checks is logged. More frequent checks are made of persons who are violent, suicidal, mentally ill, intoxicated, or who have other special problems or needs warranting closer observation.

07.02 All inmate movement from one area to another is controlled by staff.

07.03 Inmates participating in work programs, except those on temporary release status, have supervision provided in keeping with their custody classification while outside the security perimeter of the facility. Minimum security custody inmates are periodically checked to assure appropriate accountability and security.

07.06 The facility has staff posts located in or adjacent to inmate housing areas to permit facility employees to hear and respond promptly to problems or emergency situations.

CHAPTER 8: Special Management Inmates

08.04 Observation Frequency – All special management inmates are personally observed by a detention officer at least every thirty (30) minutes on an irregular schedule. Inmates who are violent or mentally disordered or who demonstrate unusual or bizarre behavior receive more frequent observation; suicidal inmates are under observation until seen by a mental health professional. Subsequent supervision routines are in accordance with that ordered by the mental health professional.

CHAPTER 11: Health Care Services

Medical Screening and Health Appraisal

11.10 Medical, dental and mental health screening is performed by the receiving officer on all inmates upon admission to the facility. The receiving officer is trained in the use of the screening instrument. The findings are recorded on a printed form approved by the facility medical authority…

CHAPTER 16: Classification

16.01 A formal classification process starts at admission, for managing and separating inmates, and administering the facility based upon the agency mission, classification goals, and inmate custody and program needs. The process uses verifiable and documented data about the inmates.

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16.02 The inmate classification process ensures periodic review of inmate status, and revision of inmate status as needed in response to changes in inmate behavior or circumstances. There is a process for appeal of classification decisions.

PREA STANDARDS

The Prison Rape Elimination Act of 2003 (945 USC 15601) also known as PREA provided for a commission to develop standards to be adopted by the U.S. Attorney General to detect, prevent, and respond to rapes and sexual misconduct that take place in prisons and detention facilities. Standard § 115.13 of this act addresses staffing and sets forth the following provisions:

§ 115.13 Supervision and monitoring.

(a) The agency shall ensure that each facility it operates shall develop, document, and make its best efforts to comply on a regular basis with a staffing plan that provides for adequate levels of staffing, and, where applicable, video monitoring, to protect inmates against sexual abuse. In calculating adequate staffing levels and determining the need for video monitoring, facilities shall take into consideration:

(b) Generally accepted detention practices;

(c) Any judicial findings of inadequacy;

(d) Any findings of inadequacy from Federal investigative agencies;

(e) Any findings of inadequacy from internal or external oversight bodies;

(f) All components of the facility's physical plant (including "blind-spots" or areas where staff or inmates may be isolated);

(g) The composition of the inmate population;

(h) The number and placement of supervisory staff;

(i) Facility programs occurring on a particular shift;

(j) Any applicable State or local laws, regulations, or standards;

(k) The prevalence of substantiated and unsubstantiated incidents of sexual abuse; and

(l) Any other relevant factors.

(m) In circumstances where the staffing plan is not complied with, the facility shall document and justify all deviations from the plan.

(n) Whenever necessary, but no less frequently than once each year, for each facility the agency operates, in consultation with the PREA coordinator required by §115.11, the agency shall assess, determine, and document whether adjustments are needed to:

(o) The staffing plan established pursuant to paragraph (a) of this section;

(p) The facility's deployment of video monitoring systems and other monitoring technologies; and

(q) The resources the facility has available to commit to ensure adherence to the staffing plan.

(r) Each agency operating a facility shall implement a policy and practice of having intermediate- level or higher-level supervisors conduct and document unannounced rounds to identify and deter staff sexual abuse and sexual harassment. Such policy and practice shall be implemented for night shifts as well as day shifts. Each agency shall have a policy to prohibit staff from alerting other staff members that these supervisory rounds are occurring, unless such announcement is related to the legitimate operational functions of the facility.

This standard also requires "adequate" staffing along with supervision of staff to ensure compliance. The main focus of this standard is to provide enough security to be able to respond to sexual assaults

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with adequate numbers of staff in a timely manner and to provide adequate supervision to ensure that inappropriate relationships do not develop between staff and inmates.

American Correctional Association Standards

The ACA uses standard 5-ALDF-2A-13 as a performance-based standard and I-CORE-2A-09 as a minimum standard for meeting acceptable criteria for staffing. A recent U.S. Appeals Court decision (Cody v. Hillard) concluded that the ACA standards can be used to determine constitutional requirements.

The Core Standards for staffing are as follows:

Sufficient Staff I-CORE-2A-09 (Ref. 5-ALDF-2A-14)

Sufficient staff, including a designated supervisor, are provided at all times to perform functions relating to staff safety and the security, custody, and supervision of inmates as needed to operate the facility in conformance with the standards.

This standard requires a designated supervisor "at all times" along with a sufficient amount of detention staff. Industry standard provides for 3 levels of supervision: line level staff, supervisory staff, and command staff. The number of staff that is deemed “sufficient" can be determined based on several factors, including the philosophy of operation and the programs provided. Other determining factors are the design of the facility’s components, the types and frequency of internal inmate movement, and the various risks and needs of the inmate population.

A staffing plan for the detention system should consider all these factors and provide staffing and supervision at a sufficient level to meet security and program objectives.

FACILITY PROFILE

The Yellowstone Detention Facility is comprised of multiple housing pods of various capacities with a current rated capacity of 434 beds.

Table 51. Current Housing Classification

Housing Unit	Classification
Classification Unit (ABCD)	Special Management, Male
East Unit (ABCDE)	Min, Med, Max Female
North 1/2 Unit	Special Needs, Male
North 3 Unit	Special Needs, Male
North 4 Unit	Dormitory, Minimum Male
North 5 Unit	Dormitory, Minimum Male
West One Unit	Special Needs, Male

In addition to the housing buildings, there is a dedicated Intake and Release center adjacent to the vehicle sallyport. This area is responsible for the reception processing of all new arrests in Yellowstone County. This area also serves as the out-processing of individuals being released from custody or transferred to another jurisdiction.

The facility’s central control room will manage and monitor all activity/movement within the facility through security control systems and surveillance camera systems.

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Post Plan Development

Through interviews with the facility administration, the current post plan was communicated to manage the housing units and support services needed for the facility. The following a summary of the responsibilities identified for each position currently in the detention facility:

Administration

- **Facility Administrator (Captain)** – Responsible for the oversight and management of the detention facility. Specific responsibilities include policy development, staff planning, ensuring staff training needs are met, ensuring facility needs are met, protecting the inmate population, and ensuring the basic human needs are provided.
- **Assistant Administrator (Lieutenant)** – Serves as the assistant administrator and assists with the oversight and management of the detention facility.
- **Administrative Lieutenant** – Responsible for overseeing the administrative functions and activities of the detention facility.
- **Operations Lieutenant** – Coordinates the internal investigations and logistics within the detention facility.
- **Shift and Float Sergeant** – Provides supervision for each of the shifts and ensure policies and procedures are being followed. Additional responsibilities include documenting compliance with policies, standards, and other legal requirements, overseeing facility operations.
- **Booking Sergeant** – Provides supervision over the operations of the Booking/ Release area and operations for each shift including managing all admissions, transfers and releases, maintaining records and supervising booking staff.
- **Labor Detail Sergeant** – Responsible for scheduling and supervising inmate work assignments.
- **Administrative Sergeant** – Assists the Administrative Lieutenant with overseeing the administrative functions and activities of the detention facility.
- **Training Sergeant** – Responsible for training and evaluating detention staff, and ensuring they are proficient in their duties.
- **Booking Officer** – Responsible for the reception processing of all new arrests, transfers and releases. These officers conduct searches of new admissions, booking/release related responsibilities and holding supervision for individuals temporarily held in the Intake holding cells.
- **Control Officer** – Responsible for the monitoring and control of movement and activities throughout the detention facility These positions monitor all camera surveillance systems, control security doors throughout the facility, monitor all security alarm systems, and perform other related duties.
- **Classification Officer** – Responsible for conducting assessments of each inmate to determine their risk level, needs, and appropriate level of custody, assigning housing units, managing inmate movement between housing units, programs, and court appearances, reviewing and updating classification decisions, and maintaining accurate records.
- **Housing Officer** – Responsible for the care, custody, and control of the inmate population within the facility. This includes supervising inmate activities, enforcing rules and regulations, conducting searches, maintaining cleanliness and hygiene within the housing pod, providing support to inmates, and documenting and reporting daily incidents and activities.
- **Medical Escort Officer** – Responsible for coordinating with the contract medical staff in providing inmate movement to and from the medical area, coordinating outside medical appointments, and the security of the medical area staff, inmates, and facility.
- **Escort Officer** – Responsible for inmate movement to and from Booking, Housing, and programs.

- **Property Officer** – Manages the custody and control of all property collected from inmates as well as retrieving and returning property, logging and documenting property, handling requests for property, maintaining chain of custody, disposing of property, and maintaining records.
- **Court Officer** – Provides for the safety and security of the inmates, judicial officials, and operations of courtroom proceedings when inmates are present.
- **Inmate Labor Officer** – Responsible for supervising inmate work assignments.
- **Mail Officer** – Responsible for collecting and logging incoming and outgoing inmate mail.
- **Booking Clerk** – Responsible for the administrative process of entering information of newly arrested individuals, including collecting personal information, belongings, documenting details of the arrest, and managing related paperwork.
- **Administrative Coordinator** – Responsible for planning, implementing, and managing office activities and workflow.

In establishing the recommended number of full-time equivalents (FTE) for each security post, it is important to understand the tasks undertaken by housing officers. For example, the daily tasks for housing unit officers range from minor tasks to observation and supervision of individuals to managing and controlling poor behaviors. Housing unit officers have a series of regular responsibilities throughout a shift including, but not limited to:

- counting inmates upon assuming custody,
- conducting security observation rounds as required,
- supervising inmate feeding and monitoring those with special dietary needs,
- inspecting and distributing inmate mail,
- distributing hygiene items,
- exchanging laundry (linens, blankets, towels),
- supervising the cleaning of housing areas,
- completing inventory control of chemicals, tools, and security items assigned to the post,
- answering questions and responding to complaints,
- distributing inmate requests and inmate grievance forms when necessary,
- supervising recreation periods,
- supervising programming and visitation,
- providing security for medical staff during medication distribution,
- conducting security and maintenance inspections of cells, dayrooms, showers, recreation areas, and all areas connected to the housing pod,
- searching inmates upon leaving and returning from the housing pod,
- distributing/supervising distribution of commissary items,
- documenting incidents and important information on each individual,
- maintaining a log of all activities, visitors, and unusual events in the housing unit,
- protecting individuals from abuse, and
- responding to emergency situations.

These daily activities become more challenging when inmates do not follow rules or do not cooperate with instructions. The responsibilities of the housing unit officer become compounded when inmates refuse to participate in activities and become resistant to the normal running of the housing unit. Inmate misbehavior takes valuable time away from an officer who is responsible for maintaining order and preventing inmates from disrupting the behaviors of others living in the same environment. Having

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the appropriate level of staff to manage difficult behavior and still complete required responsibilities is vital to the successful operation of a detention facility.

The Security Backup position ensures the facility has ample staff to perform many of the ancillary functions described above. They enable the housing officers to maximize their time interacting with the inmate population and conducting security and safety checks to fulfill necessary security escorts and supervision of the support services.

STAFFING RELIEF AND METHODOLOGY

Developing a staffing plan consists of more than determining the number of posts and the days/ hours the posts will be staffed. The translation of posts to full-time equivalent FTE positions is made by applying an appropriate relief calculation to the recommended number of posts. Providing proper relief, or staff coverage, is critical in determining adequate staffing for detention operations. Unlike most other government or justice functions the YCDF is a 24-hour round- the-clock 365 days-a-year operation that has substantial security and life safety requirements. The security- related positions or posts in the detention facility must be staffed even when the scheduled officer calls in sick, takes vacation or is away on required training.

The process used for conducting this staffing study and calculating a proper relief factor was based on the Staffing Analysis Workbook for Jails: Second Edition, produced by the National Institute of Corrections, and is considered to be the “industry standard” process for determining appropriate staffing for local corrections.

The following passage is an excerpt from the *Staffing Analysis Workbook for Jails: Second Edition*:

> “Many staffing issues and problems jails face, such as high overtime costs, the inability to cover needed posts, or the inability to free staff from their posts for training can be attributed to inaccurate calculation of the actual number of hours staff is available to work in the jail. This critical step requires collecting and analyzing information that will provide an accurate depiction of the real number of staff hours that are available to be scheduled for each full-time position in the jail budget. It produces accurate Net Annual Work Hours (NAWH) for each position....

An accurate NAWH for each job classification requires information on all possible time-off categories. Different classifications of employees will have different NAWH, because of the amount of vacation time or training time that is allotted and used.”

The NAWH has a direct impact on the number of staff needed to fill a post and the overall number of staff needed to operate the detention facility. The more time staff are away from a post for leave time usage or for training, the more staff will be needed to fill a post.

It is important to point out that not every post or position requires relief. Relief is typically applied to security posts that must be staffed during certain shifts and work hours to maintain safe, critical operations. Typically, relief is not applied to administrative personnel or positions who are not directly responsible for the continuous observation and safety of the inmate population.

Three components must be calculated in order to develop a valid shift relief factor:

1. **The number of hours each post must be filled in a year.** Some posts must be filled continuously, while others may only need to be filled intermittently. The number of hours each post must be filled in a year was calculated for all posts.
2. **The number of hours in a year an average employee is assigned to work**. Most staff in are scheduled to work 80 hours every 2 weeks. However, this can vary slightly in different shift structures.

3. **The number of hours in a year an average employee can work a post.** This calculation is known as the "net annual work hours," and it takes into consideration that staff are not always able to work their scheduled shift for reasons explained earlier.

In order to describe/recommend appropriate staffing for the YCDF, a proper NAWH was calculated for each security job classification to determine the number of staff that must be employed to efficiently fill all security posts, even when some staff are absent. A great deal of time was spent collecting and sorting through "time off" data collected for all the time taken off by all employees in the last three complete years, from 2022 through 2024. While employees take time off for legitimate reasons, security posts must still be staffed to maintain the safety and security of the facilities. Time off categories include sick leave, vacation, holidays, short-term disability, unexcused paid absences, excused paid absences, and military duty. Therefore, the actual time off data is used to determine the proper amount of relief staff that must be hired to provide adequate coverage at all times.

Table 52. Net Annual Work Hours

	YCDC Net Annual Work Hours	Admin Coordinator	Booking Clerk	Control Operator	Detention Officer	Detention Sergeant
1	Total hours contracted per employee per year.	2,086	2,086	2,086	2,086	2,086
2	Total hours off per year	138.78	121.68	223.89	137.45	202.47
3	Net Annual Work Hours	1,946.82	1,963.92	1,861.71	1,948.15	1,883.13

With the calculation of a tailored NAWH, the relief factor can be derived by dividing the number of hours per year that a post must be staffed by the number of hours one officer is available to work in a year. Staffing requirements then are determined by multiplying each post by the required relief factor.

Table 53. Relief Factor

Relief Factor	Admin Coordinator	Booking Clerk	Control Operator	Detention Officer	Detention Sergeant
Hours per year	8,760	8,760	8,760	8,760	8,760
Hours per year divided by NAWH	4.43	4.37	4.56	4.40	4.62
Relief Factor	1.48	1.46	1.52	1.47	1.54

Proper relief factors will vary depending upon the type of post/position in which they are applied. For example, a post that is staffed for 40 hours each week will require less staff (and relief) than a post that is staffed 24/7. What is important when determining the required relief for a particular job classification is to factor an accurate NAWH. The relief factor for a Detention Officer is 1.47. This means that to properly staff one security post 24 hours a day, 7 days a week requires 1.47 staff per shift multiplied by 3 shifts, or 4.4 FTEs.

The amount of time off taken by Yellowstone County Detention Officers is very low when compared to many other detention facilities across the nation. Typically, the relief factor will be between 1.6 and 1.9, which calculates to between 4.8 and 5.7 FTEs to properly staff one security post 24 hours a day, 7 days a week. We feel the calculated relief factor will be artificially low when planning for future operations. Therefore, we applied a relief factor of 1.69 to the estimated future staffing needs. This figure is an average relief factor of six recent staffing studies conducted for county detention facilities across the United States.

For the staffing recommendations, relief factors for each position category shown in the next table have been appropriately applied in the recommended staffing calculations.

APPLYING PROPER RELIEF TO THE CURRENT POSTS/ POSITIONS

Before looking to the recommended posts and positions for an expanded detention facility, it is important to have a clear picture of what the staffing levels are today.

Table 54. FY25 Funded Detention Staff Positions

Current Positions	Today's FTE
Administrator	1.0
Assist. Administrator	1.0
Lieutenant	2.0
Sergeant	11.0
Corporal	0.0
Detention Officer	76.0
Control Operator	10.0
Booking Clerk	9.0
Administrative Coordinator	1.5
Totals:	111.5

There are currently no Corporals in the Detention Facility. However, staff have indicated the desire to add this position in the future, so this will need to be considered as an additional position when planning for future staffing.

Facility Expansion – 2039 Projections

Plans are underway to add 72 “72-hour housing” beds for both male and female arrestees to the detention facility to provide some relief for the crowded conditions. The next step will be to build an additional 512 beds in ten housing units that range in size from 16-bed Special Needs housing to 64-bed general population housing for medium and maximum custody offenders.

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Table 55. Expanded Housing and Classification

Housing Unit	Classification
Classification Unit (ABCD)	Special Management, Male
East Unit (ABCDE)	Min, Med, Max Female
North 1/2 Unit	Special Needs, Male
North 3 Unit	Special Needs, Male
North 4 Unit	Dormitory, Minimum Male
North 5 Unit	Dormitory, Minimum Male
West One Unit	Special Needs, Male
New Male 72-hour Housing	72-hour Housing, Male
New Female 72-hour Housing	72-hour Housing, Female
New Pod A - Unit 1	Maximum, Male
New Pod A - Unit 2	Maximum, Male
New Pod A - Unit 3	Medium, Male
New Pod A - Unit 4	Medium, Male
New Pod B - Unit 1	Medium, Male
New Pod B - Unit 2	Medium, Male
New Pod B - Unit 3	Medium, Male
New Pod B - Unit 4	Special Management, Male
New Pod B - Unit 5	Special Needs, Male
New Medical Housing	Special Needs, Male

Post Plan Development (Expanded Facility – 2039 Projections)

The recommended command and supervisory posts and positions remain unchanged for the expanded facility. There are some new posts and recommended changes to some of the positions that are detailed below.

- **Shift and Float Sergeant** – The current staffing plan does not apply a relief factor to the Sergeant positions that work shifts. It is recommended that moving forward with an expanded detention facility that relief should be applied for times that these officers are on vacation, sick leave, etc. This will increase the number of needed Sergeants from 11 to 25 FTEs.
- **Housing Officers** – There will be 12 new housing units added that must be staffed. The revised relief calculation will be applied as well.
- **Medical Escort Officer** – With the substantial increase in capacity, the recommended number of Medical Escort Officers will increase from two to four on a 10-hour day shift. The revised relief calculation will be applied as well.
- **Escort Officer** – With the substantial increase in capacity, the recommended number of Escort Officers will increase from two on day and evening shifts, and one on night shift to four on days and evenings and 3 on the night shift. The revised relief calculation will be applied as well.
- **Classification Officer** – Additional Classification Officers will be needed for the additional number of offenders. The recommended increase is for four Officers on a 10-hour shift instead of two. The revised relief calculation will be applied as well.
- **Property Officer** – It is recommended that the Property Officer be increased from one officer Monday through Friday to one officer per shift. The revised relief calculation will be applied as well.

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- **Court Officer** – It is recommended that the Court Officer allocation be increased from two officers to three officers Monday through Friday. The revised relief calculation will be applied as well.
- **Main Control** – The recommended number of Control Room Officers per shift remains unchanged with the additional capacity. The updated relief factor, however, increased the total number of FTEs for this job classification from 13 to 14.
- **Booking Clerk** – The additional volume of arrestees that will be processed with an expanded facility will require doubling the number of Booking Clerks on each shift. The revised relief calculation will be applied as well.
- **Administrative Coordinator** – It is recommended that the part-time Administrative Coordinator position be increased to a full-time position, bringing the total to two FTEs.

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The following table summarizes the recommended number of staff that will be needed to safely operate an expanded detention facility. The salary figures shown are 2025 budgeted salaries, by position, and include all fringe and benefits.

Table 56. Recommended Staffing for the Expanded Detention Facility – 2039 Projections

Yellowstone County Detention Center	Admin	24 Hour	Day	Evening	Night	Days/	Is Relief	Total	Rounded	No
Post/Position	M-F	Shift	Shift	Shift	Shift	Week	Needed	FTEs	FTEs	Relief
Administrator - Captain	1.0	0.0	0.0	0.0	0.0	5	No	1.0		
Subtotal Captains	1.0	0.0	0.0	0.0	0.0			1.0	1	1
Assist. Administrator - Lieutenant	1.0	0.0	0.0	0.0	0.0	5	No	1.0		
Subtotal Assist. Admin	1.0	0.0	0.0	0.0	0.0			1.0	1	1
Detention Lieutenant	0.0	1.0	0.0	0.0	0.0	4	No	1.0		
Detention Lieutenant	1.0	0.0	0.0	0.0	0.0	5	No	1.0		
Subtotal Lieutenants	1.0	1.0	0.0	0.0	0.0			2.0	2	2
Shift Sergeant (10 hour shifts)	0.0	0.0	2.0	2.0	2.0	7	Yes	11.5		
Float Sergeant (10 hour shift)	0.0	0.0	1.0	1.0	1.0	7	Yes	5.8		
Booking Sergeant	0.0	0.0	1.0	1.0	1.0	7	Yes	4.6		
Labor Detail Sergeant	1.0	0.0	0.0	0.0	0.0	5	No	1.0		
Administrative Sergeant	0.0	1.0	0.0	0.0	0.0	4	No	1.0		
Training Sergeant	1.0	0.0	0.0	0.0	0.0	5	No	1.0		
Subtotal Sergeants	2.0	1.0	4.0	4.0	4.0			24.9	25	25
Subtotal Corporals	0.0	0.0	0.0	0.0	0.0			0.0	0	0
Booking/ Escort Officer	0.0	0.0	5.0	5.0	3.0	7	Yes	21.8		
Classification Unit (ABCD) Spec Mgmt - Male 48 beds	0.0	0.0	2.0	2.0	1.0	7	Yes	8.4		
East Unit (ABCDE) Min, Med, Max - Female - 156 beds	0.0	0.0	2.0	2.0	1.0	7	Yes	8.4		
North 1/2 Unit - Spec Needs Male - 44 cells, 88 beds	0.0	0.0	2.0	2.0	1.0	7	Yes	8.4		
North 3 Unit - Spec Needs Male - 44 cells, 88 beds	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
North 4 Unit - Minimum Male - 80 beds dorm	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
North 5 Unit - Minimum Male - 80 beds dorm	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
West One Unit - Spec Needs Male - 38 cells, 76 beds	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
New Male 72-hour Housing	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
New Female 72-hour Housing	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
New Pod A -Unit 1 - Max Male - 64 beds	0.0	0.0	2.0	2.0	1.0	7	Yes	8.4		
New Pod A -Unit 2 - Max Male - 64 beds	0.0	0.0	2.0	2.0	1.0	7	Yes	8.4		
New Pod A -Unit 3 - Medium Male - 64 beds	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
New Pod A -Unit 4 - Medium Male - 64 beds	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
New Pod B -Unit 1 - Medium Male - 64 beds	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
New Pod B -Unit 2 - Medium Male - 64 beds	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
New Pod B -Unit 3 - Medium Male - 64 beds	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
New Pod B -Unit 4 - Special Management - Male 48 beds	0.0	0.0	2.0	2.0	1.0	7	Yes	8.4		
New Pod B -Unit 5 - Special Needs - 16 beds	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
New Medical Housing - Special Needs - 16 beds	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
Medical Escort Officer	0.0	4.0	0.0	0.0	0.0	4	Yes	4.8		
Escort Officer	0.0	0.0	4.0	4.0	3.0	7	Yes	18.5		
Classification Officer	0.0	4.0	0.0	0.0	0.0	4	Yes	4.8		
Property Officer	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
Court Officer	3.0	0.0	0.0	0.0	0.0	5	Yes	3.6		
Inmate Labor Officer	0.0	0.0	1.0	0.0	1.0	5	Yes	2.4		
Mail Officer	0.0	1.0	0.0	0.0	0.0	4	No	1.0		
Subtotal Detention Officer	3.0	9.0	36.0	35.0	27.0			177.7	181	130
							Total Sworn Staff		210	159
Main Control	0.0		2.0	2.0	1.0	7	Yes	8.5	9	5
East Unit Control	0.0		1.0	1.0	1.0	7	Yes	5.1	5	3
Booking Clerk (Mon thru Fri)	0.0		6.0	4.0	2.0	5	Yes	14.0	14	12
Booking Clerk (Sat & Sun)	0.0		2.0	2.0	2.0	2	Yes	2.8	3	6
Administrative Coordinator	2.0		0.0	0.0	0.0	5	No	2.0	2	2
Subtotal Non-Sworn	2.0	0.0	11.0	9.0	6.0				33	28
							Total Non-Sworn Staff		33	28

Table 57. Recommended Summary with Salaries for the Expanded Detention Facility 2039 Projections

Recommended Sworn Positions	Today's FTE	Recommended	Salary (2025)	Total Salary
Administrator	1.0	1.0	$ 127,255	$ 127,255
Assist. Administrator	1.0	1.0	$ 116,555	$ 116,555
Lieutenant	2.0	2.0	$ 116,555	$ 233,110
Sergeant	11.0	25.0	$ 95,013	$ 2,375,325
Corporal	0.0	0.0	$ -	$ -
Detention Officer	76.0	181.0	$ 75,543	$ 13,673,283
Control Operator	10.0	14.0	$ 65,637	$ 918,918
Booking Clerk	9.0	17.0	$ 67,102	$ 1,140,734
Administrative Coordinator	1.5	2.0	$ 81,886	$ 163,772
Totals:	111.5	243.0		$ 18,748,952

The recommended staffing numbers shown above will not eliminate all overtime but will greatly reduce its usage. By comparison, the table below shows the minimum number of FTEs that will be needed to operate the expanded detention facility *with no relief applied*. **It must be pointed out that this is not a recommended path for Yellowstone County to take.** A certain amount of overtime is fiscally less expensive than hiring additional staff. However, excessive and mandatory overtime causes staff burn out, reduced attention and effectiveness while on duty, and can pose significant threats to staff, offender, and facility safety and security.

Table 58. Minimum Staffing with Salaries for the Expanded Detention Facility – 2039 Projections

Recommended Sworn Positions	Today's FTE	Minimum Staff	Salary (2025)	Total Salary
Administrator	1.0	1.0	$ 127,255	$ 127,255
Assist. Administrator	1.0	1.0	$ 116,555	$ 116,555
Lieutenant	2.0	2.0	$ 116,555	$ 233,110
Sergeant	11.0	15.0	$ 95,013	$ 1,425,195
Corporal	0.0	0.0	$ -	$ -
Detention Officer	76.0	110.0	$ 75,543	$ 8,309,730
Control Operator	10.0	8.0	$ 65,637	$ 525,096
Booking Clerk	9.0	18.0	$ 67,102	$ 1,207,836
Administrative Coordinator	1.5	2.0	$ 81,886	$ 163,772
Totals:	111.5	157.0		$ 12,108,549

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FACILITY EXPANSION – 2049 PROJECTIONS

By the year 2049 the detention facility expansion will add 256 more bed capacity with four, 64-bed housing units for medium and maximum custody offenders.

Table 59. Expanded Housing and Classification

Housing Unit	Classification
Classification Unit (ABCD)	Special Management, Male
East Unit (ABCDE)	Min, Med, Max Female
North 1/2 Unit	Special Needs, Male
North 3 Unit	Special Needs, Male
North 4 Unit	Dormitory, Minimum Male
North 5 Unit	Dormitory, Minimum Male
West One Unit	Special Needs, Male
New Male 72-hour Housing	72-hour Housing, Male
New Female 72-hour Housing	72-hour Housing, Female
New Pod A - Unit 1	Maximum, Male
New Pod A - Unit 2	Maximum, Male
New Pod A - Unit 3	Medium, Male
New Pod A - Unit 4	Medium, Male
New Pod B - Unit 1	Medium, Male
New Pod B - Unit 2	Medium, Male
New Pod B - Unit 3	Medium, Male
New Pod B - Unit 4	Special Management, Male
New Pod B - Unit 5	Special Needs, Male
New Medical Housing	Special Needs, Male
New Pod C - Unit 1	Medium, Male
New Pod C - Unit 2	Medium, Male
New Pod C - Unit 3	Maximum, Male
New Pod C - Unit 4	Maximum, Male

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POST PLAN DEVELOPMENT (EXPANDED FACILITY – 2049 PROJECTIONS)

The recommended command and supervisory posts and positions remain unchanged for the expanded facility. There are some new posts and recommended changes to some of the positions that are detailed below.

- **Housing Officers** – There will be four new housing units added that must be staffed. The revised relief calculation will be applied.
- **Escort Officer** – With the increase in capacity, the recommended number of Escort Officers will increase to five on days and evenings and 4 on the night shift. The revised relief calculation will be applied.
- **Classification Officer** – Additional Classification Officers will be needed for the additional number of offenders. The recommended increase is for five Officers on a 10-hour shift. The revised relief calculation will be applied.
- **Property Officer** – It is recommended that the Property Officer be increased to two officers on day and evening shifts and one officer on the night shift. The revised relief calculation will be applied.
- **Court Officer** – It is recommended that the Court Officer allocation be increased to four officers Monday through Friday. The revised relief calculation will be applied.
- **Mail Officer** – With the increase in offender population, it is recommended that the Mail Officer be increased to two FTEs.
- **Administrative Coordinator** – It is recommended that the Administrative Coordinator positions be increased to three FTEs.

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Table 60. Recommended Staffing for the Expanded Detention Facility – 2049 Projections

Yellowstone County Detention Center	Admin	10 Hour	Day	Evening	Night	Days/	Is Relief	Total	Rounded	No
Post/Position	M-F	Shift	Shift	Shift	Shift	Week	Needed	FTEs	FTEs	Relief
Administrator - Captain	1.0	0.0	0.0	0.0	0.0	5	No	1.0		
Subtotal Captain	1.0	0.0	0.0	0.0	0.0			1.0	1	1
Assist. Administrator - Lieutenant	1.0	0.0	0.0	0.0	0.0	5	No	1.0		
Subtotal Assist. Admin	1.0	0.0	0.0	0.0	0.0			1.0	1	1
Detention Lieutenant	0.0	1.0	0.0	0.0	0.0	4	No	1.0		
Detention Lieutenant	1.0	0.0	0.0	0.0	0.0	5	No	1.0		
Subtotal Lieutenants	1.0	1.0	0.0	0.0	0.0			2.0	2	2
Shift Sergeant (10 hour shifts)	0.0	0.0	2.0	2.0	2.0	7	Yes	11.5		
Float Sergeant (10 hour shift)	0.0	0.0	1.0	1.0	1.0	7	Yes	5.8		
Booking Sergeant	0.0	0.0	1.0	1.0	1.0	7	Yes	4.6		
Labor Detail Sergeant	1.0	0.0	0.0	0.0	0.0	5	No	1.0		
Administrative Sergeant	0.0	1.0	0.0	0.0	0.0	4	No	1.0		
Training Sergeant	1.0	0.0	0.0	0.0	0.0	5	No	1.0		
Subtotal Sergeants	2.0	1.0	4.0	4.0	4.0			24.9	25	15
Subtotal Corporals	0.0	0.0	0.0	0.0	0.0			0.0	0	0
Booking/ Escort Officer	0.0	0.0	6.0	6.0	4.0	7	Yes	26.9		
Classification Unit (ABCD) Spec Mgmt - Male 48 beds	0.0	0.0	2.0	2.0	1.0	7	Yes	8.4		
East Unit (ABCDE) Min, Med, Max - Female - 156 beds	0.0	0.0	2.0	2.0	1.0	7	Yes	8.4		
North 1/2 Unit - Spec Needs Male - 44 cells, 88 beds	0.0	0.0	2.0	2.0	1.0	7	Yes	8.4		
North 3 Unit - Spec Needs Male - 44 cells, 88 beds	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
North 4 Unit - Minimum Male - 80 beds dorm	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
North 5 Unit - Minimum Male - 80 beds dorm	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
West One Unit - Spec Needs Male - 38 cells, 76 beds	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
New Male 72-hour Housing	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
New Female 72-hour Housing	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
New Pod A -Unit 1 - Max Male - 64 beds	0.0	0.0	2.0	2.0	1.0	7	Yes	8.4		
New Pod A -Unit 2 - Max Male - 64 beds	0.0	0.0	2.0	2.0	1.0	7	Yes	8.4		
New Pod A -Unit 3 - Medium Male - 64 beds	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
New Pod A -Unit 4 - Medium Male - 64 beds	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
New Pod B -Unit 1 - Medium Male - 64 beds	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
New Pod B -Unit 2 - Medium Male - 64 beds	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
New Pod B -Unit 3 - Medium Male - 64 beds	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
New Pod B -Unit 4 - Special Management - Male 48 beds	0.0	0.0	2.0	2.0	1.0	7	Yes	8.4		
New Pod B -Unit 5 - Special Needs - 16 beds	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
New Pod C -Unit 1 - Medium Male - 64 beds	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
New Pod C -Unit 2 - Medium Male - 64 beds	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
New Pod C -Unit 3 - Max Male - 64 beds	0.0	0.0	2.0	2.0	1.0	7	Yes	8.4		
New Pod C -Unit 4 - Max Male - 64 beds	0.0	0.0	2.0	2.0	1.0	7	Yes	8.4		
New Medical Housing - Special Needs - 16 beds	0.0	0.0	1.0	1.0	1.0	7	Yes	5.0		
Medical Escort Officer	0.0	4.0	0.0	0.0	0.0	4	Yes	4.8		
Escort Officer	0.0	0.0	5.0	5.0	4.0	7	Yes	23.5		
Classification Officer	0.0	5.0	0.0	0.0	0.0	4	Yes	6.0		
Property Officer	0.0	0.0	2.0	2.0	1.0	7	Yes	8.4		
Court Officer	4.0	0.0	0.0	0.0	0.0	5	Yes	4.8		
Inmate Labor Officer	0.0	0.0	1.0	0.0	1.0	5	Yes	2.4		
Mail Officer	0.0	2.0	0.0	0.0	0.0	4	No	1.0		
Subtotal Detention Officer	4.0	11.0	45.0	44.0	33.0			220.4	220	157
							Total Sworn Staff:		249	156
Main Control	0.0	0.0	2.0	2.0	1.0	7	Yes	8.5	9	5
East Unit Control	0.0	0.0	1.0	1.0	1.0	7	Yes	5.1	5	3
Booking Clerk (Mon thru Fri)	0.0	0.0	6.0	4.0	2.0	5	Yes	14.0	14	12
Booking Clerk (Sat & Sun)	0.0	0.0	2.0	2.0	2.0	2	Yes	2.8	3	6
Administrative Coordinator	3.0	0.0	0.0	0.0	0.0	5	No	1.5	3	3
Subtotal Non-Sworn	3.0	0.0	11.0	9.0	6.0				34	29
							Total Sworn Staff:		34	29

The following table summarizes the recommended number of staff that will be needed to safely operate an expanded detention facility (2049 Projections). The salary figures shown are 2025 budgeted salaries, by position, and include all fringe and benefits.

Table 61. Recommended Summary with Salaries for the Expanded Detention Facility 2049 Projections

Recommended Sworn Positions	Today's FTE	Recommended	Salary (2025)	Total Salary
Administrator	1.0	1	$ 127,255	$ 127,255
Assist. Administrator	1.0	1	$ 116,555	$ 116,555
Lieutenant	2.0	2	$ 116,555	$ 233,110
Sergeant	11.0	25	$ 95,013	$ 2,375,325
Corporal	0.0	0	$ -	$ -
Detention Officer	76.0	220	$ 75,543	$ 16,619,460
Control Operator	10.0	14	$ 65,637	$ 918,918
Booking Clerk	9.0	17	$ 67,102	$ 1,140,734
Administrative Coordinator	1.5	3	$ 81,886	$ 245,658
Totals:	111.5	283		$ 21,777,015

The recommended staffing numbers shown above will not eliminate all overtime but will greatly reduce its usage. By comparison, the table below shows the minimum number of FTEs that will be needed to operate the expanded detention facility *with no relief applied*. **It must be pointed out that this is not a recommended path for Yellowstone County to take.** A certain amount of overtime is fiscally less expensive than hiring additional staff. However, excessive and mandatory overtime causes staff burn out, reduced attention and effectiveness while on duty, and can pose significant threats to staff, offender, and facility safety and security.

Table 62. Minimum Staffing with Salaries for the Expanded Detention Facility – 2049 Projections

Recommended Sworn Positions	Today's FTE	Minimum Staff	Salary (2025)	Total Salary
Administrator	1.0	1	$ 127,255	$ 127,255
Assist. Administrator	1.0	1	$ 116,555	$ 116,555
Lieutenant	2.0	2	$ 116,555	$ 233,110
Sergeant	11.0	15	$ 95,013	$ 1,425,195
Corporal	0.0	0	$ -	$ -
Detention Officer	76.0	137	$ 75,543	$ 10,349,391
Control Operator	10.0	8	$ 65,637	$ 525,096
Booking Clerk	9.0	18	$ 67,102	$ 1,207,836
Administrative Coordinator	1.5	3	$ 81,886	$ 245,658
Totals:	111.5	185		$ 14,230,096

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V. JUVENILE DETENTION CENTER

Overview

This program is for the new Juvenile Detention Center programmed for 48 secure beds.

The Yellowstone County Juvenile Detention Center (JDC) is responsible for the care, custody, control, and safety of juveniles placed in secure custody. The Center holds juveniles between the ages of 10 and 18 charged with delinquent offenses (generally felonies) until Juvenile Court gives the order for release, or the youth is court-ordered for transfer to other facilities for treatment and evaluation.

Daily activities and responsibilities at the JDC include overseeing each juvenile's needs including showers, hygiene, and medical care. The JDC provides transports to court, visitation, and instructional and therapeutic programs.

Major Design Considerations

Facility Mission Statement and Philosophy

The mission of the JDC is to protect the community by providing a safe, secure, and humane environment for the temporary care of youth placed in JDC custody.

The operations of the JDC will reflect the following philosophy:

- Youth placed in the care and custody of the JDC will be treated as unique individuals deserving a sense of worth, dignity, compassion and respect,
- JDC Staff members will serve as positive role models for the confined youth,
- JDC staff members will strive to foster a healthy environment in which youth are able to manage their current legal situation,
- JDC staff members will handle issues within the JDC in a manner which teaches and models for the youth the concepts of responsibility and accountability, and

Vision Statement

The vision for this project is for the staff of JDC to continue their care for the youth in a building that meets and exceeds their operational and functional needs. The desired vision for this facility is to be a place of healing for the youth as well as a safe place where the youth can habilitate and become valued citizens in their respected communities.

Facility Goals

Starting a new design is an opportunity for the owner to rethink how they do business and look for ways to enhance the delivery of services to clients – youths and their families. The consultant team walked the client and user group through several exercises to set the goals for programming and design. The following are the results.

Word Cloud Exercise

In this exercise the consultant team presented a board with words commonly associated with juvenile detention centers. The team asked the users to place "smiley" stickers next to words they want the new JDC to convey and place. From this exercise several goals were identified:

1. *Trauma Informed.* This means that it should be assumed that all youths entering the JDC have experienced trauma in their lives and the design of the environment should convey a safe and normative environment.
2. *Safe for youths and staff.* Another facet of trauma informed design is that detainees feel safe. This is conveyed primarily by creating good sightlines so youths feel they can call staff when needed and that their needs are being met.

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3. *Family Reunification.* Family support is very important to keeping youths from returning to detention. The JDC should provide spaces for youths and their family to maintain contact and strengthen family bonds.
4. *Hope and Dignity.* The JDC should convey that the youths have value.

Security Design Principles

Security Perimeter and Zoning

The juvenile detention portion of the JDC will be secure but, the shelter care and mental health holds (non-secure) are not within the secure perimeter of the JDC. Doors will be alarmed in this area and staff will be alerted if a juvenile leaves the JDC. This security approach with the use of alarmed doors is often called “Staff Secure”. In addition, there are spaces where access will be controlled, and these include Administration, Visitation, and Intake.

Because of the two security functions, the JDC will be zoned into a secure zone for detention, a staff secure zone, and a public zone. The following describes the JDC components and how they will be zoned.

Public Zone

The public components will include the Lobby and the Public Restrooms. These areas will be available to the public during normal business hours and designated visitation times.

Staff Secure Zone

Access to this zone will be controlled by staff either by electronic release of doors or key cards. There will be free egress from the zone to meet building code requirements. In areas such as the Intake and non-secure housing, egress doors will be alarmed so staff are aware if any juveniles have left the building.

Secure Zone

The secure zone of the building will be built to an Institutional Group and Condition 3 per the International Building Code (IBC). This is often referred to as I-3 and is the building code for detention centers that limit means of egress.

The juvenile detention security perimeter shall be a clearly defined, highly penetration resistant, three-dimensional envelope. Portions of the exterior of juvenile detention that serves as the security perimeter should be uniformly secure in construction, materials, and hardware.

All access into the security perimeter shall be through at least two doors that are interlocked. All interlocking systems will have an electronic override that can be activated by staff in emergency situations.

All weapons will be kept out of the security perimeter and will be stored in secure weapons lockers. Restraint equipment for the secure movement of juveniles will be maintained inside the security perimeter.

Security Control and Monitoring

There will be a single Central Control post within the juvenile detention security perimeter that will monitor and control the juvenile center’s security system. Broadly speaking, Security Control will control all perimeter access and monitoring systems; and will control (or at least) monitor movement within the detention area. Security Control will also control all entry and exit from housing units.

Central Control will also monitor/control alarm and response systems and be able to maintain constant communications with all staff working throughout the JDC. The jail’s Central Control Center will provide backup/override capacity over all security systems in the juvenile center in the event of an emergency.

Surveillance by direct staff view or contact is preferred over reliance on electronic surveillance equipment (CCTV), except in the case of areas such as exterior perimeters, egress doors, and outside grounds.

Indigenous and Cultural Inclusion

To Indigenous peoples, the cores of healing involve a sense of community and family, as well as cultural teachings and a strong reconnection with the Land. The common typology of the detention center, like the residential school system, has not been designed with these in mind. The design of detention centers today should instead respond respectfully to their demographics in order to support holistic healing for both Indigenous and non-indigenous peoples. Land-based teachings from community leaders and/or Elders can be accommodated spatially. The role of water and fire, artistic expression, and potential for ceremony, can all play a role in designing healing spaces for Indigenous peoples. Materials and tectonics can communicate that the Indigenous cultures of the place are recognized and honored, and that Indigenous inmates and staff can carry their identity with pride, not shame. An architecture that welcomes views to the outdoors, welcomes animals and birds to its site, considers the movement of the sun, and facilitates the idea of reconnecting to the land (both interior and exterior design strategies) can begin to pave a path forward where Indigenous peoples feel respected (including visiting family and community members), and a place where one can heal. This can be an architecture of reconciliation.

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SPACE SUMMARY

The space summary below shows the space allocation.

Table 63. Summary of All Components

Space #	Component	DGSF
1.0	Public Lobby	618
2.0	Visitation	403
3.0	Administration	3,800
4.0	Master Control	507
5.0	Vehicle Sallyport	2,705
6.0	Health Care	787
7.0	Education	11,174
8.0A	Special Needs Housing	4,200
8.0B	Male Housing	13,000
9.0	Food Service	1,200
10.0	Laundry	686
11.0	Staff Support	1,841
12.0	Receiving/Storage/Maintenance	2,415
13.0	Outdoor Recreation Space	-
	Subtotal Department Gross Square Feet (DGSF)	43,334
	x Building mechanical/electrical space (@5%)	2,167
	x building grossing factor @20%	9,100
	Total Building Gross Square Feet (BGSF)	54,601

1. Public Lobby

Description of Function

The Public Lobby will be open during normal business hours and during specified visitation hours.

Entry to the Lobby will be through a weather vestibule. The outer door of the vestibule will be unlocked, and the inner door of the vestibule will be locked outside of business hours and visitation times. There will be a telephone in the vestibule that will serve as an intercom to Central Control. Persons arriving at the JDC after hours will communicate with JDC staff using this phone. Central Control will have remote control of the inner vestibule door and can allow parents, guardians, attorneys, officials, and service providers into the Lobby.

All juveniles who are released to their parents or guardians will be released through a dedicated release lobby.

Operational Assumptions

In the Lobby, there will be a secure window into the Intake Area. Here, persons can speak to JDC staff face-to-face regarding their child. The secure window will have a secure speaker-port, paper pass, and hopper pass for larger items.

Another secure window will access the Administration Area. This window will have a secure speaker-port and paper pass.

For those going to visitation, they will be screened and will be required to pass through a metal

detector. A bank of 8 half-sized visitation lockers will be provided for visitors to store items not permitted in the visitation area.

Seating for up to sixteen (6) persons will be provided. Separate male and female toilets will be provided along with high/low ADA accessible drinking fountains.

- Weather Vestibule
- Lobby
- Male and Female Toilet
- Janitor Closet
- Closet (for the storage of snow shovel and salt)

Adjacencies

- Administration
- Visitation
- Intake

Special Considerations

- The Public Lobby serves as an important transition between the non-secure and secure perimeter. The operation of any secure pedestrian sallyport associated with the front entrance will be from Master Control. The Public Lobby space will be monitored by a JDC Officer to receive visitors and complete the identification check.
- From the lobby, professional visitors will be directed to the sallyport official visitors will be directed toward the appropriate administrative office or conference room located off the public lobby.
- The lobby should be designed in a manner to allow for the efficient screening of the public, while ensuring the safety and security of the facility. This area will be the public's first point of contact with the facility. The use of aesthetically pleasing colors and non-institutional materials is encouraged. While furnishings and surfaces should be as durable and maintenance-free as possible, the lobby area should project a comfortable and professional environment.

Table 64. Public Lobby Space Allocation

	1.1 Public Lobby	Unit NSF	# of Units	NSF	Access by public & adjacent to Tranportation
1.1.01	Weather Vestibule	100	1	100	Exterior doors unlocked. Interior door locked with remote relase by Central Control. Provide phone connected to Central Control.
1.1.02	Lobby	200	1	200	Warm and inviting design with seating for 6, consider tile or terrazo flooring, 8 12 x 12 lockers for visitors, drinking fountain adjacent to restrooms, secure window with speaker port and package pass between lobby and intake/transfer/release
1.1.03	Janitor Closet	40	1	40	Mop sink and shelving; storage for snow shovel/salt
1.1.04	Public Toilet	60	2	120	
1.1.05	Drinking Fountains	15	1	15	Hi-Lo with bottle filler
	Subtotal			475	
	x department grossing factor			1.30	
	Subtotal DGSF			618	

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2. Visitation

Description of Function

Visitation at the JDC will be face-to-face with no barriers between juvenile and visitor. Physical contact (e.g., hugs) will not be permitted. Visits will be limited to parents and guardians. Professional visits will occur with mental health professionals, attorneys, and probation officers.

Video visitation will supplement the contact visitation and will be available via the internet. Each housing unit will be equipped with a video visitation monitor. Visitation will be used by family, clergy, attorneys, and professional visitors such as probation staff.

Operational Assumptions

The visitation rooms will be located within the security perimeter. One visitation room will be larger Multi-purpose Room for group sessions and special occasions. Each visitation room will have home-like furnishings though at least two (2) rooms will have a table for attorney and probation visits. The rooms should have carpet and wood doors are recommended. Locks to the visitation rooms should have a classroom function (can be locked on the outside but allows egress). Doors should have sound gaskets. The rooms should be constructed to minimize sound transmission between rooms.

To ensure privacy, especially for attorney visits, there will be no audio or video devices in the visitation rooms.

- Contact Visitation Rooms
- Multipurpose Room

Special Considerations

The Visitation Area will be accessible through the Public Lobby by way of a security vestibule. Access by the juveniles will be through a staff-secure corridor. From the lobby, professional visitors will be directed to the sallyport official visitors will be directed toward the appropriate administrative office or conference room located off the public lobby.

Table 65. Visitation Space Allocation

	2.1 Visitation	Unit NSF	# of Units	NSF	Comment
2.1.01	Contact Visitation Room	80	2	160	Used for family visits and professional visits. Seating for up to five (5) persons. Provide "home-like" furnishings.
2.1.02	Multi-purpose Space	150	1	150	For probation visits and family visits
2.1.03	Family Outdoor Courtyard	615	1	615	
	Subtotal			310	
	x department grossing factor			1.30	
	Subtotal DGSF			403	

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3. Administration

Description of Function

The Facility Administration component serves as the center for administrative leadership regarding the operation of the facility and is in an office environment that is frequented by both staff and official visitors. This component will be located outside the secure perimeter of the facility. The detention facility Director manages operations supported by an Assistant Director. Other administrative functions will be housed in this area. The office suite should be designed to reflect easy, but controlled, access to administrative personnel by official visitors, volunteers, vendors, and representatives of other agencies.

Operational Assumptions

The Administration Area will be contractor-grade construction with carpeting, gypsum board walls, and acoustic tile ceilings.

- Director Office
- Staff Offices
- Conference Room
- Kitchenette
- Male and Female Toilets

Special Considerations

The Administration Area that will serve the Director and office support staff. Access to the area will be controlled. There will be a private entrance to the Administration Area accessible from staff parking for staff as well as access to the Administration Area will be from the Lobby for the public and visitors when needed. There will be a direct connection between the Administration Area and the secure detention area of the JDC.

Table 66. Court Space Allocation

1.1	Administration	Unit NSF	# of Units	NSF	Comment
	Administration (Outside Perimeter)				
3.1.01	Director (p)	192	1	192	Office with small conference table. Size per County office standards.
3.1.02	Asst. Director (p)	120	1	120	Office with chairs for 2 guests. Size per County office standards.
3.1.03	Placement Coordinator (p)	120	1	120	Office with chairs for 2 guests. Size per County office standards.
3.1.04	Training Officer (p)	120	1	120	Office with chairs for 2 guests. Size per County office standards.
3.1.05	Shared Office	150	1	150	Office for 2 workstations
3.1.06	Secretary (o)	48	1	48	Size per County office standards.
3.1.07	Support/Copy/Mail	144	1	144	Size per County office standards.
3.1.08	Juvenile Records	100	1	100	
3.1.09	Kitchenette	60	1	60	Provide sink, wall and base cabinets, refrigerator, microwave, coffee machine, ice and water machine. Size per County office standards.
3.1.10	Conference Room	240	1	240	Seating for 12 persons. Provide A/V equipment and markerboards. Large flat screen televisions.
3.1.11	Toilet Rooms	65	2	130	Separate male and female toilet rooms. ADA compliant.
	Administration (Inside Perimeter)				
3.1.13	Tactical Lockers/Storage	300	3	900	8 Tactical Lockers
3.1.14	Juvenile Detention Supervisors	130	3	390	Provide 3 workstations in one shared office. Size per County office standards - 6x8. Casework
	Subtotal			2,714	
	x department grossing factor			1.40	
	Subtotal DGSF			**3,800**	

4. Master Control

Description of Function

The Master Control post within the juvenile detention perimeter that will provide overall surveillance and security for the JDC. Broadly speaking, Master Control will control all perimeter access and monitoring systems; and will control (or at least) monitor movement within the detention area. Master Control will also monitor/control alarm and response systems and be able to maintain constant communications with all staff working throughout the JDC.

Operational Assumptions

Master Control will be in a secure, highly force resistant, three-dimensional envelope that is accessible only through an interlocked security vestibule. Within this envelope will be the control station, Security Electronics Room containing the headend equipment, and a toilet and break room.
Master Control functions will be integrated into a graphic user interface (GUI). Two (2) graphic user interfaces (GUI's), four (4) video matrix monitors are anticipated, a video spot monitor, telephone, and radio base station are assumed at the control post.
A Security Electronics Room will be provided. It will contain headend equipment for the security electronics system including program logic controller (PLC), intercom headend, video headend, door controls, and relays. Because the equipment will generate heat, the room should be on separate climate control system.

Special Considerations

Master Control must be contained within its own security envelope, meaning that the floor, walls, and ceiling must be secure. Overall access to the Master Control area will be limited and the room will be secured.
The environment of Master Control should reduce stress thru: temperature control; good ventilation; sound absorption; controlled lighting (dimmer switch); and ergonomic/adjustable counters, chairs, and monitors.
Adjacencies with Master Control are to be determined. If “eyes-on” observation by Master Control is desired for, say, visitation or the lobby for example, then an adjacency to these components would be desired.

Table 67. Master Control Space Allocation

4.1 Master Control	Unit NSF	# of Units	NSF	Comment
4.1.01 Master Control Area	180	1	180	Accessible through security vestibule, assumes 2 Graphic User Interfaces (GUI's), 2 video matrix monitors, video spot monitor, telephone, radio base station at the control post, and Watson dispatch control console.
4.1.02 Coffee Alcove	25	1	25	Contains base cabinets, undercounter refrigerator, sink, microwave.
4.1.03 Security Electronics Room	120	1	120	Contains PLC, intercom headend, video headend, door controls, relays. Room should be on separate climate control system.
4.1.04 Toilet	65	1	65	
Subtotal			390	
x department grossing factor			1.30	
Subtotal DGSF			**507**	

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5A. Vehicle Sallyport

Description of Function

The Vehicle Sallyport will serve as the main entry for juveniles brought to the JDC by law enforcement. Intakes can occur anytime during the day and night. All juvenile transports to other facilities and the courts will leave via the Sallyport.

Operational Assumptions

Entry to the Sallyport

Law enforcement will bring a juvenile to the jail via the Vehicle Sallyport. The officer will arrive outside the Vehicle Sallyport and ask to enter by calling Central Control by way of a post-mounted intercom outside the Sallyport. If the officer requires assistance with the arrestee, they will ask Central Control that assistance be provided.

Security Control

The Vehicle Sallyport overhead doors will be controlled by the juvenile center's Central Control. JDC staff will open the doors and allow entrance and exit after identity has been verified via closed circuit television.

Securing Weapons

The officer will park their vehicle and secure their weapon in gun lockers or in the trunk of their car before removing the juvenile from the vehicle. Gun lockers will be in the Sallyport adjacent to the entrance to the Pre-booking Area.

Design Considerations

The Vehicle Sallyport will be designed as a drive-thru configuration to facilitate a smooth, efficient workflow. It will also have parking for one (1) vehicle.

- The drive-thru lane should be designed such that no vehicle becomes blocked-in during transport of juveniles
- Each Vehicle Sallyport door must be sized to accommodate an ambulance
- An intercom and closed-circuit television (CCTV) are to be available outside and inside the sallyport for law enforcement agencies to contact Central Control and provide any necessary information about the juvenile prior to booking.
- A hose bib reel with both hot- and cold-water sources should be in the Sallyport for cleaning of the floor. Slip-resistant flooring and full-length drench floor drain for water run-off should be provided.
- An emergency eyewash will be provided
- Eight (8) gun lockers will be provided near the entry to the Pre-Processing Area.

Special Considerations

The Vehicle Sallyport will be located adjacent to the Pre-Processing Area of Intake/Release. The intake vehicle sallyport will be an enclosed area adjacent to intake for juvenile entry. The transportation vehicle sallyport will be a secure, partially covered outdoor area adjacent to the transportation unit.

Table 68. Vehicle Sallyport Space Allocation

5.1 Vehicle Sallyport		Unit NSF	# of Units	NSF	Comment
5.1.01	Vehicle Sallyport	1,000	1	1,000	Drive-through lane with overhead doors on either end, parking for 1 JDC vehicle. Provide decantamination shower and eye wash, provide trench floor drain and hose bib and hose reel, provide 8 gun lockers, for restroom needs, use Intake.
	Subtotal			1,000	
	x department grossing factor			1.20	
	Subtotal DGSF			1,200	

5B. Intake/Release Area – Pre-Processing Area

Description of Function

The Pre-Processing Area will be used to evaluate the juvenile before accepting them for either shelter care or detention.

Operational Assumptions

The operational goal is to evaluate the juvenile for acceptance by conducting a search, confiscating contraband, verifying their identity, accepting legal custody, and medically clearing the juvenile (all done by the intake staff person). After the juvenile is accepted, intake staff will escort the juvenile into the Intake/Release Area for processing.

Staff will inventory the juvenile's money and personal items and place them in a bag that will be sealed. A padded surface will be provided on the wall for the juvenile to lean their head against if the person is cuffed while being searched.

The officer will hand over the admitting paperwork to the intake staff. The officer will complete their arrest paperwork in the Pre-Processing Area where four (4) computer workstations will be provided and then leave.

Design Considerations

The Pre-Processing Area will be located between the Vehicle Sallyport and the Intake/Release Area.

5B. Intake/Release Area

Description of Function

Intake will be conducted in an orderly, organized workflow in a non-threatening manner sensitive to the emotional state of the juvenile. This management philosophy will minimize the potential for violent behavior problems. The intake process generally takes an hour to complete.

If a child is released to the custody of a parent or guardian, they are released to the dedicated juvenile release lobby.

Operational Assumptions

Intake

After the juvenile is accepted, they will be brought into the Intake Area. If the juvenile is compliant and well-behaved, they will be given a seat in open waiting. If the juvenile is non-compliant, the staff will place the person into the holding cell. And, if the juvenile is in need of restraint, a padded room is provided.

Booking information and initial classification information will be gathered by the intake staff at an open booking counter. Interviews will be conducted at the counter. The booking counter will have:

- PC/Monitor
- Printer/Scanner
- Valuable cubbies – temporary
- Intake files & medical screenings forms
- File storage for intake paperwork (paperwork then gets transferred to Administration)
- Cordless handset
- Bag sealer for valuable property including money

Photos of juveniles will be taken on a photo back-drop mounted to the wall.

For juveniles that will be held in detention, a shower area will be provided, and they will change from their civilian clothes to a JDC uniform. A storage room adjacent to the shower area will be provided. This will contain uniforms, sandals, and hygiene kits. Clothes and other confiscated items from the

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juvenile will be stored in the Property Storage Room. Clothing and valuables will be stored in detention-quality property storage bags. Cubbies will be provided in the Property Storage Room for property odds and ends.

If a juvenile is to be released to their parent or guardian, they will be brought to the Intake/Release Area where they will change out of their uniform, put on their civilian clothes, and collect their property. The juvenile will then be escorted to the Lobby.

If a juvenile is being transferred to the state or other JDC, the juvenile will pick up their property and will be escorted to a transport vehicle in the Vehicle Sallyport.

The anxiety and stress levels of juveniles when they arrive at the center will be high. The Intake Area environment should be designed to lower anxiety using trauma-responsive design principles and spaces such as:

- Abundant natural light
- Normative furnishings and finishes
- Biophilic design concepts
    - Views or images of nature
    - Use of wood-look materials
    - Use of colors seen in nature – especially greens and blues

- Intake Counter
- Open Waiting
- Holding Cells – Stainless steel combi-unit
- Padded Cell – No toilet but will have a flushing floor drain and 8” high concrete bunk
- Shower/Clothing Exchange Room
- Property Storage with residential washer and dryer for soiled clothing
- Staff/Juvenile Toilet Rooms

Special Considerations

The Intake/Release Area is adjacent to the Vehicle Sallyport, the Pre-Processing Area, and medical. The Intake processing function will be the initial entry point into the JDC. As such the design, environment, and tone should set expectations for the new admit and promote an environment of support and an expectation of orderliness. The design should both reduce the stress associated with the intake process, as well as contribute to the organized flow through the processing steps.

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Table 69. Intake Space Allocation

5.2 Intake		Unit NSF	# of Units	NSF	Comment
5.2.01	Pre-Processing Area	140	1	140	LE officer stays with juvenile until initial medical screening and search is concluded. Provide 4 CPU/workstations for LE. Provide padded surface on wall for juvenile to lean head on if cuffed. A padded cell should be accessible from this space.
5.2.02	Intake Counter Area	120	1	120	Assume L-shape counter with space for property sorting and sealing. Cubbies behind counter for temporary storage of property. CPU, monitor, and printer. Assume norix-type chair for juvenile to sit at while information is taken and to conduct interview. Use adjacent wall for photo back-drop. File storage for forms.
5.2.03	Seating Alcove	80	1	80	For compliant juveniles. Norix-type beam seating (fixed) for 2. Provide TV and drinking fountain.
5.2.04	Juvenile Toilet Room	65	1	65	Vitrious china toilet and sink. For use by compliant juveniles. ADA compliant. Keep adjacent to padded cell.
5.2.05	Staff Toilet Room	65	1	65	Law enforcement to share
5.2.06	Padded Room	75	1	75	Flushing floor drain. No toilet. 8" high bunk. Floors, walls, and doors are padded. Accessible from Pre-Processing Area and Intake Area. Can be used for MH holds. Locate hose bib nearby.
5.2.07	Holding Rooms	75	2	150	Provide 2'-4" wide concrete bunk and stainless steel comby. Provide phone without handset. Provide lockable food pass on door. Can be used for MH holds and Non-Secure holds.
5.2.08	Shower/Clothing Exchange	90	2	180	ADA accessible. Bench seat for dressing. Modesty screening.
5.2.09	Property Storage Room	120	1	120	Property bags on double racks. Provide shelving for large items. Provide residential-style washer and dryer to wash the clothing of new intakes.
5.2.10	Security Vestibule	80	1	80	Leads to secure juvenile detention
	Subtotal			1,075	
	x department grossing factor			1.40	
	Subtotal DGSF			1,505	
	Total DGSF			2,705	

6. Health Care

Description of Function

Health care services will be provided to the juveniles especially the ones that stay in detention for more than 24 hours. A nurse is on call. Juveniles are entitled to physical, psychiatric, psychological, eye, and dental care.

Design Considerations

All juveniles will receive a medical screening at intake. This is administered by JDC staff. If there is a medical concern such as intoxication, the youth will be evaluated before acceptance into the JDC. Physicals are given to youths after seven (7) days. Medical tests will be provided as needed. Blood draws will be done by outside contractors.

There are no medication restrictions. Juveniles will receive all medications that are prescribed to them. Supervisory staff will pass medications to the youths. They are all trained in medication.

Dental care will continue to be administered off-site. Some youths will have substance withdrawal symptoms. If a youth is going through withdrawal, the protocol is to check on the youth in their sleeping room every five (5) minutes and to take vitals every 2 hours.

For sick call, the juveniles will write requests for the nursing staff and state their symptoms. The nurse will see the youth at their housing assignment.

An Exam/Supplies Room will be provided, and it will have an exam table, workstation, sink with counter, and base and wall cabinets. It will have a storage cabinet for medical supplies such as gauze, bandages, stock medications, adult diapers, ice bags, masks, etc.

Adjacent to the Exam/Supplies room will be a pharmacy. It will be sized to accommodate a lockable medication cart, full-sized refrigerator, workstation, sink with base and wall cabinets, and the storage of a wheelchair. Narcotics will be double locked on the medication cart.

A work area will be provided for the nurse for electronic charting. It is preferred that this work area be separated from the juveniles so they cannot see charting.

A waiting area will not be provided. Juveniles will go to the medical area one at a time.

- Exam/Supply Area
- Pharmacy
- Toilet
- Nurse Work Area
- Physician Office

Special Considerations

The health care area should be located adjacent to Intake and Secure Housing. This area should account for environmental factors such as lighting, temperature control, acoustics, and cleanliness in the layout and design. Staff work and support spaces should be located to improve efficiency for management of staff and proximity to the juvenile patient. Due to the location of medical supplies and drugs within this component, additional security features associated with door alarms and secure construction should be provided.

Table 70. Health Care Space Allocation

	6.1 Health Care	Unit NSF	# of Units	NSF	Comment
6.1.01	Exam/Supplies Area	140	1	140	Exam table, workstation, sink with base and wall cabinets. Storage cabinet for medical supplies
6.1.02	Pharmacy/Records	140	1	140	Med Cart storage, refrigerator, workstation, sink with base and wall cabinets. Wheelchair storage. 2 lateral files.
6.1.03	Toilet	65	1	65	UA's
6.1.04	Nurse Work Area	140	1	140	Workstation for charting included w/ pharmacy records.
6.1.05	Physician Office	120	1	120	One workstation can be shared by medical and mental health physicians.
	Subtotal			605	
	x department grossing factor			1.30	
	Subtotal DGSF			787	

7. Programs

Description of Function

It is important to the health and mental well-being the juveniles that they be productively occupied while detained through educational activities, large-muscle exercise and recreation, art and crafts, and games. In addition, the JDC will provide programs including:

- General education from local school district during the school year
- Mental health and substance use disorder therapies
- Culinary programs
- Art programs

Design Considerations

Education, through the local Public Schools, will be provided during the 9-month school year and will follow their calendar.

It is desired that the movement of juveniles be limited. Therefore, classrooms will be placed adjacent to housing units. Each classroom will have a capacity to serve 12-16 juveniles adjacent to their housing unit to which they will be assigned. In this scenario, teachers will move from classroom to classroom to deliver instruction in their subject while the youths remain in one classroom. A commons area will connect the classrooms where the youth will have a space for special activities.

Instruction will consist of classroom instruction as well as on-line instruction. To accommodate the on-line instruction, study carrels with computers will be provided in each of the classrooms. Desks will be

movable to allow for different classroom arrangements and configurations. Each classroom will be equipped with television(s) and other audio/visual equipment. And each classroom will be equipped with a sink for art projects and base and wall storage cabinets.

Teachers and instructors will share an office and there will be a Library Storage Room for books and other educational materials.

An Indoor Recreation Room will be provided for large muscle activities. The Recreation Room will be used primarily in the evening. The space should accommodate basketball and volleyball and have drinking fountains. Adjacent to the Recreation Room will be storage rooms for sports equipment and tables and chairs.

Outdoor recreation and activities are extremely important and desirable, and a large area is anticipated for:

- Vegetable garden
- Landscape garden
- Walking path
- Basketball
- Four square
- Pickleball
- Outdoor seating

Building features needed to support these activities include:

- Outdoor storage for gardening tools and supplies
- Hose bibb(s)
- Shaded seating areas
- Classrooms
- Large Classroom
- Commons Area
- Teacher Office
- Library Storage
- Indoor Recreation

Special Considerations

The Classrooms and Indoor Recreation should be located near housing.

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Table 71. Education Space Allocation

	7.1 Education	Unit NSF	# of Units	NSF	Comment
7.1.01	Classroom	480	3	1,440	For 16 youths. Classrooms will be will be shared by adjacent housing units. Provide sink (art projects), base and wall cabinets, 16 study carrels for on-line instruction, 16 desks for classroom instruction, large televisions for powerpoints and other video instruction
7.1.02	Youth Toilet	60	3	180	Toilet in each classroom
7.1.03	Teacher Office	100	3	300	Office in each classroom
7.1.04	Storage	60	3	180	Storage room in each classroom
7.1.05	Small Storage	50	1	50	Small Storage Closet for all (4) classrooms
7.1.06	Kitchenette	105	1	105	Kitchenette in lockable alcove with sink, base and wall cabinets, stove, microwave, and refrigerator to be utilized to teach culinary instruction
7.1.07	Commons Area	900	1	900	Tables and chairs for various programming activities and special events.
7.1.08	Youth Toilet	60	1	60	
7.1.09	Teacher Workroom	120	4	480	
7.1.10	Indoor Recreation-Gym	4,700	1	4,700	Provide drinking fountains. Flooring and equipment for basketball and volleyball (full size court). Have a divider system for separating space into two spaces.
7.1.11	Storage Room	200	1	200	For sport equipment storage. Exterior door access
	Subtotal			8,595	
	x department grossing factor			1.30	
	Subtotal DGSF			11,174	

8. Housing

Description of Function

Forty-Eight (48) sleeping rooms will be provided. Juveniles will be classified and separated based on gender, age, mental state, charge, and behavior. All sleeping rooms (also called detention rooms) are single occupancy. They will be sub-divided into housing units (detention rooms with an adjacent dayroom and shower area). Below is a chart indicating housing unit distributions.

Operational Assumptions

It is assumed that 90-95% of the youths will be compliant and follow JDC rules. Most can be housed in a general population unit. Smaller special needs units will be used to separate the following classifications:

- Non-Compliant (Disciplinary)
- Developmentally Delayed
- Females
- Young Juveniles
- Acute Mental Health

All the 4-bed Special Needs Units will share the same design so that they may “flex” classification use depending on daily fluctuations in the population. Each 4-bed housing unit will have four (4) regular sleeping rooms and one (1) padded room. The padded room units will be used temporarily for juveniles that need to be separated from because they may pose a threat to themselves or others.

Design Considerations

Several sleeping room designs were reviewed and there is a preference to use a rear chase design for ease of access to plumbing. This will help in keeping the JDC crew from entering into the youth’s dayroom as well as having access to borrowed daylight that would enter through the youth’s sleeping room windows from the exterior windows of the rear chase walls. In addition, a molded-in, high impact, fire retardant polyethylene platform bed is preferred for a more normative environment. And finally, each sleeping room will have a writing surface adjacent to their bed so that the youth can sit on their bunk and use the writing surface. This approach eliminates the need for a separate stool. Since this will be a one-story building, there is an opportunity to have supply air grilles in the ceiling adjacent to the exterior wall and return air through a grille mounted to the chase.

Each group of sleeping rooms will have an adjacent dayroom to form a housing unit. The housing units should be arrayed around a centralized staff post so staff can see into the housing unit dayrooms while youths are in their housing unit.

Detention (Sleeping) Rooms - Typical

The typical detention room will have the following features:

- Molded-in High Impact Polyethylene Platform Bed
- Writing surface
- No stool (suicide threat) – Youth will sit on bed to use writing surface
- Stainless Steel Combi-Unit
- High Ceilings – 10’ high is preferred with acoustical treatment
- Food pass in the detention room door
- Interior Window for borrowed natural light

Padded Rooms

These rooms will have padding material on the floor, walls, and doors. There will not be a combi-unit. Instead, there will be a flushing floor drain that will be remotely controlled. An 8” high sleeping bunk will be at the back of the room.

Dayrooms

Activities in the dayroom will include program activities, games, watching television, using tablets, and letter writing. The dayroom will be carpeted to within three feet of the sleeping room fronts and will have high ceilings with acoustical treatment. Each dayroom will have a small ¼ - size locker for juveniles to store belongings. Norix-style tables and chairs are assumed. Each dayroom will have a visitation station, phone, television, and tablet charging stations. Access to natural light in the dayroom via skylights or other means is desirable.

Showers

Each dayroom will have a shower. The shower should be designed to provide modesty, but staff should be able to see the head and feet of juveniles when in the shower. Enhanced air exhaust at the shower to limit condensation spreading to the dayroom should be provided. Two (2) showers are to be provided in the 8-bed housing unit to reduce the time needed to shower the youths each day.

Special Considerations

The housing units will be adjacent a staff post. All areas of the dayrooms and the sleeping room fronts should be visible from the staff post. The operational philosophy that will affect Housing is that most juvenile programs and services will be brought to the housing unit, thereby limiting juvenile movement. To accommodate this, the following spaces will have to be accessed from the dayroom and observable by the housing officer: outdoor recreation areas, multipurpose rooms, interview rooms, video visitation, and showers.

Materials selected in the Housing will attempt to normalize the environment. Privacy will be provided in a manner that does not inhibit observation by housing unit staff.

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Table 72. Special Needs Housing Space Allocation

	8.1 Special Needs Housing	Unit NSF	# of Units	NSF	Comment
	Special Needs Unit 1 (4-Beds) - Disciplinary				**Remarks: All housing units will have laundry hamper and cubby for clothing & sweats. Non-Disciplinary units used for females, younger kids, and developmently delayed.**
8.1.01	Sleeping Rooms	100	3	300	Side chase with comby unit and modesty panel. Built-in bunk and wall mounted writing surface adjacent to bunk.
8.1.02	ADA Sleeping Room	110	1	110	ADA accessible toilet and lav. Provide proper ADA clear floor spaces for furnishings and equipment.
8.1.03	Padded Room	80	1	80	All surfaces padded except for ceiling. Remote controled flushing floor drain. 8" high concrete bunk for sleeping.
8.1.04	Flex Room	100	1	100	This room will be used as a flex space for interview, phone use, and to de-escalate a child.
8.1.05	Dayroom	35	4	140	1 tables with movable chairs. Provide 1/4 lockers for belongings. Video visit station.
8.1.06	ADA Shower/Toilet	110	1	110	ADA Shower with separate drying area and toilet inside.
8.1.07	Outdoor Program Space	150	1	150	Excluded from net sf, outdoor area will be used for various programming and allows for natural light into the day room and access throughout the year for various programmed activities, Seating for 5 (chairs & benches).
	Special Needs Unit 2 (4-Beds) - Acute Mental Health				
8.1.08	Sleeping Rooms	100	3	300	Rear chase with comby unit and modesty panel. Built-in bunk and wall mounted writing surface adjacent to bunk.
8.1.09	ADA Sleeping Room	110	1	110	ADA accessible toilet and lav. Provide proper ADA clear floor spaces for furnishings and equipment.
8.1.10	Padded Cell	80	1	80	All surfaces padded except for ceiling. Remote controled flushing floor drain. 8" high concrete bunk for sleeping.
8.1.11	Flex Room	100	1	100	This room will be used as a flex space for interview, phone use, and to de-escalate a child.
8.1.12	Dayroom	35	4	140	1 tables with movable chairs. Provide 1/4 lockers for belongings. Video visit station.
8.1.13	ADA Shower/Toilet	110	1	110	ADA Shower with separate drying area and toilet inside.
8.1.14	Outdoor Program Space	150	1	150	Excluded from net sf, outdoor area will be used for various programming and allows for natural light into the day room and access throughout the year for various programmed activities, Seating for 5 (chairs & benches).
	Subtotal			1,680	
	x department grossing factor			2.50	
	Subtotal DGSF			**4,200**	

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Table 73. Male Housing Space Allocation

8.1	Male Housing	Unit NSF	# of Units	NSF	Comment
	Housing Unit 1				
8.1.01	Sleeping Rooms	100	7	700	Rear chase with combi-unit and modesty panel. Built-in bunk and wall mounted writing surface adjacent to bunk.
8.1.02	ADA Sleeping Room	110	1	110	ADA accessible toilet and lav. Provide proper ADA clear floor spaces for furnishings and equipment.
8.1.03	Flex Room	100	1	100	This room will be used as a flex space for interview, phone use, and to de-escalate a child.
8.1.04	Dayroom	35	8	280	2 tables with movable chairs. Provide 1/4 lockers for belongings. Video visit station.
8.1.05	ADA Shower/Toilet	110	1	110	ADA Shower with separate drying area and toilet inside.
8.1.06	Outdoor Program Space	200	1	200	Excluded from net sf, outdoor area will be used for various programming and allows for natural light into the day room and access throughout the year for various programmed activities, seating for 9 (chairs & benches).
	Housing Unit 2				
8.1.07	Sleeping Rooms	100	7	700	Rear chase with comby unit and modesty panel. Built-in bunk and wall mounted writing surface adjacent to bunk.
8.1.08	ADA Sleeping Room	110	1	110	ADA accessible toilet and lav. Provide proper ADA clear floor spaces for furnishings and equipment.
8.1.09	Flex Room	100	1	100	This room will be used as a flex space for interview, phone use, and to de-escalate a child.
8.1.10	Dayroom	35	8	280	2 tables with movable chairs. Provide 1/4 lockers for belongings. Video visit station.
8.1.11	ADA Shower/Toilet	110	1	110	ADA Shower with separate drying area and toilet inside.
8.1.12	Outdoor Program Space	200	1	200	Excluded from net sf, outdoor area will be used for various programming and allows for natural light into the day room and access throughout the year for various programmed activities, seating for 9 (chairs & benches).
	Housing Unit 3				
8.1.13	Sleeping Rooms	100	7	700	Rear chase with comby unit and modesty panel. Built-in bunk and wall mounted writing surface adjacent to bunk.
8.1.14	ADA Sleeping Room	110	1	110	ADA accessible toilet and lav. Provide proper ADA clear floor spaces for furnishings and equipment.
8.1.15	Flex Room	100	1	100	This room will be used as a flex space for interview, phone use, and to de-escalate a child.
8.1.16	Dayroom	35	8	280	2 tables with movable chairs. Provide 1/4 lockers for belongings. Video visit station.
8.1.17	ADA Shower/Toilet	110	1	110	ADA Shower with separate drying area and toilet inside.
8.1.18	Outdoor Program Space	200	1	200	Excluded from net sf, outdoor area will be used for various programming and allows for natural light into the day room and access throughout the year for various programmed activities, seating for 9 (chairs & benches).
	Housing Unit 4				
8.1.19	Sleeping Rooms	100	7	700	Rear chase with comby unit and modesty panel. Built-in bunk and wall mounted writing surface adjacent to bunk.
8.1.20	ADA Sleeping Room	110	1	110	ADA accessible toilet and lav. Provide proper ADA clear floor spaces for furnishings and equipment.
8.1.21	Flex Room	100	1	100	This room will be used as a flex space for interview, phone use, and to de-escalate a child.
8.1.22	Dayroom	35	8	280	2 tables with movable chairs. Provide 1/4 lockers for belongings. Video visit station.
8.1.23	ADA Shower/Toilet	110	1	110	ADA Shower with separate drying area and toilet inside.
8.1.24	Outdoor Program Space	200	1	200	Excluded from net sf, outdoor area will be used for various programming and allows for natural light into the day room and access throughout the year for various programmed activities, seating for 9 (chairs & benches).
	Housing Unit 5				
8.1.25	Sleeping Rooms	100	7	700	Rear chase with comby unit and modesty panel. Built-in bunk and wall mounted writing surface adjacent to bunk.
8.1.26	ADA Sleeping Room	110	1	110	ADA accessible toilet and lav. Provide proper ADA clear floor spaces for furnishings and equipment.
8.1.27	Flex Room	100	1	100	This room will be used as a flex space for interview, phone use, and to de-escalate a child.
8.1.28	Dayroom	35	8	280	2 tables with movable chairs. Provide 1/4 lockers for belongings. Video visit station.
8.1.29	ADA Shower/Toilet	110	1	110	ADA Shower with separate drying area and toilet inside.
8.1.30	Outdoor Program Space	200	1	200	Excluded from net sf, outdoor area will be used for various programming and allows for natural light into the day room and access throughout the year for various programmed activities, seating for 9 (chairs & benches).
	Subtotal			6,500	
	x department grossing factor			2.00	
	Subtotal DGSF			13,000	

9. Food Service

Description of Function

A full-service kitchen will be provided. The component parts of the kitchen including food storage needs will be developed by a food service consultant. The Food Service component should include all phases of food delivery, food preparation, and distribution for juveniles. The area is sized and configured to accommodate the number of juveniles to be housed at the JDC.

Operational Assumptions

The Food Service component will be managed and staffed by an outside company.

Food Service operation includes:

- All juveniles will be served three meals a day, with two being hot meals.
- Juveniles will eat in their housing units.

Food delivery and storage includes:

- A registered dietician, licensed nutritionist, or registered dietician nutritionist will determine the menu cycles and contents.
- The food service manager will be responsible for food ordering and maintaining a healthy and sanitary kitchen environment.
- Food will be stored in either dry storage, freezers, or refrigerators.

Food preparation and distribution includes:

- Preparation equipment will be based on the menus to be served. The staff will requisition items from the dry and refrigerated storage rooms. In preparation for this, several items will need to be moved from the freezer to the cooler to thaw for one to three days before use.
- Depending on the food to be cooked, the foods may be taken to one of three main preparation areas - vegetable, meat, or baking.
- After the items are prepared, they will be taken to the cooking areas. The main cooking equipment will include tilting skillets, kettles, steamers, heavy duty range, griddles, and double stacked convection ovens.
- All food will be portion-controlled onto insulated trays.
- A stainless-steel beverage counter will be in all the direct supervision housing units.
- Housing officers will supervise the distribution of the trays and food.
- Housing officers will be responsible for returning the same number of trays and utensils that were brought into the housing unit.
- Trays will be returned to the kitchen for cleaning and storage.

Trash will be placed in dumpsters for removal daily. Dishwasher/tray wash includes:

- Pot washing will be accomplished in a three-compartment sink with drain boards. Although there are large commercial automatic utensil washers available, the cost and maintenance requirements may necessitate the use of manual hand washing systems.
- The trays will be an insulated tray-on-tray system with the bottom of one tray as the top of the other. After washing, the trays will be stored and air dried in mobile carts that hold the trays vertically.
- Cups can be issued to juveniles and washed in the dayrooms.

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Special Considerations

The Food Service area will be configured in a manner that supports food preparation and sanitation and so that the functions that need to occur are arranged sequentially to prevent cross-circulation between storage, preparation, distribution, and sanitation functions. The component needs to be adjacent to the loading dock with an unobstructed path for deliveries.

Table 74. Male Housing Space Allocation

9.1 Food Service		Unit NSF	# of Units	NSF	Comment
9.1.01	Kitchen	960	1	960	Full service kitchen and includes food prep, traying, refrigerators, freezers, dry goods storage, workstation, and recycling. Assumes 15 SF per bed. Dishwashers and prep counters should be installed at day one. Validate remaining components in planning process.
	Subtotal			960	
	x department grossing factor			1.25	
	Subtotal DGSF			1,200	

10. Laundry

Description of Function

Laundry is done by staff during times during the night. Uniforms issued to the juveniles and shower towels are exchanged daily. Bed clothes (sheets, pillowcase, and blankets) are washed once a week. Other items to be washed include safety blankets, suicide gowns, sandals and mop heads.

Design Considerations

Capacity and Equipment Needs

Laundry poundage needs were calculated based on the number of items to be laundered and how often the items will be washed. It is anticipated that approximately 3,500 pounds of laundry will require cleaning a week when the JDC is operating at full capacity.

The number and size of the washers and dryers are driven by the weekly laundry poundage and the number of loads that will be completed each week.

Special Considerations

The Laundry Service component must be within the secure perimeter, adjacent to the loading dock for supply delivery, and placed to support the exhausting of air from equipment. Supply and clothing storage will be adjacent to the main washer and dryer area. A large floor trough will be required to drain the discharge from the washer/extractors, and space will be needed behind the dryers to access the exhaust duct and provide fresh air ventilation. Doorways with a path from the exterior to the laundry room should be of a size adequately to allow for the replacement of large equipment, if necessary.

Table 75. Laundry Space Allocation

10.1 Laundry		Unit NSF	# of Units	NSF	Comment
10.1.01	Sorting Area	100	1	100	
10.1.02	Washers - 60 lbs	21	3	63	Assume 2 machines initially and 1 to be added as population increases. Space allocation includes space behind machine.
10.1.03	Chemical Storage	21	1	21	
10.1.04	Dryer - 90 lbs	28	3	84	Assume 2 machines initially and 1 to be added as population increases. Space allocation includes space behind machine.
10.1.05	Lint Collector	60	1	60	
10.1.06	Folding Area	100	1	100	
10.1.07	Shelving/Storage	100	1	100	
	Subtotal			528	
	x department grossing factor			1.30	
	Subtotal DGSF			686	

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11. Staff Facilities

Description of Function

Staff Facilities are those spaces that will be for the use of Detention Officers. The following are operational goals for the Staff Facilities component:

- Create an efficient and friendly environment that encourages employee retention by providing a safe and healthy environment that communicates to staff that they are valued as employees.
- Provide a multi-purpose space for staff to receive topical training on-site.
- Ensure that staff can quickly respond to emergencies with easy access to equipment.
- Ensure that staff can dine in a safe place away from juveniles.

Design Considerations

Staff will use a designated entrance which will be controlled and monitored by Master Control. Staff will enter the detention security perimeter through an interlocked security vestibule.

Staff will place all personal items in their locker. The staff locker room will be provided to all permanently assigned correctional officers for the secure storage of personal property and clothing during the work shift.

a. A unisex locker area will be used to reduce the overall number of lockers needed.

b. Approximately 30 full-size lockers (16” wide by 24” deep).

c. Provide a Grooming Counter with two (2) sinks, 6’ of counter space, mirrors, and electrical outlets.

The Toilet/Shower Rooms will have a toilet, sink with counter, and a shower. A Break Area should be designed as an area of respite with views to the outside and access to natural light. Seating should be a combination of high-top and regular height tables. A large television should be provided. The Break Area will have a kitchen area with refrigerator, microwave ovens, dishwasher, counter space, and wall and base cabinets.

One lactation room with a sink will be provided and will include a half-size refrigerator.

A wellness/decompression room is intended as a space for staff to de-compress or compose themselves after a difficult encounter with a juvenile or other situation that may have led to a high level of stress. The room should have a sofa and an easy chair with dimmable lighting and access to a view and natural light.

Special Considerations

Staff Support areas should provide rewarding experiences through amenities, exercise, and social activity. The overall construction of the Staff Support area should be standard commercial grade construction. The spaces should: portray a professional image for staff; promote collaboration, communication, and creativity through the arrangement of spaces and technology; and incorporate biophilic components into the design.

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Table 76. Staff Space Allocation

11.1	Staff Support	Unit NSF	# of Units	NSF	Comment
	Lockers			-	
11.1.01	Locker Area	8	32	256	Unisex area. (40) Lockers = 16" wide by 24" deep. Provide bench seating. 1/2 height lockers
11.1.02	Grooming Counter	40	2	80	Provide 2 sinks, 6' of counter space, mirrors, and electrical outlets
11.1.03	Shower/Toilet Room	120	2	240	Toilet, (2) sinks with grooming counter, shower. 6' of counter space, mirrors, and electrical outlets
11.1.04	Janitor Closet	40	1	40	Mop sink and shelving
	Staff Break Area				
11.1.05	Seating	25	16	400	Combination of high top and regular tables
11.1.06	Kitchen Area	180	1	180	Refrigerator, sink, counter space, base and wall cabinets, 2 microwaves, dishwasher, ice/chilled water machine, recycling and garbage bins. Size per County office standards. Use upgraded materials/finishes.
	Other Spaces				
11.1.07	Wellness/Decompression Room	120	1	120	Adjacent to Staff Break Area and connected to Outside Respite Space. Contains couch, easy chair, side tables. Dimmable lighting.
11.1.08	Lactation Room	100	1	100	Soft chair, sink and counter, small refrigerator.
11.1.09	Outdoor Respite Space	930	1	930	
	Subtotal			1,416	
	x department grossing factor			1.30	
	Subtotal DGSF			**1,841**	

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12. Maintenance/Storage

Description of Function

Loading Overview

The Loading Dock will be adjacent to the kitchen for food product deliveries and adjacent to the Warehouse and Maintenance Shop for other deliveries. The Loading Dock is enclosed and will have an overhead door and will be sized to accommodate box trucks and materials arriving on pallets. Loading dock access will be via a secure delivery sallyport and will be controlled by Master Control to ensure optimum facility security.

Warehouse Overview

The Warehouse will be for the storage of consumables used in the JDC such as cases of toilet paper, paper towels, sanitary napkins, hand soap, personal hygiene items (toothbrush, toothpaste, razors), garbage cans, and garbage bags. Other items that may be stored here include extra clothing, linens, and mattresses. Shelving will be provided. Juvenile detention staff will have primary access to this space

Custodial Supplies Overview

This area will contain cleaning supplies, extra cleaning equipment (mops, mop buckets, wringers, scrub brushes). Juvenile detention staff will have primary access to this space.

Maintenance Equipment and Shop Overview

General maintenance such as touch up painting, lock repair, small equipment repair and grounds maintenance will be conducted on site. Maintenance staff will require a maintenance workshop (outside the secure perimeter). Storage for grounds keeping equipment such as, a small tractor with implements for mowing and snow removal, snow blowers, and lawn mowers will be provided outside the secure perimeter. An overhead door to get access to the equipment from the exterior will be provided. County Maintenance staff will have primary access to this space.

Design Considerations

The Maintenance shop will be adjacent to the equipment space. The shop will have a workbench and a workstation with CPU. Shelving should be provided for spare and attic stock including air filters. An abundance of 120v receptacles should be provided.

Special Considerations

The Receiving and Central Storage area should be adjacent to Food Services for ease of deliveries. The Receiving and Central Storage area should be accessible from the main entry roads into the complex.

Table 77. Receiving/Storage/Maintenance Space Allocation

12.1	Receiving/Storage/Maintenance	Unit NSF	# of Units	NSF	Comment
12.1.01	Loading Dock	300	1	300	Exterior space excluded from nsf, enclosed with overhead door. Provide space to move and break down pallets
12.1.02	Warehouse	500	1	500	Storage of paper products, consumables, mattresses, clothing, linens, etc. Provide shelving.
12.1.03	Custodial Supplies	500	1	500	Cleaning supplies and equipment
12.1.04	Maintenance Equipment	432	1	432	Small tractor and implements for mowing and snow removal. Other lawn care equipment. Provide overhead door. Enough space for one car- 24x18
12.1.05	Maintenance Shop	500	1	500	Includes maintenance storage
	Subtotal			1,932	
	x department grossing factor			1.25	
	Subtotal DGSF			2,415	

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13. Outdoor Recreation

Description of Function

It is important to the health and mental well-being the juveniles that they be productively occupied while detained through physical activities while utilizing large-muscle groups during exercise and recreation. In addition, providing physical activities promotes mental and emotional well being while helping improve the negative effects of confinement.

Design Considerations

Instruction will consist of classroom instruction as well as on-line instruction. To accommodate the on-line instruction, study carrels with computers will be provided in each of the classrooms. Desks will be movable to allow for different classroom arrangements and configurations. Each classroom will be equipped with television(s) and other audio/visual equipment. And each classroom will be equipped with a sink for art projects and base and wall storage cabinets.

The Outdoor Recreation area will be provided for large muscle activities. The space should accommodate basketball and a pickle ball court. Included in the Outdoor Recreation area will be seating with a variety of tables and chairs to be utilized for group programming.

Outdoor recreation and activities are extremely important and desirable, and a large area is anticipated for:

- Vegetable garden
- Landscape garden
- Walking path
- Basketball
- Four square
- Pickleball
- Outdoor seating

Building features needed to support these activities include:

- Outdoor storage for gardening tools and supplies
- Hose bibb(s)
- Shaded seating areas

Special Considerations

The Outdoor Recreation area should be located near housing and should allow for views to nature.

Table 78. Outdoor Recreation Space Allocation

13.1	Outdoor Recreation Space	Unit NSF	# of Units	NSF	Comment
13.1.01	Pickle Ball Court	880	1	880	Exterior space not included in net, 44'x20' Pickle ball court size.
13.1.02	Basketball Court	120	1	120	Exterior space not included in net sf.
13.1.03	Garden Space	12	6	72	Exterior space not included in net sf, vegetables (seasonal), fruits (seasonal), and flower garden; 6'x2' raised garden beds.
13.1.04	Small Seating Areas	70	6	420	Exterior space not included in net sf, variation in small seating areas for group programming; 4-8 youth. Outdoor furniture.
	Subtotal			1,492	
	x department grossing factor			-	
	Subtotal DGSF			-	

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VI. PROJECT IMPLEMENTATION PLAN

The preceding sections of this report laid out the need, facility recommendation, and staffing which details the next steps for the county to implement the master plan. The following includes the sections listed below:

- Community Engagement Plan towards a bond vote
- Court Case Management
- Development of Project Delivery Plan
- Youth Facility

COMMUNITY ENGAGEMENT PLAN

As the planning and research members of the team worked to complete the YCDF master plan, the communications staff conducted a community analysis, a media analysis and coordinated with the CJCC to gather community insights and gain an understanding of stakeholder priorities, community pain points and obstacles to strategic outreach and engagement.

The insights collected informed the development of a communications plan that the County can use as a guide for implementing a comprehensive stakeholder and public outreach and education campaign.

The communications plan is divided into two parts. The first part (Phase 1) outlines initial outreach steps and includes tactics for implementing Facebook Live events as a public education strategy, as was requested by the CJCC. The second part of the plan (Phase 2) includes more detailed messaging guidance and includes actionable tactics that can be implemented as the campaign progresses.

In addition to guidelines and tactics, the communications plan identifies the following actions that are critical to executing an effective education and outreach campaign:

Assign Roles

Although it is important to have a communications committee in place that can serve as an advisory group and provide direction, there are three distinct roles that should be assumed by an individual or specific governing body to ensure that decisions are made, activities can progress in a timely manner and that there is a trusted entity that is providing transparent and accurate information to stakeholders and the public.

i. *Project owner*: This is the governing body that will oversee the entire YCDF project and has a full understanding of the project details and parameters. This entity will provide final approval on messaging and outreach tactics with the understanding that, ultimately, they are responsible for project perception and implementation.

ii. A *campaign driver:* This should be an individual who manages day-to-day activities. They're responsible for developing outreach content, planning outreach logistics, organizing support staff and keeping the communications committee organized and focused.

iii. A *spokesperson:* This is an individual who serves as the voice of the campaign, delivering clear and consistent messages to the public. Ideally, they will work collaboratively with the campaign driver who may often serve as a scheduler for the spokesperson's activities.

Assigning these three specific roles ensures smooth operations and accountability. Without them in place, efforts can become scattered, and the campaign may lose momentum.

Build Consensus on Goals

Before moving forward with an outreach campaign, it's essential that the communications committee be aligned on the campaign's purpose. If there will be multiple objectives throughout the lifespan of the campaign, there should be clarity on each objective and its respective priority and timeline.

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To implement an effective campaign, it will be imperative that consensus is reached on if the communications campaign should incorporate the County's comprehensive efforts at reforms to the local justice system or if it should focus solely on the Master Plan Assessment and its findings. There will also need to be a determination on how much the County desires to communicate the role and impact of state and federal efforts to address the need for new and expanded justice facilities.

It will also need to be determined if the final goal is to inspire voters to support a ballot initiative to fund the YCDF expansion. If that is the case, there will need to be consensus around the funding amount presented to the public and the ballot language will need to be approved and submitted within 120 days of the election.

Defining these goals early ensures all messaging and activities are focused and effective.

Prioritize Audiences
Not every message will matter to every group, so it's important to identify and prioritize key audiences. Stakeholders—such as community members, elected officials, or advocacy groups—have different needs and interests. Tailoring messages for each group increases the impact of the campaign, making it more relevant and persuasive.

With this in mind, it is recommended that the communications committee determine which stakeholders to prioritize then establish the outreach sequence it wants to implement. Here it is important to recognize that once engagement begins with any one stakeholder group, other stakeholders will soon learn about outreach activity. Therefore, a plan should be in place to quickly engage all stakeholder groups within a short period of time.

Set Realistic Deadlines and Milestones
A campaign without clear deadlines risks delays and missed opportunities. The campaign driver should be responsible for establishing realistic deadlines and manageable milestones to help measure progress and stay on schedule.

Key deadlines should include dates by which ballot language must be submitted, press deadlines and editorial calendars, dates for major public events and dates that might be significant to other campaigns or initiatives that might compete for stakeholder and public attention.

Determine a Budget
No campaign is complete without a budget. Understanding what resources are available helps set realistic expectations and prevents overspending. Whether it's for advertising, events, or materials, knowing the financial limits ensures clear boundaries on what the campaign needs to prioritize in order to achieve its goals without creating undue financial stress.

In summary, implementing these five recommendations can provide can help lay a strong foundation for a successful communications and outreach campaign. Assigning key roles ensures accountability and smooth execution, while building consensus on goals aligns the team around a shared purpose—which can then be clearly conveyed to the public so they can also align around the campaign's stated goals. Prioritizing audiences will help identify the groups most critical to the campaign's success and focus outreach efforts, thus ensuring that messaging resonates and drives action. Setting realistic deadlines and milestones helps the team stay on track and measure progress, while determining a budget ensures resources are allocated effectively to maximize impact.

Together, these steps create a clear, actionable framework for executing a strategic communications plan that is both adaptive and impactful. With a strong focus on organization, messaging, and outreach, your campaign will be positioned to engage stakeholders effectively and achieve meaningful results.

COURT CASE MANAGEMENT

It is our recommendation that Yellowstone County should leverage the Detention Working Group's existing structure to identify and work to solve case processing inefficiencies and reduce unnecessary use of the detention facility.

Many jurisdictions utilize some form of a Criminal Justice Coordinating Committee (CJCC) to get the key stakeholders together to solve problems in the system. Several of these jurisdictions have had success working on case processing/stay length questions. The existing CJCC and Detention Working Group may wish to consider studying what other jurisdictions have done with their CJCCs or reach out to an entity such as the National Center for State Courts for assistance. One consideration based on our experience is to utilize a separate third party to moderate the meetings and run the CJCC, at least in the short term. This may help spur more cooperation across agencies. Furthermore, it may be prudent to establish a separate subcommittee to identify potential case processing changes to improve system efficiency and effectiveness. To be frank, the solution to the bed demand problem will not be one or two magic remedies. Rather, there will be multiple actions that together will help the system function more efficiently.

Some possible case processing strategies that Yellowstone County should consider include:

A. Processing of probation violation charges should be sped up over current levels. As this study indicates, the presence of a violation can double or triple an inmate's stay in the YCDF. This may not always be necessary in terms of public safety. If the differential ALOS for probation violators can be decreased, there will be an immediate gain in terms of population management. As of this writing, we are unsure if the delay comes from delaying action on the new charges until the VOP is resolved or vice-versa. The new offense and the VOP should be handled at the same time, in the same time frame that non-VOP inmates are processed.

B. Along the same lines, it may be prudent to measure the time between re-arrest and the VOP hearing for VOP-only inmates and then strive to reduce that time if it is deemed too high. This should be an easy fix and has been accomplished by other jurisdictions.

C. Assign the Public Defender as soon as possible in the process so that meaningful case resolution discussions can occur, ideally before initial appearance. Some jurisdictions have been able to implement systems where the public defender and the county attorney meet daily prior to first appearance. During those meetings, meaningful, realistic offers for case settlement are considered. The goal is to enhance the number of pleas made at initial appearance.

D. Enhance the ability of defense counsel to meet with their clients. Currently, it is difficult at best for attorneys to meet with their clients. A great investment in the short term is to find temporary space for such meetings or use technology to hold the meetings. One jurisdiction with whom we have worked constructed secure, soundproof visitation booths in or adjacent to housing pods for such a purpose with significant success. This would help with case processing by reducing delays introduced from the inability of attorneys to meet their clients.

E. The system should seriously consider expanding and enhancing the current arraignment court concept, to include weekend sessions. This falls along the lines of the more meaningful initial appearances in subpoint C above. Some jurisdictions have been able to make weekend first appearance work using technology so that several parties can avoid commuting to the detention facility or courthouse. Gilbert, Arizona in particular has a robust weekend video arraignment process.

F. Additionally, it may be prudent to hold initial appearance (and follow up appearances) at one or more detention facility -based courtrooms, staffed by all parties. This would also assist in increasing the chances for obtaining pleas at initial appearance.

G. Consider specializing District Court caseloads such that certain judges only handle juvenile matters while other judges only handle criminal matters.

H. Consider creating a Detention Facility Population Manager position, or formally give the duties of such a person to multiple designated staff. For instance, in Camden, New Jersey, the Detention Facility Population Manager position is the key resource for facilitating criminal justice council meetings as well as the more important matter of watching case processing

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and detention statistics to ensure targets are met. Specifically, Camden has implemented population targets for the various custody statuses. The effectiveness of this approach is that if the analytics indicate that there is, say, an increase in the post-indictment population, the Detention Facility Population Manager attempts to determine what has happened and then works with stakeholders to resolve the issue. The Camden Detention Facility Population Manager is responsible for collecting, analyzing, compiling, and presenting statistical data relative to the detention facility population. In short, the detention's population is continuously reviewed, along with appropriate options for non-custody alternatives.

I. Considering targets, operating at a more macro-level, the system, through the CJCC/Detention Working Group, should establish benchmarks for case processing times, such as target time limits for pretrial detention. The Detention Facility Population Manager above can help with monitoring progress. Using information technology, some of the anticipated costs of this approach can be reduced. A 2021 study of court cases in Brooklyn, New York found that written guidelines prescribing target weeks for case adjournment contributed to reduced pretrial detention time. Specifically, for those with violent felony cases, dispositions within six months went from 25% to nearly 43%.3

J. Court and detention information systems should be linked, provided that shared fields are utilized. Currently, judges cannot 'see' defendants' other matters that may exist in other courts. This situation can be remedied by having the courts utilize a common field, such as the state jacket number. Entering each defendant's jacket number would allow for the creation of a simple report that judges could access or be provided that lists out every existing matter a given defendant has. The uploading of jacket numbers could be executed in bulk, and the report writing is relatively simple. Off the shelf software can automatically schedule and send the report to interested parties. This would avoid the specter of having orphaned cases in other courts or competing priorities with multiple matters.

DEVELOPMENT OF PROJECT DELIVERY PLAN

The construction delivery method defines how a project is planned, designed, and built. The choice of delivery system impacts project timelines, cost, risks, and roles. Selecting an appropriate delivery method is critical to ensuring project success and achieving desired outcomes. The county should start discussions to determine the optimal delivery for the upcoming project, each delivery method is outlined further below.

Design-Bid-Build (DBB): In DBB, the project is separated into two phases—design and construction. The county first hires an architect or design team, followed by selecting a contractor through a bidding process after the design is completed.

- Pros:
  - Well-established and familiar to most stakeholders.
  - Clear delineation of roles and responsibilities.
  - Competitive bidding may lower costs.
- Cons:
  - Longer project timelines due to sequential phases.
  - Potential for change orders and disputes between design and construction teams.

Design-Build (DB): The county hires a single entity (design-builder) responsible for both design and

[3] Weill, Joanna; Rempel, Michael; Rodriguez, Krystal; and Raine, Valerie; Center for Court Innovation. Reducing Felony Case Delay in Brooklyn: Evaluation of Jail Reduction Strategies Implemented in 2019. March 2021, pages 36 – 38.

construction. This method integrates design and construction services under one contract.

- Pros:
    - Single point of accountability.
    - Faster project delivery due to overlapping design and construction phases.
    - Potential cost savings from early involvement of the construction team.
- Cons:
    - Less client involvement in the design process.
    - Potential for conflicts of interest, as the same entity controls both design and construction.

Construction Management at Risk (CMAR): The county hires a construction manager (CM) early in the design phase to provide input on cost, scheduling, and constructability. The CM assumes the risk for construction costs exceeding the agreed-upon price.

- Pros:
    - Early cost estimation and value engineering opportunities.
    - Increased collaboration between design and construction teams.
    - The CM assumes cost overruns, providing financial certainty.
- Cons:
    - The construction manager has limited control over the design, which can lead to conflicts if design issues arise.
    - More expensive due to the risk premium.

Integrated Project Delivery (IPD): IPD is a highly collaborative approach where the county, architect, and contractor enter into a single contract, sharing risks and rewards. It emphasizes teamwork, transparency, and shared goals.

- Pros:
    - Strong collaboration reduces errors and inefficiencies.
    - Cost savings through better coordination and innovation.
    - Risk and reward sharing leads to better outcomes for all parties.
- Cons:
    - Requires a high level of trust and alignment among all parties.
    - Complex contract structures and legal implications.

Public-Private Partnerships (PPP): A long-term contract between the county and a private entity to deliver a project, typically involving both financing and construction. This model is often used for large infrastructure projects.

- Pros:
    - Private sector innovation and efficiency.
    - Potential for off-balance-sheet financing.
    - Risk-sharing between public and private entities.

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- Cons:
    - Complex negotiations and contracts.
    - Long-term commitment by the county may limit flexibility.

Key Considerations in Choosing a Delivery Method

- **Project Complexity**: More complex projects benefit from integrated or collaborative methods like IPD.
- **Budget and Time Constraints**: Tight budgets and schedules may favor Design-Build or CMAR, where early input from contractors helps manage costs.
- **Risk Appetite**: Methods like DBB shift most risk to the owner, while DB and CMAR involve more shared risk between the client and contractor.
- Stakeholder Involvement: Projects with high client involvement in design may prefer Design-Bid-Build.

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B.O.C.C. Regular
Meeting Date: 03/31/2026
Title: LATCF Closeout Acceptance Letter
Submitted By: Anna Ullom, Senior Accountant

TOPIC:
Notification of Compliance with Award Closeout Process from the U.S. Department of Treasury, Local Assistance and Tribal Consistency Fund (LATCF)

BACKGROUND:
The Department of the Treasury has officially completed all actions pertaining to the closeout of Yellowstone County's LATCF award. Yellowstone County submitted a fully compliant final report, including certification of the accuracy and completion of the final report.

Post-closeout, the Department of the Treasury reserves the right to disallow costs and recover funds on the basis of a later audit or other review, with the County required to return any funds due as a result of later refunds, corrections or other transactions.

The County is also required to retain all documents for a period of 5 years after all funds were expended.

RECOMMENDED ACTION:
File item.

Attachments
LATCF Closeout Acceptance Letter

DEPARTMENT OF THE TREASURY

Notification of Compliance with Award Closeout Process from the U.S. Department of Treasury, Local Assistance and Tribal Consistency Fund

Yellowstone County, Montana
LATCF Submission Number: LATCF-1376 & LATCF-1376-2T

March 20, 2026

Dear LATCF Recipient:

We are writing regarding Yellowstone County, Montana's participation in the Local Assistance and Tribal Consistency Fund (LATCF) program authorized by section 605 of the Social Security Act, as added by section 9901 of the American Rescue Plan Act, Pub. L. No. 117-2 (March 11, 2021).

Based on our review, Yellowstone County, Montana has successfully completed the following:

1. Submitted a fully compliant final report, including certification of the accuracy and completion of the final report.

As a result of the above actions, Treasury has officially completed all actions pertaining to the closeout of Yellowstone County, Montana's LATCF award.

However, after closeout, Yellowstone County, Montana's responsibility to Treasury for post-closeout adjustments to your LATCF awards and compliance with other requirements continues, including the following:

1. Treasury has the right to disallow costs and recover funds on the basis of a later audit or other review of Yellowstone County, Montana's LATCF award.
2. Yellowstone County, Montana is required to return any funds due as a result of later refunds, corrections, or other transactions.
3. Yellowstone County, Montana remains subject to the LATCF Award Terms at paragraph 6 regarding record retention and access to such LATCF award records for a period of five (5) years after all funds have been expended or returned to Treasury.

For more information
If you have questions or need additional information, please send us an email via LATCF@Treasury.gov.

Thank you.
LATCF@Treasury.gov

U.S. Department of the Treasury

Eligible for closeout

Check the box next to the program you wish to close out and click on the 'Request to closeout' button to begin the process

Application/Recipient ID	Program	Applicant Name	Status	More Actions
LATCF-1376	LATCF	Yellowstone County , Montana	Closeout complete	Download Closeout Questions Download SF-425

Request to closeout

B.O.C.C. Regular
Meeting Date: 03/31/2026
Title: Response to Audit Findings - March 7, 2026
Submitted By: Amy Mills

TOPIC:
March 1 - March 15 Payroll Audit

BACKGROUND:
na

RECOMMENDED ACTION:
na

Attachments
Audit Findings

PAYROLL AUDIT
March 1 to March 15, 2026

Date: 3/20/2026

To: Board of County Commissioners

From: Tanya McWilliams, Deputy Auditor

Checked items indicate changes made by payroll.

From my office's review of the above referenced payroll, the findings are noted below:

Date	Employee Name	Department	Finding
3/20/26	Forseth, Linnea	CA	Description s/b 15 year recognition
3/20/26	Kuczynski, Caitlin	CA	Acct. fund s/b 2301.122.411100.111
3/20/26	Ketchum, William	Detention	Description s/b vac. @ 16hrs
3/20/26	Sanchez, Joaquin	Detention	OT with diff rate s/b 25.91
3/20/26	Williams, Rylee	Detention	Description s/b sick @ 8 hrs
3/20/26	Wells, Sunshine	Justice Court	Add .50 hrs sick, update accruals
3/20/26	Fisher, Greg	Public Works	Reg hrs worked s/b 60, OT hrs s/b 30, update accruals
3/20/26	Fowler, Casey	Public Works	10 hrs sick used missing from employee summary
3/20/26	Galland, Michael	Public Works	Reg hrs worked s/b 77.50, OT hrs s/b 20.50, update accruals
3/20/26	Vankuiken, Darvin	Public Works	Reg hrs worked s/b 40, OT hrs worked s/b 10, update accruals
3/20/26	Lee, Daniel	Sheriff	Description s/b comp cash out @ 20 hrs
3/20/26	Buker, Kallie	YSC	Correct Adj. s/b $6.65, remove overtime adj.amount
3/20/26	Montes, Jessenia	YSC	Overtime hrs. s/b be comp time earned, update comp accruals balance