

County of Santa Clara
Office of the County Executive

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DATE: May 28, 2019

TO: Honorable Board of Supervisors
Jeffrey V. Smith, County Executive

FROM: Martha Wapenski, Deputy County Executive

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Martha Wapenski

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SUBJECT: FY 19-20 Board Request for Information No. 03
Staffing for CEO Jail Reforms Division

On May 13, 2019 during the Budget Workshop, the Board requested that Administration provide the scope of responsibilities and a better understanding of the body of work to be performed by the Jail Reform Division within the Office of the County Executive, and how these additional positions will enhance the work being executed.

Existing Positions

The two positions in the Jail Reform Division were added in past budget years (FY 2016-2017 and FY 2017-2018) to lead the New Main Jail South construction project and support the jail reforms work. Regarding the New Main Jail South project, the position works closely with the Sheriff's Office, Facilities and Fleet Department, Custody Health Services, and contractors on the design and construction of the new facility. Leading this collaboration involves a substantial amount of planning and design review, as well as working closely with the State agencies involved in the project funding. This, along with gathering community and Board input, helps inform the successful design and construction of the new facility. With regard to supporting jail reforms, this position conducts data analysis, and provides analytical support to evaluate custody and custody health programs. The position also assists with community outreach and the preparation of legislative files and Board memorandums. Both positions help ensure that the significant investment made in jail reforms is successful, that the reforms are fully implemented, and that the stakeholder departments achieve the intended outcomes.

Changes Over the Years

Since that time, the amount and complexity of work has increased tremendously and become more diverse and has grown far beyond the scope of jail reform work. The County is at a critical juncture of implementing jail reforms, building a new jail, preparing for changes in healthcare for inmates related to the acquisition of the new hospitals, coordinating the implementation of the operational and construction components of 2 long term jail consent decrees, and implementing the jail and law enforcement monitor.

Additional Positions in the FY 2019-2020 Recommended Budget

Related to the New Main Jail, additional staffing is needed to lead, gain cooperation, and negotiate effectively with multiple State departments, the Court system, and many other governmental jurisdictions and entities. Given the recent hospital acquisition, this Division will take a leadership role in developing new strategies to comply with the consent decrees for the provision of healthcare and inmate transportation to the hospital sites, and coordinating services with Custody Health Services and the Sheriff's Office. This Division directs initiatives countywide that include multiple departments to ensure that the New Main Jail project, jail reforms, and consent decrees are implemented in a methodical, cost-effective way while also helping to plan for the future of the County's jail system.

Also, the volume of Board referrals, analyses, and reports has increased significantly, and these positions are needed to help manage the workload. Also, the positions will be dedicated resources to assist with the numerous initiatives involved with improving our County's jail system, evaluating staffing implications with the staffing study, assisting as the County plans for future capital needs for our jail system, and working toward consent decree implementation in a phased and sustainable manner. As work progresses with New Main Jail South, this staff will also help to coordinate work with the State and additionally assist in collaboration and communication among County departments, the Courts, and other stakeholders that are impacted by the demolition of Old Main Jail South and construction of New Main Jail South. As the new jail is built, the positions will be looking at staffing needs and assisting with policies for the new facility.

The new staffing is necessary to be responsive to requests and proactively work to plan for the future of our jail and criminal justice system. Given the multi-departmental nature of this work and the collaboration that is necessary for success, it is requiring more and more staff time in order to collaborate and achieve meaningful outcomes. This Division has been called upon to manage several contracts with the local Courts, is playing a leadership role with the Medication Assisted Treatment pilot program in custody, and assisting with work relative to the Juvenile Justice Systems Collaborative. There are also other high priority and highly visible initiatives such as the evaluation of

parenting programs in custody and high needs female inmates, various law enforcement information technology projects, Immigration and Customs Enforcement issues, and jail diversion and reentry work. This staff is also anticipated to collaborate with the Office and Correction and Law Enforcement Monitoring as they begin their work and have requests for additional information related to the County's many jail reforms and criminal justice efforts.

cc: Chief Board Aides
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