

County of Santa Clara

Board of Supervisors

County Government Center, East Wing
70 West Hedding Street
San Jose, California 95110-1770
(408) 299-6436 FAX 299-5004 TDD 993-8272

Contract Auditor: Harvey M. Rose Associates, LLC
E-mail: roger.mialocq@bos.sccgov.org

June 9, 2016

To: Supervisor S. Joseph Simitian, Chair
Supervisor Cindy Chavez, Vice Chair
Finance and Government Operations Committee (FGOC)

From: Roger Mialocq *RM*
Management Audit Manager

Subject: FGOC Matrix for the Review and Analysis of Recommendations Received from the Board's Blue Ribbon Commission, Sheriff, and Other Entities to Improve the County's Custody Policies, Procedures and Operations

Coordination of the review and analysis of recommendations to improve the County's custody policies, procedures and operations at upcoming special hearings of the Finance and Government Operations Committee was assigned to the Management Audit Division by the Board of Supervisors at its meeting on April 12, 2016. Since April 12, the Board of Supervisors has received a total of 528 recommendations from eight sources, including:

Board of Supervisors:

Mike Wasserman
District 1

Cindy Chavez
District 2

Dave Cortese
District 3

Ken Yeager
District 4

S. Joseph Simitian
District 5

County Executive: Jeffrey V. Smith

<u>Source of Custody Recommendations</u>	<u>Number of Recommendations</u>
• Board of Supervisor’s Blue Ribbon Commission	176
• Commission on Status of Women	6
• Department of Justice-National Institute of Corrections	24
• Gap Analysis by Custody Health Experts	93
• Human Relations Commission	37
• Moscone, Emblidge and Otis, LLP	10
• Sheriff	141
• Zisser	<u>41</u>
Total	<u>528</u>

Organizing the 528 Recommendations

To facilitate the work of the Committee, the Management Audit Division developed a methodology for the Committee to review the 528 total recommendations from the Blue Ribbon Commission, the Sheriff and six other entities in an organized, systematic manner that would make efficient use of the Committee’s time during the duration of this project. At the FGOE meeting of May 12, 2016, the Committee reviewed and approved the organization of the recommendations into two groupings, first by source (eight entities submitted recommendations to the Board), and second by subject category. The Committee approved 12 subject categories which are used to identify and group together similar or related recommendations permitting the Committee to focus its efforts selectively by subject area. The 12 categories and the number of recommendations assigned to each category is listed below:

<u>Category of Custody Recommendations</u>	<u>Number of Recommendations</u>
• ADA Facility and Programs	14
• Custody Hiring, Staffing and Training	72
• External Oversight, Reporting, & Organizational Accountability	37
• Grievance Policies and Procedures	51
• Inmate Classification, Policies, and Procedures	24
• Inmate Healthcare	74
• Inmate Services (religious, educational, support)	63
• Jail Environment and Culture	33
• Jail Facilities	82
• Programs (recreation, vocational)	27
• Staff Accountability	28
• Use of Force	<u>23</u>
• Total	<u>528</u>

Summarizing Each Recommendation in a Matrix

Based on the eight sources and 12 categories of recommendations, a sample matrix was designed and submitted to the Board for its review. The matrix was discussed at the FGOE meeting of May 12, 2016, and at the Board budget workshop on May 17, 2016. The matrix includes 18 columns. Reading from left to right, the first three columns of the matrix identify the source of each recommendation, its assigned subject category, and the verbatim recommendation. The next column indicates focus area or priority, followed by 10 columns of implementation issues to be evaluated and considered, two columns for the date reviewed by the Committee and recording of any Committee action, and a final column for a reference number.

The Reference Number column will be used to manage requests by the Committee for additional information of any kind. For example, if the Committee requests information from the Sheriff regarding the staffing impact related to recommendation Master List Number six and a legal opinion from County Counsel regarding this recommendation, reference number "6" would be put in the reference number column for recommendation six, 6.1 in the Staffing column, and 6.2 in the Legal column. When these reference materials are received by the Management Audit Division, they will be transmitted to the Committee members and other designated participants in the hearings, and posted on the County website for the FGOE Custody Hearings in the Reference Material folder and identified in consecutive order by reference number 6.1 then 6.2, etc.

It is noted that the heading of the matrix on the first page includes the status of the data "as of" the date of the most recent Committee hearing. As each hearing is completed, an updated matrix would be distributed and posted to the County website along with any reference materials received as of that date.

Managing the Matrix for the Committee Hearings

Working with County Printing Services, we have obtained three-ring binders to accommodate the matrix document to be used by the Committee during its review. The Matrix Document will be divided into two major sections. The first section of the document will include all 528 recommendations listed together by source. This source

section will be divided with eight tabs listing the name of each source followed by the recommendations applicable to that source. The second section of the binder will be the category section, including 12 tabs separating the recommendations by category, irrespective of the source of the recommendation. All of the matrix pages are legal size with the recommendations in larger font and highlighted for easy reading. Because of the density of print on the matrix pages they will be printed on one side only. It is estimated that each binder will have about 250 pages. An electronic copy of the matrix as of June 9, 2016 has been posted with this report.

Board of Supervisors
Finance and Government Operations Committee
Custody Improvement Hearings

Master List of Recommendations
Sorted by Category
as of June 10, 2016

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
ADA Facility and Programs																
341	HRC-32	HRC	ADA Facility and Programs	Programming should accommodate inmates' capacity for learning, linguistic needs, and ADA requirements, and should provide certification(s) of completion.												
350	SHF-4	SHF	ADA Facility and Programs	Once the initial custody designation has been completed, the inmate will be further interviewed/screened by the Classification Deputy to verify the accuracy of the objective classification data. The Classification Deputy will determine the need for mental health housing, Medical Housing (ADA), Protective Custody, Administrative Segregation housing and/or possible program needs.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
363	SHF-17	SHF	ADA Facility and Programs	Revise all Custody and Custody Health policies, procedures, practices, forms and inmate handbook to ensure compliance with current ADA mandates.														
414	SHF-68	SHF	ADA Facility and Programs	Update and eliminate existing structural access barriers in aging jail facilities to comply with the American's with Disabilities Act Title II ADAAG specifications.														
415	SHF-69	SHF	ADA Facility and Programs	Develop and implement structural modification plans to remove barriers to access in the Main Jail and Elmwood Correctional Facilities.														
416	SHF-70	SHF	ADA Facility and Programs	Design the proposed Main Jail East Facility to maximize structural and program access for inmates with disabilities.														
417	SHF-71	SHF	ADA Facility and Programs	Purchase ADA tracking software program to ensure: 1) inmates with disabilities are identified and tracked, 2) inmates with disabilities receive reasonable accommodations, 3) inmates have appropriate housing for their respective disabilities, 4) inmates have equal program access, and 5) inmates have their ADA grievances tracked and resolved in a timely fashion.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
418	SHF-72	SHF	ADA Facility and Programs	Have ADA experts monitor compliance with current ADA mandates and facility modifications on an ongoing basis and prepare a corrective action plan every quarter in areas that are noncompliant.												
420	SHF-74	SHF	ADA Facility and Programs	Implement Americans with Disabilities Act (ADA) repairs to custody facilities to ensure the appropriate accommodation is provided for all inmates.												
421	SHF-75	SHF	ADA Facility and Programs	Secure additional funding to begin work on additional ADA repairs and improvements.												
450	SHF-104	SHF	ADA Facility and Programs	Provide comprehensive eight hour ADA training for all Custody and Custody Health staff.												
451	SHF-105	SHF	ADA Facility and Programs	Complete initial comprehensive ADA training by May 2016.												
452	SHF-106	SHF	ADA Facility and Programs	Train appropriate staff on ADA tracking system beginning July 2016.												
456	SHF-110	SHF	ADA Facility and Programs	Train all Custody Healthcare staff on mandates of the Americans with Disabilities Act.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
<i>Custody Hiring, Staffing and Training</i>																
107	BRC-107	BRC	Custody Hiring, Staffing and Training	Using memorandum or directives should be a short term solution. Department needs to get more funding and staff to make it a priority to update policies and procedures.											107	
108	BRC-108	BRC	Custody Hiring, Staffing and Training	The jails should have sufficient resources and staff to ensure access to mental health treatment services, discharge planning, etc.												
109	BRC-109	BRC	Custody Hiring, Staffing and Training	Updated policies and procedures should accompany with training to ensure staff understand the changes and expectations.												
113	BRC-113	BRC	Custody Hiring, Staffing and Training	Full time, benefitted/coded Substance Abuse positions added to the staffing throughout the entire jail system.												
117	BRC-117	BRC	Custody Hiring, Staffing and Training	Increase staffing to enable expansion of programs, visitation and non-structured time while providing for the safety of detainees and staff. Investigate staffing levels and provide funds for adequate staffing.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
133	BRC-133	BRC	Custody Hiring, Staffing and Training	2. Establish a time line for implementation for training of staff and reclassification of detainees, and report progress to Board of Supervisors regularly upon implementation.														
136	BRC-136	BRC	Custody Hiring, Staffing and Training	Create a systematic review of post CIT training behaviors of all employees to ensure the benefits of the training are clearly demonstrated in all interactions with the inmates. Identify a specific date by which all training and a follow-up plan for all employees is achieved.														
137	BRC-137	BRC	Custody Hiring, Staffing and Training	Review training curriculum, hiring and promotional practices for correction staff with experts knowledgeable in the field. Training for issues of mental health, behavioral needs and mediation techniques should be specific to the work situation inside facilities, which differs from the circumstances faced by patrolling officers.														

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
138	BRC-138	BRC	Custody Hiring, Staffing and Training	Specialized training needs to be developed for all staff working with the Mentally III. This training must be different from that given to first responders because staff in the jail work with the mentally ill on an ongoing basis rather than responding to an individual incident.													
139	BRC-139	BRC	Custody Hiring, Staffing and Training	Develop and implement specialized behavioral health and crisis training for correctional officers and other jail staff (including behavioral health staff) that is based upon consultation with outside experts regarding best practices, is tailored to the custodial setting and includes the following topics A. Eliminating stigma around behavioral health disabilities; B. Appropriate response to inmates experiencing behavioral health symptoms or crisis; C. Understanding the rights of inmates with behavioral health disabilities, including the right to reasonable accommodations; D. De-escalation techniques and trauma-informed care; and E. Connecting inmates with appropriate jail services and resources.													
140	BRC-140	BRC	Custody Hiring, Staffing and Training	Staff should be allowed to attend 24 hours update training away from their work area in order to achieve effectiveness of the training. Staff should not sit at the floor station (work area) while performing their duties and taking classes on the computer.													

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
141	BRC-141	BRC	Custody Hiring, Staffing and Training	Department needs to bring back the Interpersonal Communication Skills class.													
142	BRC-142	BRC	Custody Hiring, Staffing and Training	All custody staff should be trained in CIT or at minimum a similar type of training that is Evidenced based.													
143	BRC-143	BRC	Custody Hiring, Staffing and Training	All CIT trained individuals should be mandated to take a CIT refresher course every 3 or 5 years.													
144	BRC-144	BRC	Custody Hiring, Staffing and Training	The entire CIT Course used to train officers needs to be evaluated by an outside entity to assess whether or not there is material in the the course that may be deemed racist, culturally inappropriate, stigmatizing, and/ or discriminatory. This needs to include every aspect of the course like outside Presenters, material pulled from the internet and used in the training, etc.													
145	BRC-145	BRC	Custody Hiring, Staffing and Training	Training in the areas of cultural competency, implicit bias, and procedural justice be brought to current correctional deputies and the Academy.													

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
155	BRC-155	BRC	Custody Hiring, Staffing and Training	Department should conduct a study on staff and inmate ratio of supervision in order to provide safety and secure for both staff and inmates.													
156	BRC-156	BRC	Custody Hiring, Staffing and Training	Department should conduct a study on staff and supervisor ratio.													
157	BRC-157	BRC	Custody Hiring, Staffing and Training	It is important for officers to work in a safe environment by having adequate staffing. Department should implement minimum staffing requirements. Supervisors should conduct projections and ensure proper staffing is assigned to each unit.													
158	BRC-158	BRC	Custody Hiring, Staffing and Training	Assign Rover Officer to each floor at the present time, each unit at the Main Jail is assigned an officer. However, there is no rover or relieve officer assigned to the floor. Consequently, the module officer must lockdown the unit for breaks or escort inmates out of the module for transfer or rehousing. Module officers are expected to perform additional duties such as delivering legal mail to different areas, participate in on-duty training, and relieve officer at the floor station post or lockdown unit.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
179	CSW-3	CSW	Custody Hiring, Staffing and Training	Gender-responsive training for all staff beginning at the Academy level												
199	DOJ-17	DOJ	Custody Hiring, Staffing and Training	Two staffing studies have recently been completed for the SCCS. The Sheriff and county supervisors should carefully review them to determine if one or both are valid. If not, consider using NIC resources for educational materials or technical assistance for a third study. The Sheriff and supervisors should not discount the studies based solely on an inability to fund them. Staffing studies are often ideal situations, but they can help prioritize resources to be funded at partial levels.												
200	DOJ-18	DOJ	Custody Hiring, Staffing and Training	As part of the existing or future staffing studies, jail practices should be evaluated to determine minimal staffing levels that will reasonably provide a safe environment for staff and inmates. We suspect that some areas are understaffed, but some practices could be modified to reduce personnel time required on a task.												
201	DOJ-19	DOJ	Custody Hiring, Staffing and Training	Research best practices in correctional learning and develop a new academy and jail training officer program that relies upon adult learning principles.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
202	DOJ-20	DOJ	Custody Hiring, Staffing and Training	Establish clear policies as to when deputies, who are still in training, can be in solo assignments and for how long.													
203	DOJ-21	DOJ	Custody Hiring, Staffing and Training	Develop at least a two-year in-service training calendar that not only covers the necessary skills like firearms qualification, but also classes on communication, inmate rights and legal processes like the Prison Rape Elimination Act, inmate discipline rights and grievance processes.													
204	DOJ-22	DOJ	Custody Hiring, Staffing and Training	Training officers and first line supervisors are the most important people in an organization. Training officers set the work ethic and expectations, and supervisors continue to instill it throughout the rest of an employee's career. SCCS supervisors, current and future, should be given the proper education and training they need to be more effective. While this will include task level operations, the best return will come from investing in their professional development and helping them recognize and deal with minor misconduct early on.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.	
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date		Action
205	DOJ-23	DOJ	Custody Hiring, Staffing and Training			Current and future jail leadership should immediately engage in opportunities to learn the current best practices of jail operations through educational seminars and information sharing like NIC's Large Jail Network and the American Jail Association conferences. A wealth of educational information is online at NIC's website www.nicic.gov.											
206	DOJ-24	DOJ	Custody Hiring, Staffing and Training	Decision makers should tour model facilities and develop ongoing learning relationships with them. The NIC, the state sheriff's association or state jail association would be good resources to find jails that are well ran and of similar complexity to Santa Clara's.													
214	EMB-8	EMB	Custody Hiring, Staffing and Training	Understaffing, and related issues such as poor morale among corrections officers, creates many adverse conditions.													
304	GAP-88	GAP	Custody Hiring, Staffing and Training	All correctional, medical, and mental health staff should receive 8 hours of initial suicide prevention training, followed by 2 hours of annual training.													

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
305	GAP-89	GAP	Custody Hiring, Staffing and Training	At a minimum training should include avoiding negative attitudes to suicide prevention, inmate suicide research, why correctional environments are conducive to suicidal behavior, potential predisposing factors to suicide, high-risk suicide periods, warning signs and symptoms, identifying suicidal inmates despite the denial of risk, components of the agency's suicide prevention policy, and liability issues associated with inmate suicide.													
306	GAP-90	GAP	Custody Hiring, Staffing and Training	DOC and SCVHHS should only utilize classroom-instructed suicide prevention training.													
307	GAP-91	GAP	Custody Hiring, Staffing and Training	DOC and SCVHHS should collaborate on the development of a new 4 to 8 hr pre-service suicide prevention curriculum for new employees.													
308	GAP-92	GAP	Custody Hiring, Staffing and Training	DOC and SCVHHS should collaborate on the development of a two-hour annual suicide prevention curriculum for all custody, medical and mental health staff.													

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
309	GAP-93	GAP	Custody Hiring, Staffing and Training	SCVHHS mental health personnel (including psychiatrists) should receive additoinal training on comprehensive suicide risk assessments and how to develop a reasonable treatment plan that cointains specific strategies for reducing future suicidal ideation.													
342	HRC-33	HRC	Custody Hiring, Staffing and Training	Ensure that office hours for pretrial detainees and their families are easily accessible and staffed to facilitate timely responses to questions about the inmates' stay in the jail facilities, navigation of the criminal justice system, and access to court appointed attorneys, advocates, or an ombudsman.													
343	HRC-34	HRC	Custody Hiring, Staffing and Training	Ensure that staff are adequately trained in, understand, and consistently apply the Prison Rape Elimination Act (PREA) legal requirements.													
344	HRC-35	HRC	Custody Hiring, Staffing and Training	Ensure that the provision of staff training is appropriate, timely, and sufficient to meet staffing needs and to improve and maintain jail security and officer and inmate safety.													

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
345	HRC-36	HRC	Custody Hiring, Staffing and Training	Staff training should promote the rehabilitation of inmates and contribute to reducing recidivism.														
346	HRC-37	HRC	Custody Hiring, Staffing and Training	A special emphasis on appropriate use of force should be included in policies, procedures, and the training of staff.													346	
398	SHF-52	SHF	Custody Hiring, Staffing and Training	Raise the current minimum educational qualifications for Sheriffs' Custody Deputy. Additional consideration should be given applicants with a college degree, mental health college courses, criminal justice courses, or behavioral science course work or pertinent work experience in areas of mental health, behavioral science, or criminal justice system. There needs to be further study to determine the appropriate level of college required.														
399	SHF-53	SHF	Custody Hiring, Staffing and Training	Coordinate with the County Employee Services Agency the modification of the current minimum qualifications for Sheriff's Custody Deputy job specification.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
400	SHF-54	SHF	Custody Hiring, Staffing and Training	Increase staffing in the Background and Recruiting Unit to provide additional time per individual applicant background process and to recruit greater numbers of highly qualified candidates in order to reduce staffing vacancies.												
401	SHF-55	SHF	Custody Hiring, Staffing and Training	Hire and train an in-house polygrapher and double the amount of polygraph examinations required of applicants.												
440	SHF-94	SHF	Custody Hiring, Staffing and Training	Add three additional investigators to the IA Unit to increase the screening, timely investigation and final resolution of complaints. These positions have been requested as part of the Fiscal Year 2016/2017 Sheriff's Office budget proposal.												
441	SHF-95	SHF	Custody Hiring, Staffing and Training	Add an analyst position for data input and program monitoring of behavior trends. This position was requested as part of the Fiscal Year 2016/2017 Sheriff's Office budget proposal.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
442	SHF-96	SHF	Custody Hiring, Staffing and Training	Add an analyst for each custody facility to collect and process grievances from lock boxes and enter grievances into the new grievance tracking system. Analysts will be required to immediately notify custody supervisors of any basic needs grievances so that they may be resolved as soon as possible. All other grievances will be routed to the appropriate unit for expeditious action. The analyst positions are included in the Sheriff's Office Fiscal Year 2016-2017 budget request.													
443	SHF-97	SHF	Custody Hiring, Staffing and Training	Add a Lieutenant at each facility who will ensure a proper and timely resolution of grievances. The Lieutenant will be empowered to immediately resolve all "basic needs" grievances. The Lieutenant positions are included in the Sheriff's Office Fiscal Year 2016/2017 budget request.													
444	SHF-98	SHF	Custody Hiring, Staffing and Training	Add a specially trained correctional deputy to each facility who will conduct interactive, instructional classes for inmates in all housing units on expected behavior in custody.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
445	SHF-99	SHF	Custody Hiring, Staffing and Training	Add dedicated custody support staff to multi-disciplinary healthcare teams to ensure timely access to medical, dental, and mental health treatment.												
446	SHF-100	SHF	Custody Hiring, Staffing and Training	Establish a team to respond to crisis situations and/or tactical situations involving those with mental health or other special needs.												
447	SHF-101	SHF	Custody Hiring, Staffing and Training	Add three additional investigators to the IA Unit to increase the screening, timely investigation and final resolution of complaints. These positions have been requested as part of the Fiscal Year 2016/2017 Sheriff's Office budget proposal.												
448	SHF-102	SHF	Custody Hiring, Staffing and Training	Assign custody staff to reinforce, re-educate, and remind inmates of their expected behavior while in custody. Continuous education is intended to reduce the number of infractions issued and create a more cohesive custody environment.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
449	SHF-103	SHF	Custody Hiring, Staffing and Training	Add a specially trained correctional deputy to each facility who will conduct interactive, instructional classes for inmates in all housing units on expected behavior in custody.													
453	SHF-107	SHF	Custody Hiring, Staffing and Training	Once policies, procedures, practices, forms, and inmate handbook are revised and adopted, train all staff on the revisions.													
454	SHF-108	SHF	Custody Hiring, Staffing and Training	Develop training module for all custody staff to educate them on the purpose of a grievance, the grievance process, and regarding the expectation that they resolve basic needs grievances (blankets, items of clothing, hygiene products, etc.) as soon as possible in an objective and fair manner. All other grievances will be routed to the appropriate unit for expeditious action.													
455	SHF-109	SHF	Custody Hiring, Staffing and Training	Implement the training module and ensure all custody staff completes the training module.													
457	SHF-111	SHF	Custody Hiring, Staffing and Training	Ensure custody staff are equipped to manage inmates exhibiting or diagnosed with mental health issues.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
458	SHF-112	SHF	Custody Hiring, Staffing and Training	Implement a "train-the-trainer" program to provide for jail-specific mental health training needs. Such a program would allow for qualified trainers to provide mental health training to correctional staff, re-fresher trainings, and ensure that the training principals are being implemented throughout the custody facilities.												
459	SHF-113	SHF	Custody Hiring, Staffing and Training	Implement training courses specific to identified needs of inmates to ensure that the needs of all inmates are understood and managed appropriately.												
460	SHF-114	SHF	Custody Hiring, Staffing and Training	An additional four hour of Gender Response training is proposed for staff assigned to custodial facilities.												
461	SHF-115	SHF	Custody Hiring, Staffing and Training	Provide PREA (Prison Rape Elimination Act) training to all correctional deputies that have not yet received it.												
462	SHF-116	SHF	Custody Hiring, Staffing and Training	Implement training modules for existing staff and academy recruits to ensure compliance with the revised use of force policy.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
463	SHF-117	SHF	Custody Hiring, Staffing and Training	To reinforce training on how to recognize mental illness and developmental disabilities, along with a directed focus on if, how and when to deploy de-escalation techniques and use of force.														
464	SHF-118	SHF	Custody Hiring, Staffing and Training	Implement training modules for existing staff and academy recruits to ensure compliance with the revised use of force policy.														
465	SHF-119	SHF	Custody Hiring, Staffing and Training	Develop an eight-hour training curriculum for all staff to ensure a proper understanding and application of the department's updated Use of Force policy.														
503	ZIS-16	ZIS	Custody Hiring, Staffing and Training	Jail staff and leadership should receive training on what types of conduct constitute prohibited conduct under PREA														
506	ZIS-19	ZIS	Custody Hiring, Staffing and Training	DOC should review and enhance IAU's staffing levels.														
507	ZIS-20	ZIS	Custody Hiring, Staffing and Training	IAU should become familiar with PREA.														

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
509	ZIS-22	ZIS	Custody Hiring, Staffing and Training			The Jail should significantly strengthen its internal oversight system. The Internal Audit Unit should receive significant additional staffing.												
519	ZIS-32	ZIS	Custody Hiring, Staffing and Training	The Jail should, among other things, ensure that it has a PREA manager assigned to each facility devoting a meaningful (and PREA-compliant) amount of time to PREA related duties; train staff on and monitor compliance with staff's obligation to announce the presence on a housing unit of an opposite-sex individual and on interacting with LGBT inmates; clarify its policy regarding protective custody; conduct critical incident reviews and coordinated responses; and revise its zero-tolerance policy to address harassment.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
<i>External Oversight, Reporting, & Organization Accountability</i>																
1	BRC-1	BRC	External Oversight, Reporting, & Organizational Accountability	The Board of Supervisors should accept the report of Scott Emblidge and utilize its as major impetus for change in the operations of the jail.												
2	BRC-2	BRC	External Oversight, Reporting, & Organizational Accountability	Create an ombudsman position to complement the work of the Jail Observation Program as an interim or on-going measure until a more comprehensive structure is developed (such as an Independent Oversight Commission or a separate Department of Correction).												
3	BRC-3	BRC	External Oversight, Reporting, & Organizational Accountability	The Board of Supervisors should take immediate steps to change the leadership of the operation of the jails.												
4	BRC-4	BRC	External Oversight, Reporting, & Organizational Accountability	The Board of Supervisors should refrain from appointing employees of County departments to serve on Commissions or Boards that are investigating those employees' County departments.												
5	BRC-5	BRC	External Oversight, Reporting, & Organizational Accountability	The Board of Supervisors and County Counsel must protect civilian members who volunteer for its Commissions and Boards from retaliation and harassment from County employees.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
6	BRC-6	BRC	External Oversight, Reporting, & Organizational Accountability	Upon finalization of recommendations to the Board from the BRC, form an interim committee to ensure the recommended changes to culture and practice are being implemented. Ideally this committee would consist of people with experience or knowledgeable in best practices for ushering in such changes, in addition to several current members of the BRC who represent the community, advocacy groups, mental health experts and the incarcerated. The committee should report to the Board of Directors until such a time as significant progress is being made on the established goals.												
7	BRC-7	BRC	External Oversight, Reporting, & Organizational Accountability	Clearly establish who is ultimately responsible and accountable for all aspects of jail operations, including the treatment of inmates and employees in the County jail. Examine other departmental structures, including re-establishment of a separate, free-standing Department of Correction.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.	
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
57	BRC-57	BRC	External Oversight, Reporting, & Organizational Accountability	The Board of Supervisors should immediately create and fully fund the Office of the Inspector General of the Jails to provide professional independent civilian oversight of the jail operations that reports directly to the Board of Supervisors. Please see a further description of the OIG office in my Recommendation #1 in the Grievance/Complaint Process category.													57	
58	BRC-58	BRC	External Oversight, Reporting, & Organizational Accountability	Create a committee of knowledgeable experts and community stake holders to study and recommend effective models of independent over sight of the DOC. Committee will report it's findings and recommendations to the Board of Supervisors , including time lines and responsible parties, and oversee its implementation.														
59	BRC-59	BRC	External Oversight, Reporting, & Organizational Accountability	Create an Independent Oversight Commission to review and oversee the Office of the Sheriff and the Department of Correction.														
60	BRC-60	BRC	External Oversight, Reporting, & Organizational Accountability	Proactively request that the Santa Clara County Jail system be placed under federal oversight until sweeping reforms are put in place.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
61	BRC-61	BRC	External Oversight, Reporting, & Organizational Accountability	Appoint an interim inspector general to oversee implementation of BRC recommendations that are adopted by the Board of Supervisors. Allot sufficient funds to support the work of this interim oversight position until a permanent oversight body is established.												
146	BRC-146	BRC	External Oversight, Reporting, & Organizational Accountability	Increase staffing and resources for the Jail Observer Program, and provide seamless communication regarding standards and practices between the JOP and the DOC for the benefit of the detained, families and staff when investigating concerns. Provide JOP information to detainees, families and staff in a clear and easily accessible manner.												
147	BRC-147	BRC	External Oversight, Reporting, & Organizational Accountability	Significantly expand the successful but understaffed JOP program, with specific Jail Observers assigned to each facility, housing section.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
148	BRC-148	BRC	External Oversight, Reporting, & Organizational Accountability	Convert the Jail Observer Program (JOP) to an organizational ombudsman's office, structured according to the best practice standards of the International Ombudsman Association (IOA) and modeled after the Juvenile Welfare Office of the Ombuds which operates on the basis of an Interagency Agreement between the Office of the County Executive and the Social Services Agency.													
149	BRC-149	BRC	External Oversight, Reporting, & Organizational Accountability	Update the Department of Corrections handbook to include reference to, and support of the jail ombuds program.													
150	BRC-150	BRC	External Oversight, Reporting, & Organizational Accountability	Establish a Memorandum of Understanding (MOU) between the Office of Human Relations (County Executive's Office) and both Custodial and Behavioral Health Care Services.													
151	BRC-151	BRC	External Oversight, Reporting, & Organizational Accountability	Establish clear parameters for the operation of the jail ombudsman with respect to grievance intake and management.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.	
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date		Action
312	HRC-3	HRC	External Oversight, Reporting, & Organizational Accountability			Expand the current MOU for the Jail Observer Program to include up to 5 OHR staff members who will have security clearance and the ability to act in an ombudsman role with inmates, their families and county staff.											
313	HRC-4	HRC	External Oversight, Reporting, & Organizational Accountability	Provide for the hiring of 2-3 more JOP lawyers/paralegals with a background in mediation and ombudsman practices who will join the OHR staff. The current JOP program is understaffed, and the County can clearly benefit from additional staff to act as a neutral, outside resource for all those interested in the well-being and efficiency of the SCC corrections system.													
314	HRC-5	HRC	External Oversight, Reporting, & Organizational Accountability	Expand the current MOU to include additional signatories, or create two additional MOUs related to JOP oversight with county medical and behavioral health entities, to facilitate ongoing improvements and best practices in inmate health care.													

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
315	HRC-6	HRC	External Oversight, Reporting, & Organizational Accountability			The second is that we urge for new leadership in Custody Operations. The JRC has heard testimony recommending that the Sheriff's office be removed from administering the jails. In research we have done, it is clear that the DOC and the Sheriff's office have both operated the jails in prior decades. And it is common for a county Sheriff to be responsible for Custody Operations. But we feel that trust in leadership is a key mandate for this role and that trust has been grievously eroded. The community, staff, inmates and family and friends of inmates all attest to this to the HRC, JRC and to the Blue Ribbon Commission. We feel this trust has eroded to such a degree that we cannot move forward in making necessary changes under the current leadership. In setting up new leadership for Custody Operations, clear lines of authority and accountability need to be established. Currently, it seems to be an ineffective relationship and operation between the DOC and Sheriff.												
316	HRC-7	HRC	External Oversight, Reporting, & Organizational Accountability	This may also take a committee to work on to reach significant reform. However, reform cannot occur with the current leadership in place.														

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
332	HRC-23	HRC	External Oversight, Reporting, & Organizational Accountability	The first is that Santa Clara County create an independent oversight agency that will regularly audit Santa Clara County Custody Division. This agency would also administer an officer and inmate grievance process as an independent entity from the custody system. The County would need to decide on the type of agency that would best serve the community (such as a Solicitor General, Independent Auditor, Community Commission, Federal Oversight or any combination of the above).													
333	HRC-24	HRC	External Oversight, Reporting, & Organizational Accountability	We recommend that a small committee work on the agency designation. The committee should be made up of representatives from the County Administration, JOP, JRC, and potentially members of the BRC, Silicon Valley Debug, and PACT.													
402	SHF-56	SHF	External Oversight, Reporting, & Organizational Accountability	Establish a nine-member Custody Operations Independent Civilian Oversight Commission comprised of community volunteers. The Commission will consist of nine members, five appointed by the Board of Supervisors (One commissioner per each Supervisorial district). Those five commissioners will then select the remaining four public board members.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
403	SHF-57	SHF	External Oversight, Reporting, & Organizational Accountability	Establish scope of commission, establish commissioner roles and responsibilities, establish conflict of interest requirements and establish appropriate support staff.												
404	SHF-58	SHF	External Oversight, Reporting, & Organizational Accountability	Create an Office of Inspector General (IG) that serves the civilian oversight commission and is directed by the commission to provide monitoring of custody operations and facilities (including medical and mental health services) and provide recommendations for improvement. The IG shall focus on matters relevant to department-wide policies, procedures and protocols and review use of force patterns, trends and statistics. The IG will review Internal Affairs investigations, allegations of misconduct and employee discipline. The IG shall make policy and practice recommendations to the Independent Civilian Oversight Committee.												
405	SHF-59	SHF	External Oversight, Reporting, & Organizational Accountability	The Independent Civilian Oversight Committee will publish an annual report on the status of custody operations, use of force statistics, and the resolution of inmate and citizen complaints. The commission may also publish other reports it commissions its IG to conduct.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
																	Review Date	
516	ZIS-29	ZIS	External Oversight, Reporting, & Organizational Accountability	Internal and external oversight should specifically prioritize these issues, in addition to serious incidents and allegations of staff misconduct.														
517	ZIS-30	ZIS	External Oversight, Reporting, & Organizational Accountability	The Jail should disclose Sabot's activities and recommendations regarding, among other things, use of force, mental health and medical treatment, staffing, security and safety, modification to policies and procedures (including use of force, discipline, and housing) for inmates with mental disabilities, and restrictive housing. It should ensure full review of each of these issues, as well as seek involvement and input of key community stakeholders.														
521	ZIS-34	ZIS	External Oversight, Reporting, & Organizational Accountability	The County should establish an independent oversight entity that has (i) broad scope of authority regarding inmates' rights; (ii) with the cooperation of the Sheriff, full access to Jail facilities, data, records, staff, and administrators; and (iii) full independence, reporting directly to the Board of Supervisors and engaging in outreach to the public.														

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
522	ZIS-35	ZIS	External Oversight, Reporting, & Organizational Accountability	JOP should receive additional resources, and the Jail should have in place a schedule for regular meetings with JOP.														
524	ZIS-37	ZIS	External Oversight, Reporting, & Organizational Accountability	The Jail should immediately publish its PREA audit and PREA data and engage outside assistance in responding to the PREA audits and ensuring PREA compliance.														
526	ZIS-39	ZIS	External Oversight, Reporting, & Organizational Accountability	The Jail and the County should immediately, urgently, and thoughtfully work to implement the Blue Ribbon Commission's recommendations.														
527	ZIS-40	ZIS	External Oversight, Reporting, & Organizational Accountability	The Jail should work with outside assistance to ensure proper planning and prioritization for implementation of the Commission's recommendations.														
528	ZIS-41	ZIS	External Oversight, Reporting, & Organizational Accountability	Implementation should involve consistent input from inmates, including inmates with disabilities and LGBT inmates, and a diverse group of key community stakeholders.														

Grievance Policies and Procedures

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
23	BRC-23	BRC	Grievance Policies and Procedures	Adopt recommendations in reports prepared by Aaron Zisser.												
24	BRC-24	BRC	Grievance Policies and Procedures	Create the Office of the Inspector General of the Jails (OIGJ), with staff and budget, all of which are independent of the Sheriff's Department and the Department of Correction, and which office reports directly to the Board of Supervisors, to provide independent civilian oversight of jail operations, including the grievance/complaint process.												
25	BRC-25	BRC	Grievance Policies and Procedures	Provide oversight of the process that determines which grievances/complaints should be pursued and which should be discarded to ensure that those decisions are made properly.												
26	BRC-26	BRC	Grievance Policies and Procedures	Resolve medical and dental grievances lodged with the Court and forwarded to Department of Correction within one day; and, require a timely follow-up report to the Court by Department of Correction and Custody Health Services.												
27	BRC-27	BRC	Grievance Policies and Procedures	Update the Inmate Grievance Process Policy 14.05.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
28	BRC-28	BRC	Grievance Policies and Procedures	Grievance Boxes should be on each unit, in the chow hall at Main Jail South, and in the dayroom at Main Jail North.													
29	BRC-29	BRC	Grievance Policies and Procedures	Require that supervisors approve all notes placed by correctional officers on inmates' doors that instruct other inmates not to talk to those inmates or give them anything.													
30	BRC-30	BRC	Grievance Policies and Procedures	Custody Health Services is to conduct a full-scope evaluation of the handling of medical and behavior health complaints.													
31	BRC-31	BRC	Grievance Policies and Procedures	Custody Health Services is to ensure that all medical and behavioral health complaints are properly routed for timely responses.													
32	BRC-32	BRC	Grievance Policies and Procedures	All staff are to provide meaningful assistance to inmates with behavioral health and other disabilities in utilizing the complaint/grievance process.													
33	BRC-33	BRC	Grievance Policies and Procedures	Allow inmates the ability to file grievances/complaints on behalf of other inmates, and allow inmates to file group grievances or complaints.													

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
34	BRC-34	BRC	Grievance Policies and Procedures	Collect forms at least once per shift at reasonable hours.														
35	BRC-35	BRC	Grievance Policies and Procedures	Forms should be legal size with quadruplicate copies.														
36	BRC-36	BRC	Grievance Policies and Procedures	Update the information on the forms and add optional demographic information.														
37	BRC-37	BRC	Grievance Policies and Procedures	Tracking numbers should be printed on the forms.														
38	BRC-38	BRC	Grievance Policies and Procedures	Include pre-printed checkboxes on the forms.														
39	BRC-39	BRC	Grievance Policies and Procedures	There should be two management analysts and two lieutenants, to work at Elmwood and the Main Jail, to monitor, collect, and process the grievances and complaints.													39	
40	BRC-40	BRC	Grievance Policies and Procedures	Staff should be trained about the grievance procedure changes before the changes are implemented.														
41	BRC-41	BRC	Grievance Policies and Procedures	Provide training to correctional officers on the proper use of the Custody Input Report.														

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
42	BRC-42	BRC	Grievance Policies and Procedures	Track the issuance of all Custody Input Report and permit review of that tracking data by the independent civilian oversight entity.													
43	BRC-43	BRC	Grievance Policies and Procedures	Revise the Custody Input Report form.													
207	EMB-1	EMB	Grievance Policies and Procedures	Inmates, staff, and families lack confidence in the grievance channels.													
208	EMB-2	EMB	Grievance Policies and Procedures	Many inmate complaints arise from gaps between policy and practice.													
327	HRC-18	HRC	Grievance Policies and Procedures	Ensure that inmates are familiar with and have access to grievance and complaint processes, including the Jail Observer Program (JOP), and that inmates are guaranteed confidentiality, consistent application, and timely, impartial responses when accessing these processes.													
328	HRC-19	HRC	Grievance Policies and Procedures	Ensure the development and use of humane inmate discipline practices, based on clearly documented and communicated policies, procedures, and training of officers.													

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
379	SHF-33	SHF	Grievance Policies and Procedures	The inmate grievance forms will include "Retaliation" and "Harassment" as specific categories of "Grievances Against Staff" for inmates to specify.														
380	SHF-34	SHF	Grievance Policies and Procedures	Install grievance lock boxes to ensure that inmates have a confidential and secure method to file a grievance. Grievance Intake Forms and instructions on how to fill out those forms would be located adjacent to the lock boxes.														
381	SHF-35	SHF	Grievance Policies and Procedures	Implement a grievance tracking system to document receipt of grievance, assign grievance to appropriate unit, and monitor progress on resolution of grievance.														
382	SHF-36	SHF	Grievance Policies and Procedures	Share collected data during the squad meetings to identify areas for improvement.														
383	SHF-37	SHF	Grievance Policies and Procedures	Create an electronic grievance form that inmates can utilize to file grievances on-line while utilizing the new tablets procured for inmate use at custody facilities.														

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
384	SHF-38	SHF	Grievance Policies and Procedures			Create a voice only grievance form that inmates can use to file grievances that utilizes voice prompts. This will assist inmates who may be not be able to read or for other reasons are unable to fill out a written form.											
385	SHF-39	SHF	Grievance Policies and Procedures	Publicly post a quarterly report detailing the number of grievances by category, status of grievances and disposition of grievances resolved. Personal information of all custody staff and inmates will be redacted to ensure privacy rights and laws are adhered to. In the instance of any criminal investigation stemming from a grievance, that information will not be included in these quarterly reports so as not to influence or compromise the investigation.													
386	SHF-40	SHF	Grievance Policies and Procedures	The data culled from this automated tracking system will be utilized to allow for timely intervention, additional training and/or policy changes, or additional inmate education on rules while in custody to attempt to decrease inmate infractions.													

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
387	SHF-41	SHF	Grievance Policies and Procedures	Strengthen and provide a more thorough review, screening and timely investigation of complaints received by Internal Affairs.													
388	SHF-42	SHF	Grievance Policies and Procedures	Assign all complaints to the IA Unit for investigation and eliminate review by front-line staff.													
488	ZIS-1	ZIS	Grievance Policies and Procedures	The critical distinction between the two basic types of grievances should guide the Jail's approach at every stage, as well as the scope of independent oversight.													
489	ZIS-2	ZIS	Grievance Policies and Procedures	Staff and inmates should be trained on the distinction, and policy should clarify the distinction, though inmates should be able to submit complaints through the grievance process.													
490	ZIS-3	ZIS	Grievance Policies and Procedures	Grievance procedures must be viewed as a means of oversight of inmates' rights and of Jail and staff accountability.													
491	ZIS-4	ZIS	Grievance Policies and Procedures	The Jail should make complete and accurate information readily available and should routinely update such information.													

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
492	ZIS-5	ZIS	Grievance Policies and Procedures	The Jail should revise and update the orientation video, rule book, and many of the postings to ensure accuracy and completeness. The rule book should address information in a number of areas that is currently omitted.													
493	ZIS-6	ZIS	Grievance Policies and Procedures	Postings should be complete, accurate, organized, properly located, and difficult to tear or remove. PREA information should address both abuse and harassment and should be contained in easy-to-identify and attractively designed posters. The Jail should post information regarding IAU and JOP.													
494	ZIS-7	ZIS	Grievance Policies and Procedures	The Jail should screen the orientation and PREA videos free from distraction and should provide an opportunity for inmates to direct questions to staff.													
495	ZIS-8	ZIS	Grievance Policies and Procedures	Inmates should have ready access to confidential means of submitting grievances and complaints.													
496	ZIS-9	ZIS	Grievance Policies and Procedures	The Jail should develop clear plans for the placement of boxes and other filing methods; inmates should participate in the planning process.													

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
497	ZIS-10	ZIS	Grievance Policies and Procedures	The Jail should clarify – in staff training, inmate education, and policy – that inmates may submit grievances to any staff member.													
498	ZIS-11	ZIS	Grievance Policies and Procedures	The Jail should make grievance forms available in medical units and any other areas where inmates may be.													
499	ZIS-12	ZIS	Grievance Policies and Procedures	Responses to grievances should be appropriate, complete, and timely. Accused staff should not handle the grievance, and staff should receive training on handling misconduct grievances as complaints that should be directed, through supervisors, to IAU.													
500	ZIS-13	ZIS	Grievance Policies and Procedures	Custody Health should be held accountable for late responses, the Jail should notify inmates if the response is going to be delayed beyond the deadline, and the Jail should shorten the deadline for responses to PREA grievances.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
501	ZIS-14	ZIS	Grievance Policies and Procedures	When officers make inappropriate responses to grievances, supervisors should address this error on the grievance form so that the inmate understands that the Jail does not tolerate such responses. The Jail should discipline officers for intimidating or accusatory responses and should consider referring such responses for investigation of possible retaliation.												
511	ZIS-24	ZIS	Grievance Policies and Procedures	The Jail should track and report on the timeliness and outcomes of grievances, as well as other required information; the Jail should ensure that staff input incident data accurately. Grievance Coordinators should have appropriate seniority and expertise to properly categorize and route grievances. The Jail should consider consolidation of some of the grievance categories and adding more specific categories.												
514	ZIS-27	ZIS	Grievance Policies and Procedures	Custody Health should enter grievance information into its database and periodically review the data for, among other issues, timeliness of responses and types of grievances.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
<i>Inmate Classification Policies and Procedures</i>																
130	BRC-130	BRC	Inmate Classification Policies and Procedures	Create a new Classification System that provides equal access to Mentally III offenders.												
131	BRC-131	BRC	Inmate Classification Policies and Procedures	Development of an evidence-based, best practices approach for classification that eliminates subjectivity and the misuse of classification decisions as punishment or retaliation.												
132	BRC-132	BRC	Inmate Classification Policies and Procedures	1. Replace current classification system with a statistically valid, reliable, evidenced based instrument.												
134	BRC-134	BRC	Inmate Classification Policies and Procedures	3. Allow detainees access to their files to determine accuracy of contents and challenge any discrepancies.												
135	BRC-135	BRC	Inmate Classification Policies and Procedures	Completely and thoroughly examine the Classification System for inmates and make immediate improvements to ensure appropriate access to services and housing. Create a process for appealing housing classifications.												
181	CSW-5	CSW	Inmate Classification Policies and Procedures	Implement a classification system validated by gender												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
183	DOJ-1	DOJ	Inmate Classification Policies and Procedures	Continue to reduce the amount of restrictive housing and increase the amount of structured and unstructured time out of cells.														
184	DOJ-2	DOJ	Inmate Classification Policies and Procedures	Continue revising the classification system and deploy it with adequate resources as soon as possible.														
211	EMB-5	EMB	Inmate Classification Policies and Procedures	Inmates frequently were upset by issues related to insufficient and inconsistent out-of-cell time.														
212	EMB-6	EMB	Inmate Classification Policies and Procedures	Inmates complaint about lack of transparency in the classification and inmate discipline systems.														
310	HRC-1	HRC	Inmate Classification Policies and Procedures	Implement a classification system that conforms to best practices for housing different categories of inmates, including male and female, juvenile and adult, pretrial and convicted, mentally ill, physically ill, disabled, etc.														
311	HRC-2	HRC	Inmate Classification Policies and Procedures	Ensure that a new inmate classification system is based on best practices that clearly conform to inmates' charges, behavior, and mental and physical abilities.														
347	SHF-1	SHF	Inmate Classification Policies and Procedures	Implement an improved objective Jail Classification System.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
348	SHF-2	SHF	Inmate Classification Policies and Procedures	Classification will adopt a nationally recognized and validated assessment tool from the U. S. Department of Justice, National Institute of Corrections (NIC). This plan will be presented to the Board of Supervisors by May 2016.												
349	SHF-3	SHF	Inmate Classification Policies and Procedures	Prior to housing, all inmates will be classified using the initial classification form within six to eight hours of arrival at the facility and prior to housing. The initial form is intended to identify an inmate who presents a serious risk to the safety, security, and orderly operation of the facility.												
351	SHF-5	SHF	Inmate Classification Policies and Procedures	Inmates needing mobility accommodations, (i.e., walkers, canes, braces, prosthetics, wheel chairs, etc.) will be assigned to various housing areas based on their Classification, thus allowing full accesses to educational/re-entry programs, services and activities.												
352	SHF-6	SHF	Inmate Classification Policies and Procedures	Provide inmates with an acknowledgment form of their initial Classification custody level.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
353	SHF-7	SHF	Inmate Classification Policies and Procedures	Classification will be implementing a new form for all inmates at their initial classification. This acknowledgement form will include the inmates first and last name, booking number, PFN (personal file number), security level and a narrative explaining how to appeal their classification level if they wish to do so. Classification will utilize this notification to provide the inmate a clear comprehension of his/her security level and provide an opportunity for questions/ interpretations.												
354	SHF-8	SHF	Inmate Classification Policies and Procedures	Institute an appeal process for inmates who are initially classified at a high security level.												
355	SHF-9	SHF	Inmate Classification Policies and Procedures	Following placement into temporary Administrative Segregation, a supervisor (sergeant) from Classification will provide the inmate with a notification form of temporary segregation and an appeal of segregation form within 48 hours of placement. If the inmate wishes to appeal his/her placement they must complete the form and return it to classification within 7 days.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
356	SHF-10	SHF	Inmate Classification Policies and Procedures			After receipt of the form a classification supervisor (sergeant) will hold a hearing within 72 hours with the inmate. The inmate will be made aware of the decision within 48 hours. Appropriate action (placement) will be taken immediately after the appeal has been heard/authorized by a Classification Lieutenant and/or Captain. If an inmate's appeal is denied, and Administrative Segregation placement has proceeded, Classification shall review the inmates file every 60 days thereafter.												
357	SHF-11	SHF	Inmate Classification Policies and Procedures	Expand structured and unstructured out time for all inmates within their security level.														
358	SHF-12	SHF	Inmate Classification Policies and Procedures	Move low security level, pre-trial inmates to the Elmwood Facility and create a minimum camp for protective custody inmates.														
359	SHF-13	SHF	Inmate Classification Policies and Procedures	Evaluate where protective custody inmates can be assigned to a secure area on the minimum camp. If feasibility is determined, the planning and construction will be in collaboration with the County's Facilities and Fleet Department.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
<i>Inmate Healthcare</i>																
44	BRC-44	BRC	Inmate Healthcare	Assure that the present changes in custody mental health at the jail are not limited to the main jail. There should be no delay in providing mental health evaluations and if prescribed, medications, becomes at Elmwood as well as the main jail.											44	
45	BRC-45	BRC	Inmate Healthcare	Improve timeliness, seamlessness, and continuity of "outpatient" behavioral health and medical care by, among other things, more timely response to requests for treatment, particularly emergencies; improved access to medications and other necessary care upon booking; and better follow-up care after inmates are treated at Valley Medical Center.												
46	BRC-46	BRC	Inmate Healthcare	Upon release from jail, the sheriff's department should facilitate access to an appropriate supply of medication as ordered in the discharge plan, a prescription, and a list of pharmacies accepting the issued prescription that are easily accessible to the person, rather than faxing all prescriptions to the Enborg Pharmacy which is far from the jail. Also, the mentally ill indigent offender should be transported to pick up those medications.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
47	BRC-47	BRC	Inmate Healthcare	Mental health staff should be available at jail-booking and at all times thereafter. Most specifically, mental health staff should be a part of any response team relating to behavior of the mentally ill person while in custody.													
48	BRC-48	BRC	Inmate Healthcare	Improve coordination of community-based and in-custody behavioral health services for people coming into, and being released from, the jail.													
49	BRC-49	BRC	Inmate Healthcare	Offenders with mental illness should be released during daytime business hours rather than late at night or in the early morning hours to ensure that offenders can be safely and realistically be reintegrated into the community.													
50	BRC-50	BRC	Inmate Healthcare	Offenders with mental illness who do not have federal and state benefits, or have lost them due to the length of their incarceration, should receive assistance from jail staff or in-reach care managers in preparing and submitting the necessary forms and documentation to obtain benefits immediately upon reentry into the community.		50.1										50	

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
51	BRC-51	BRC	Inmate Healthcare	The County to provide funding and housing outside the Jail for the mentally ill instead of incarcerating them.														
52	BRC-52	BRC	Inmate Healthcare	Mentally ill inmates should be evaluated promptly. They should not have to wait at Elmwood Processing for hours to be transferred to the Main Jail for evaluation after 11:00 p.m.														
53	BRC-53	BRC	Inmate Healthcare	Mental Health Treatment: There should be group therapy focused on substance abuse, Post Traumatic Stress Disorder and anger/stress management and pre-discharge planning/counseling for release to the community.														
54	BRC-54	BRC	Inmate Healthcare	Apply the same rigorous analysis and establishment of performance measures for Custody Health Services that is comparable to audits and evaluations of other departments and programs.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
55	BRC-55	BRC	Inmate Healthcare	Provide regular preventative care for detainees who are housed for a year or longer in the facilities, such as dental cleanings and x-rays, physicals, immunizations and other standard care that would be received outside. To reduce the loss of teeth and the cost of trips to the emergency room, institute more preventative care for detainees and improve response to requests for care. Consult medical professionals for typical standards of recommended care.												55
56	BRC-56	BRC	Inmate Healthcare	Need computerized Tracking System and Dashboards to produce statistical data as to mentally ill offenders.												56
101	BRC-101	BRC	Inmate Healthcare	The Women's Facility needs to establish a mental health unit to provide adequate care for the female mentally ill inmates. Female mentally ill inmates should not be transferred to module 8A.												101

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
102	BRC-102	BRC	Inmate Healthcare			Develop an assessment process at booking of mentally ill offenders by utilizing a mental health needs and risk assessment for all inmates to assure that the mentally ill, and in particular the indigent, are evaluated and placed in treatment immediately. Further that discharge planning, including possible diversion, start at booking. Each mentally ill offender should have a discharge plan that is modified as more information is gathered.											
103	BRC-103	BRC	Inmate Healthcare	Ensure co-equal leadership and decision-making between the Sheriff's Office and Custody Health around the needs of inmates with behavioral health disabilities. This should include increased collaboration around housing, classification, safety, and behavioral health treatment access for inmates with behavioral health needs; co-review of use of force incidents involving inmates with behavioral health disabilities; joint responsibility for correctional officer training on behavioral health needs; and joint problem solving with respect to individual inmate behavioral health needs.													103.1

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
111	BRC-111	BRC	Inmate Healthcare	Need a records and information system that ties custody health to County Mental Health and Community Mental health to allow for linkages and connections when mentally ill offenders are released. The system must allow input from all health programs involved in providing care to the individual.												
112	BRC-112	BRC	Inmate Healthcare	Physical Health Treatment: Treatment should be a timely with a compulsory minimum wait time to be seen after a request has been made. Also, Optometry should be included in physical health treatment to examine inmates perhaps during "orientation" for possible eyeglasses.												
123	BRC-123	BRC	Inmate Healthcare	Create inmate suicide awareness and prevention program and a post-vention program for surviving inmates. Designate specific staff to address these issues.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
129	BRC-129	BRC	Inmate Healthcare	That this Commission recommend to the Board of Supervisors that the first priority in change should be to create more treatment capacity and alternatives for mentally ill and substance abusing defendants in custody who are held in custody solely because there is no appropriate treatment presently available for them in the community, and that the County place its primary focus on finding alternatives to incarceration of mentally ill offenders, including diversion and appropriate pretrial release, and develop prevention strategies to reduce recidivism and return to custody of mentally ill offenders.														
172	BRC-172	BRC	Inmate Healthcare	Ensure that pregnant inmates are provided enough food as needed between regularly scheduled meals, whether or not she has money to pay for commissary items.														
217	GAP-1	GAP	Inmate Healthcare	DOC should disband its Death Review Committee and instead utilize and attend the SCVHHS-run Death Review Committee.														

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
218	GAP-2	GAP	Inmate Healthcare	The multidisciplinary Suicide Prevention Committee should act as the continuous quality improvement arm within DOC for suicide prevention and should be charged with developing a corrective action plan to implement the recommendations made by Mr. Hayes, as well as monitoring implementation of any recommendations made by the Death Review Committee. DOC and SCVHHS executive leadership should attend at least the first meeting.														
219	GAP-3	GAP	Inmate Healthcare	The multidisciplinary Suicide Prevention Committee should be reconstituted with a different operational mission. Instead of reviewing demographic data on suicide attempts and completed suicides, the Committee should act as the continuous quality improvement arm within the DOC for suicide prevention.														
220	GAP-4	GAP	Inmate Healthcare	Intake screening for suicide risk must take place immediately upon confinement and prior to housing assignment.														

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
221	GAP-5	GAP	Inmate Healthcare	This process may be contained within the medical screening form or as a separate form, and must include inquiry regarding: past suicidal ideation and/or attempts; current ideation, threat, plan; prior mental health treatment/hospitalization; recent significant loss (job, relationship, death of family member/close friend, etc.); history of suicidal behavior by family member/close friend; suicide risk during prior confinement; transporting officer(s) believes inmate is currently at risk.														
222	GAP-6	GAP	Inmate Healthcare	The intake screening process should include procedures for referral to mental health and/or medical personnel.														
223	GAP-7	GAP	Inmate Healthcare	Any inmate assigned to a special housing unit should receive a written assessment for suicide risk by mental health staff upon admission.														
224	GAP-8	GAP	Inmate Healthcare	SCVHHS should revise the current suicide risk inquiry contained on the current "Medical Clearance" form embedded in the Electronic Medical Record to include the following questions about the inmates' suicide risk: (See summary pg 6)														

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
225	GAP-9	GAP	Inmate Healthcare	SCVHHS officials should initiate a continuous quality assurance plan to periodically audit the intake screening process to ensure that nursing staff are asking all questions to newly admitted detainees as required.														
226	GAP-10	GAP	Inmate Healthcare	DOC and SCVHHS should always initiate a mental health referral if there is documentation reflecting possible mental illness and/or suicidal behavior during an inmate's prior confinement within the DOC.														
227	GAP-11	GAP	Inmate Healthcare	SCVHHS officials should develop a triage system for mental health referrals based upon acuity of behavior, including emergent, urgent, and routine. Any inmate expressing current suicidal ideation and/or current suicidal/self-injurious behavior should result in an emergent mental health referral.														
228	GAP-12	GAP	Inmate Healthcare	SCVHHS should conduct a continuous quality improvement audit to determine whether the 12 current criminal offenses that automatically result in a "charge-based mental health referral" are effective in preventing suicides.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
229	GAP-13	GAP	Inmate Healthcare	Procedures that enhance communication at three levels: 1) between the sending institution/arresting-transporting officer(s) and correctional staff; 2) between and among staff (including medical and mental health personnel); and 3) between staff and the suicidal inmate.												
230	GAP-14	GAP	Inmate Healthcare	Isolation should be avoided. Whenever possible, house in general population, mental health unit, or medical infirmary, located in close proximity to staff.												
231	GAP-15	GAP	Inmate Healthcare	Removal of an inmate's clothing (excluding belts and shoelaces), as well as use of physical restraints (e.g. restraint chairs/boards, straitjackets, leather straps, etc.) and cancellation of routine privileges (showers, visits, telephone calls, recreation, etc.), should be avoided whenever possible, and only utilized as a last resort for periods in which the inmate is physically engaging in self-destructive behavior.												
232	GAP-16	GAP	Inmate Healthcare	SCVHHS safety smocks should be implemented only by medical and/or mental health staff and only when a clinician believes that the inmate is at high risk for suicide by hanging, not as a default or behavior management plan.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
233	GAP-17	GAP	Inmate Healthcare	SCVHHS should develop suicide prevention policies to address procedures for deciding which possessions and privileges are provided to inmates on suicide precautions.												
234	GAP-18	GAP	Inmate Healthcare	Two levels of supervision are generally recommended for suicidal inmates- <i>close observation</i> and <i>constant observation</i> . <i>Close observation</i> is reserved for the inmate who is not actively suicidal, but expresses suicidal ideation or does not threaten suicide, but demonstrates other concerning behavior (through actions, current circumstances, or recent history) indicating the potential for self-injury, should be placed under close observation. This inmate should be observed by staff at staggered intervals not to exceed every 10 minutes. <i>Constant Observation</i> is reserved for the inmate who is actively suicidal, either by threatening or engaging in self-injury. This inmate should be observed by a staff member on a continuous, uninterrupted basis. Other supervision aids (e.g., closed circuit television, inmate companions/watchers, etc.) can be utilized as a supplement to, but never as a substitute for, these observation levels. Inmates on suicide precautions should be reassessed on												
235	GAP-19	GAP	Inmate Healthcare	SCCSO and SCHHS suicide prevention policies should include two levels of observation (close observation and constant observation) that describe with specificity the behavior warranting each level of observation.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
236	GAP-20	GAP	Inmate Healthcare	SCVHHS should eliminate the minimum and maximum length of stay on suicide precautions for inmates identified as suicidal and instead use clinical judgement on a case-by-case basis to determine the length of stay.														
237	GAP-21	GAP	Inmate Healthcare	SCVHHS should revise any suicide prevention policy to permit both custody and medical staff to initiate suicide precautions and require that only mental health staff can discontinue suicide precautions after a comprehensive suicide risk assessment.														
238	GAP-22	GAP	Inmate Healthcare	SCVHHS's <i>draft</i> Suicide Risk Assessment form should be finalized and implemented as soon as possible. The current draft should be revised to include a disposition section (e.g., initiate, continue, or discharge suicide precautions; specified level of observation; etc.), as well as a treatment or safety plan section that requires the clinician to specify strategies to reduce future suicidal ideation.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
239	GAP-23	GAP	Inmate Healthcare	All SCVHHS clinicians (including psychiatrists and other qualified mental health professionals) should complete the Suicide Risk Assessment form whenever an inmate is identified and referred for possible suicidal behavior. The Suicide Risk Assessment form should be utilized at least twice, i.e., for initiation of suicide precautions, as well as justification for discharging the inmate from suicide precautions.												
240	GAP-24	GAP	Inmate Healthcare	The Suicide Risk Assessment form should be completed in a private setting and not cell-side unless the inmate-patient refuses a private interview. Refusal of a private interview should be documented in the electronic medical record (EMR).												
241	GAP-25	GAP	Inmate Healthcare	SCVHHS mental health clinicians should develop treatment plans for inmates discharged from suicide precautions. Those plans should describe signs, symptoms, and the circumstances in which the risk for suicide is likely to recur; how recurrence of suicidal thoughts can be avoided; and actions the patient or staff can take if suicidal thoughts occur.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
242	GAP-26	GAP	Inmate Healthcare	SCVHHS should ensure that all inmates discharged from suicide precautions remain on mental health caseloads and receive regularly scheduled follow-up assessments by mental health staff until their release from custody, in order to safeguard the continuity of care for suicidal inmates.													
243	GAP-27	GAP	Inmate Healthcare	SCVHHS should extend the current "psych hold" or "K-Hold" to include those inmates on suicide precautions at the time of their scheduled release from custody. DOC staff should also inform mental health personnel of the scheduled release of inmates on suicide precautions so mental health staff can conduct a brief mental health assessment to ensure the inmate's stabilization for release.													
244	GAP-28	GAP	Inmate Healthcare	A facility's policy regarding intervention should be threefold: 1) all staff who come into contact with inmates should be trained in standard first aid and cardiopulmonary resuscitation (CPR); 2) any staff member who discovers an inmate attempting suicide should immediately respond, survey the scene to ensure the emergency is genuine, alert other staff to call for medical personnel, and begin standard first aid and/or CPR; and 3) staff should never presume that the inmate is dead, but rather initiate and continue appropriate life-saving measures until relieved by arriving medical personnel.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
245	GAP-29	GAP	Inmate Healthcare	In addition, all housing units should contain a first aid kit, pocket mask or mouth shield, Ambu bag, and rescue tool (to quickly cut through fibrous material). All staff should be trained in the use of the emergency equipment. Finally, in an effort to ensure an efficient emergency response to suicide attempts, "mock drills" should be incorporated into both initial and refresher training for all staff.												
246	GAP-30	GAP	Inmate Healthcare	DOC should ensure that the compliance rate of CPR/AED training for custody personnel (excluding those who might be out on disability or other leave) be maintained at a minimum of 90 percent.												
247	GAP-31	GAP	Inmate Healthcare	Every completed suicide, as well as serious suicide attempt (i.e., requiring hospitalization), should be examined by a morbidity- mortality review. (If resources permit, clinical review through a psychological autopsy is also recommended.)												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
248	GAP-32	GAP	Inmate Healthcare	The review, separate and apart from other formal investigations that may be required to determine the cause of death, should include: 1) review of the circumstances surrounding the incident; 2) review of procedures relevant to the incident; 3) review of all relevant training received by involved staff; 4) review of pertinent medical and mental health services/reports involving the victim; 5) review of any possible precipitating factors that may have caused the victim to commit suicide or suffer a serious suicide attempt; and 6) recommendations, if any, for changes in policy, training, physical plant, medical or mental health services, and operational procedures.													
249	GAP-33	GAP	Inmate Healthcare	Further, all staff involved in the incident should be offered critical incident stress debriefing.													
250	GAP-34	GAP	Inmate Healthcare	SCVHHS should revise an existing policy or create a new policy that sets forth appropriate procedures for conducting the Death Review Committee.													
251	GAP-35	GAP	Inmate Healthcare	DOC representatives to the Death Review Committee should become active participants and partners on the SCVHHS-run Death Review Committee.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.	
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date		Action
252	GAP-36	GAP	Inmate Healthcare	All SCVHHS mental health personnel (including psychiatrists) should receive additional training on: 1) how to complete the Suicide Risk Assessment form, which should include examples of adequate and inadequate assessments; and 2) how to complete a reasonable treatment plan that contains specific strategies for reducing future suicidal ideation, which should include examples of adequate and inadequate treatment plans.													
329	HRC-20	HRC	Inmate Healthcare	Ensure that medical & behavioral health care needs of inmates, as reported by inmates and in court orders are responded to timely fashion based on medical and behavioral health best practices.													329
330	HRC-21	HRC	Inmate Healthcare	Ensure that medical care and behavioral health care delivery systems have adequate space for in-facility urgent care, and ensure that prescribed equipment is on hand to avoid delays in accommodating temporarily or permanently physically disabled inmates.													
331	HRC-22	HRC	Inmate Healthcare	Ensure that inmates' access to and provision of preventative and urgent medical and behavioral health care are based on best practices for short-term and long-term needs.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
376	SHF-30	SHF	Inmate Healthcare	Implement a plan to reduce the number of inmates in custody with mental health issues.												
377	SHF-31	SHF	Inmate Healthcare	Increase the number of mental health treatment opportunities for those scheduled for release from custody.												
378	SHF-32	SHF	Inmate Healthcare	Continue to work with County Behavioral Health on the concept of mobile crisis response teams to potentially reduce the numbers of arrests where treatment is more appropriate.												
389	SHF-43	SHF	Inmate Healthcare	Conduct a comprehensive clinical review of our custody healthcare program to determine what gaps, if any, exist in our custody healthcare delivery system.												
390	SHF-44	SHF	Inmate Healthcare	Upon completion of the clinical gap analysis, finish implementation of the recommended changes that will improve access to competent healthcare in a cost effective and efficient manner.												
391	SHF-45	SHF	Inmate Healthcare	Add minimum performance standards for Custody Health clinical positions.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
392	SHF-46	SHF	Inmate Healthcare	Accelerated the implementation of cutting edge electronic medical record technology.												
393	SHF-47	SHF	Inmate Healthcare	Evaluate administrative oversight of Custody Health to achieve greater accountability and oversight.												
394	SHF-48	SHF	Inmate Healthcare	Develop a mental health pilot program for seriously mentally ill inmates housed in our custodial facilities that increases clinical staffing, increases individual/group therapy, increases out of cell recreation opportunities, develops a resilient reentry process to ensure continuity of care in the community. This program will explore alternative structured and supervised environments in the community for the seriously mentally ill that reduces returns to custody for behaviors that are an affect of their mental illnesses without jeopardizing public safety.												
395	SHF-49	SHF	Inmate Healthcare	Analyze clinical outcomes for pilot project quarterly and make appropriate adjustments, if any, in clinical treatment programs to improve outcomes in a cost effective manner.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
396	SHF-50	SHF	Inmate Healthcare	Review best practices for suicide prevention for custodial facilities.												
397	SHF-51	SHF	Inmate Healthcare	Develop a plan for consistent and reliable transportation from jail to the designated treatment center.												
518	ZIS-31	ZIS	Inmate Healthcare	The Jail should not subject inmates with psychiatric disabilities to prolonged placement in restrictive housing, ensure in policy and practice that inmates with psychiatric disabilities are not subjected to any period of restrictive housing as a disciplinary measure in response to behaviors associated with their disability, and ensure an appropriate balance of structured and unstructured out-of-cell time for such inmates. The Jail should review its restrictive housing practices regarding other inmates, expand step-down planning and opportunities, and abandon any use of highly subjective custody input forms as part of its classification procedures. The Jail should implement the DOJ's recent guidance on jails' use of restrictive housing and seek technical assistance from DOJ's Bureau of Justice Assistance and/or the Vera Institute of Justice's Segregation Reduction Project.												
209	EMB-3	EMB	Inmate Healthcare	Inmates and families report avoidable delays and deficiencies in medical care.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
<i>Inmate Services</i>																
22	BRC-22	BRC	Inmate Services	Remove the mentally ill who are not charged with a violent/sexual felony out of the jail. Divert them from custody at police contact to programs that are easy for police to drop off and for consumers to get services.												
62	BRC-62	BRC	Inmate Services	Outside of the formal grievances process, create a venue for current detainees to present concerns related to the jails, conditions of confinement, or problems associated with incarceration within our county. Provide an opportunity for these concerns to be heard by a body that can mediate and respond, such as the an Ombudsman program and/or ongoing anonymous surveys. Seek best practice information for this need and examples of providing input for improvement from detainees used in other areas. (link to Ada County survey below)												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
63	BRC-63	BRC	Inmate Services	Beyond the grievance process, provide additional anonymous methods of surveying detainees regarding jail conditions and use that information to intervene where indicated. Consider adopting successful practices from other counties which were developed with best practices in mind (attached are examples from Ada county). Consider having this a function of an outside agency such as the JOP.												
64	BRC-64	BRC	Inmate Services	Create an Inmate Council which represents inmates in various buildings.												
65	BRC-65	BRC	Inmate Services	Allow inmates to form Committees and designate inmate leaders/ representatives by Housing Units etc. The leader is voted in by peers and all leaders would come together for regular meetings by jail location to make REAL decisions and changes in all aspects of the jails. Guidance should be given by staff for logistics and direction until they are fully established. The reports from these bodies should go to the newly established Santa Clara County Jail Diversion and Behavioral Health Subcommittee (JDBHS).												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
66	BRC-66	BRC	Inmate Services	Contract with an outside agency to rewrite the entire Inmate Rule Book so that it contains accurate information, larger font, is reader-friendly, and available in languages other than English. Do not finance this rewrite with Inmate Welfare Funds.												
67	BRC-67	BRC	Inmate Services	Inmate rule book should be revised with respect to structure, language, simplification, and should be aimed at a common reading level around 4th or 5th grade.												
68	BRC-68	BRC	Inmate Services	Ensure the "Inmate Orientation and Rulebook" grievance procedure forms and other important documents are available in English, Spanish, Vietnamese, and other languages. Also ensure the videos shown at inmate intake are available in multiple languages.												
69	BRC-69	BRC	Inmate Services	Revise and simplify the "Inmate Orientation and Rulebook."												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
70	BRC-70	BRC	Inmate Services	Rule Book: Should be written in threshold languages. Chinese(Mandarin), Spanish, Vietnamese, Tagalog,, etc., and there should be someone who can orient new inmates by explaining the main issues of the rule book. The Rule Book should be part of an in person orientation (to the facility) of new inmates.												
71	BRC-71	BRC	Inmate Services	Rewrite and reorganize the inmate rulebook. 2) Have the availability of a larger print (accommodation) and 3) be available in other forms of delivery such as audio and/or video.												
72	BRC-72	BRC	Inmate Services	Storage: Larger or more bins to store belongings such as books, legal papers, hygiene products, etc.												
73	BRC-73	BRC	Inmate Services	Commissary Prices - Prices for all commissary items should be reduced by 10 percent to 20 percent.												
74	BRC-74	BRC	Inmate Services	Prices of goods sold to inmates should be monitored and updated.												
75	BRC-75	BRC	Inmate Services	Indigent fund: Indigent fund should have a budget figure. Currently there is a 0 budget proposed.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
76	BRC-76	BRC	Inmate Services	Fees charged to deposit funds should be reassessed to see if they can be reduced or removed.												
77	BRC-77	BRC	Inmate Services	The Board of Supervisors should re-constitute the membership of the IWFC to include two members from the Office of the Sheriff, one member from the Office of the Public Defender, and six community members (one with an accounting background, two behavioral health professionals, two with mental health experience (nonprofits, family members), and one former inmate; members are to be free from conflict of interest.												
78	BRC-78	BRC	Inmate Services	The Board of Supervisors should assign a staff person who will oversee a formal application process to re-constitute the IWFC and who will ensure that information about the application process is widely disseminated to the public.												
79	BRC-79	BRC	Inmate Services	The Board of Supervisors should set terms for service on the IWFC.												
80	BRC-80	BRC	Inmate Services	Notices of IWFC meetings should be distributed throughout the County to maximize attendance by the public; and meetings should be held on days and at times that maximize public attendance.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
81	BRC-81	BRC	Inmate Services	Require IWFC members to tour all jail facilities annually.												
82	BRC-82	BRC	Inmate Services	Require the IWFC to convene two public forums each year to present information about the programs and services provided to inmates, to present information about the vendors who provide those services and programs, and to receive community input about new and/or alternative programs and services for possible implementation. The forums should be held at dates and times to maximize public attendance.												
83	BRC-83	BRC	Inmate Services	The IWFC should assess and verify all purchases, usage, and access provided by the fund.												
84	BRC-84	BRC	Inmate Services	The IWFC should review all commissary vendor contracts and recommend whether or not these contracts should be renewed.												
85	BRC-85	BRC	Inmate Services	The IWFC should review and monitor pricing of commissary items and recommend adjustments to those prices.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
86	BRC-86	BRC	Inmate Services	The IWFC should ensure that all mark-ups are reasonable and that markups are not disproportionately higher for female products than for male products.														
87	BRC-87	BRC	Inmate Services	The Board of Supervisors should evaluate the cost of having the commissary run in-house.														
88	BRC-88	BRC	Inmate Services	Inmates should be permitted to inspect purchased items from the commissary before signing off for those items.														
89	BRC-89	BRC	Inmate Services	The IWFC should review contents of the kits and ensure that all kits (hygiene, stationery) have adequate supplies, and recommend changes to the kits.														
90	BRC-90	BRC	Inmate Services	Replace incentive/beverage meal program with \$5 credit cards and use any remaining funds for programs and activities.														
91	BRC-91	BRC	Inmate Services	The IWFC should be provided a full accounting of the incentive meal/beverage program (2010-2016), how it has been administered at all jail facilities, including the profits (from mark-ups) to vendors.														

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
92	BRC-92	BRC	Inmate Services	Review and evaluate whether the following positions should be mandated: classification staff, assignment officer, information services support, and warehouse operations staff.														
95	BRC-95	BRC	Inmate Services	Diversify IWF revenue beyond commissions collected from phones and the commissary to increase revenue to the recommended level of 8.3 percent.														
96	BRC-96	BRC	Inmate Services	Create a grant program to pursue funding.														
97	BRC-97	BRC	Inmate Services	Conduct a comprehensive review of the sources and uses of the inmate welfare fund, to be conducted by an independent auditor as requested by the IWFC at least every other year.														
98	BRC-98	BRC	Inmate Services	Report on the status of the Harvey M. Rose audit recommendations and set a date for completion of recommendations not yet implemented.														
99	BRC-99	BRC	Inmate Services	The IWFC is to conduct a feasibility study as to whether or not inmates could have one free phone call per week to family and friends.														

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
110	BRC-110	BRC	Inmate Services	A formal jail liaison should be designated by Behavioral Health and programs and local to improve communication and coordination between the jail and agencies involved in the discharge planning and pre and postadjudication services for offenders with mental illness.														
163	BRC-163	BRC	Inmate Services	Assure that Court orders that require the inmate to make a phone call for treatment assessments are immediately complied with and do not require a written request or grievance by the inmate. Provide this access for all inmates regardless of classification during regular work hours.														
164	BRC-164	BRC	Inmate Services	Install more inmate phones in housing areas.														

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
165	BRC-165	BRC	Inmate Services	Outside of the formal grievances process, create a venue for families, friends of detainees, and advocacy groups to present concerns related to the jails, conditions of confinement, or problems associated with incarceration within our county. Provide an opportunity for these concerns to be heard by a body that can mediate and respond, such as the Board of Supervisors, or Human Relations Commission. Seek examples of mediation and community building groups from other counties. (links to Orange County listed below)													
166	BRC-166	BRC	Inmate Services	Increase the amount of visitation available for families and friends to visit with detainees while they are in custody. Include some evening visitation opportunities at at those facilities where they currently don't have them. Expand the hours the visitation desk is open for the public to make appointments and register to visit.													
167	BRC-167	BRC	Inmate Services	Visitor Lobby - Visitors who are preregistered and sign up on-line should check in 15 to 30 minutes prior to their scheduled visit (current requirement is 45 minutes to one hour). Visit cancellations should be immediately updated for the public via the Internet and the visiting phone line voicemail.													

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
168	BRC-168	BRC	Inmate Services	Visitor Lobby: Visitors should be allowed to visit their inmate even though they arrive after the 60-minute rule that they must be present at least 60 minutes before the appointment. Many families travel great distances. Perhaps within the 60 to 30 minute limit should be allowed.													
169	BRC-169	BRC	Inmate Services	Re-evaluate the visiting rules and requirements with the goal of "assisting" families and loved ones to visit the incarcerated.													
171	BRC-171	BRC	Inmate Services	Ensure that men and women receive an equal opportunity to participate in direct-service programs funded by the IWF, including educational and vocational opportunities.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
174	BRC-174	BRC	Inmate Services	The County should review its current model of providing commissary to inmates with a view toward providing a variety of products at prices that are reasonable and fair to family and friends who pay into the commissary system, and ensuring that any profit made is funneled back into the IWF, rather than to a third-party vendor. This review should re-examine the outsourcing of the commissary system to third party for-profit vendors and identify a variety of models of "in house," jail-administered commissary systems that can be administered efficiently while providing reasonable prices to inmates and families.												
175	BRC-175	BRC	Inmate Services	Create a separate system for 18 - 24 year olds that includes a focus on rehabilitation, wrap-around services, segregation from the adult inmate population and a young adult court.												
191	DOJ-9	DOJ	Inmate Services	Consider using data from inmate surveys as a tool to assess operations and understand inmate perceptions.												
197	DOJ-15	DOJ	Inmate Services	Create incentives for prosocial inmate behavior.												
216	EMB-10	EMB	Inmate Services	Inmates are generally unaware of the Inmate Welfare Fund's existence or purpose.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.	
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date		Action
334	HRC-25	HRC	Inmate Services	Ensure that visitation accommodations for inmates, legal counsel, and family and friends are established, including: Sufficient space for the volume of visits, based on the inmate population; Accommodations that are supportive of all parties' interest in establishing and maintaining the human dignity of inmates and families; and an easily accessible visitation appointment and cancellation system.													
335	HRC-26	HRC	Inmate Services	Ensure that prices of phone calls by inmates to their families, legal counsel, chaplains, advocates, and friends facilitate effective communication and expeditious processing of cases, and are based on legitimate costs that prevent vendor profiteering.													
336	HRC-27	HRC	Inmate Services	Ensure that inmates receive clear, easily accessible, and languageappropriate information about the inmate classification classification system and inmates' rights and responsibilities.													
406	SHF-60	SHF	Inmate Services	Circulate an RFP for a tablet device capable of allowing inmates to electronically file grievances, request forms, and request medical, psychiatric and dental services.													

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
407	SHF-61	SHF	Inmate Services	Develop multi-lingual written educational materials to inform inmates of their rights while in custody, the grievance process and how to file a grievance. These materials would be distributed to those in custody during the intake process.													
408	SHF-62	SHF	Inmate Services	Create an easy to understand, multi-lingual, Grievance Intake Form with simple directions on how to fill out the form.													
409	SHF-63	SHF	Inmate Services	Create a multi-lingual inmate training video describing the grievance process. It will be presented to inmates upon intake into custody facilities.													
410	SHF-64	SHF	Inmate Services	Create multi-lingual written materials that detail in-custody rules, expected inmate behavior and consequences of rule violations (infractions). These materials would be distributed and explained to each inmate upon intake into custody facilities.													
411	SHF-65	SHF	Inmate Services	Create multi-lingual videos to be shown to each inmate upon intake into custody facilities that detail in-custody rules, expected inmate behavior and consequences of rule violations (infractions).													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
412	SHF-66	SHF	Inmate Services	Assign custody staff to reinforce, re-educate, and remind inmates of their expected behavior while in custody. Continuous education is intended to reduce the number of infractions issued and create a more cohesive custody environment.												
413	SHF-67	SHF	Inmate Services	Revise Inmate Handbook and Orientation process to ensure inmates clearly understand how to access timely healthcare and to file healthcare grievances.												
523	ZIS-36	ZIS	Inmate Services	The Jail should establish an inmate committee to provide ongoing input regarding the grievance and complaint process and other issues.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
<i>Jail Environment and Culture</i>																
8	BRC-8	BRC	Jail Environment and Culture	Request that the United States Department of Justice be provided and evaluate the information compiled by the Blue Ribbon Consultants and others to recommend if the Santa Clara County Jails would benefit from Federal oversight.												
9	BRC-9	BRC	Jail Environment and Culture	Conduct a study to ascertain the values and practices of the Sheriff's Office to understand and address the current work environment and how it impacts practices and behaviors of both employees and inmates.												
10	BRC-10	BRC	Jail Environment and Culture	The Department should immediately place its Operations Manual for both the enforcement and custodial operations online so that it is available to the public.												
124	BRC-124	BRC	Jail Environment and Culture	The DOC should give advanced notice of the offender's release date and time from jail to the offender's community treatment coordinator as specified in the discharge plan as well as to members of his or her family, as appropriate, and others in his or her support system.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
125	BRC-125	BRC	Jail Environment and Culture	When an inmate is ordered released by the Court to a treatment program, eliminate the present use of a process that involves putting the inmate in the street and calling a taxi. Rather, have the person delivered by the Sheriff's Department to the program and accompanied in a welcoming way into the program. This was the prior system years ago and was far more effective and personal than the present taxi system that results in immediate walk aways from treatment far more frequently.													
162	BRC-162	BRC	Jail Environment and Culture	Address delays in receiving and forwarding mail to the Courts by assuring. including grievance by prompt receipt and delivery.													
170	BRC-170	BRC	Jail Environment and Culture	Develop a written report about the status of all of the recommendations of the Santa Clara County Commission on the Status of Women: Report by Jail Monitors: Female Inmates in Santa Clara County and the Need for a Gender Responsive Protocol (2015). Create an action plan addressing the recommendations of the report.													
173	BRC-173	BRC	Jail Environment and Culture	Feminine products should be made available to women as needed, including showers.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
176	BRC-176	BRC	Jail Environment and Culture	Create developmentally responsive policies and practices to address the unique needs of transitional age youth and young adult inmates (18 to 27 years old) through correctional officer and other jail staff training, tailored programming offerings, and appropriate classification/housing decisions to lead to longer-term rehabilitation for those incarcerated in the jail system.												
185	DOJ-3	DOJ	Jail Environment and Culture	Create well thought out, well written and reliable policy that guides employees. Help them understand the reason for the policy decisions to develop the culture of a learning organization.		185.1										185
186	DOJ-4	DOJ	Jail Environment and Culture	Bring sergeants together in an environment that is safe to share thoughts, ideas and concerns about employee expectations, development and leadership. One of the best ways to instill culture is to develop it through peer association and support.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
187	DOJ-5	DOJ	Jail Environment and Culture	Conduct at least a simple job task analysis to determine the current responsibilities of a housing sergeant. The results should be evaluated to ensure there is adequate time for sergeants to provide direction, mentorship and correction to employees.													
188	DOJ-6	DOJ	Jail Environment and Culture	Develop an objective and thorough promotional process that assesses a candidate's job knowledge, communication skills and ability to apply good supervision practices with employees and inmates.													
189	DOJ-7	DOJ	Jail Environment and Culture	Use a strategic planning process to establish and communicate the most significant outcomes, goals and expected activities for matters that face the jail, then use it to communicate to employees and the community. Ideally, this would include the next three years, but even a process that looks forward one year would be of great help to share throughout the agency.													
190	DOJ-8	DOJ	Jail Environment and Culture	Use the data reports as organizational report cards and moreover, use them to create conversations that reinforce desired trends or create strategies to address undesired trends.													

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
192	DOJ-10	DOJ	Jail Environment and Culture	Include staff in decision making when practical, especially when changes will affect the operational level of the organization.														
193	DOJ-11	DOJ	Jail Environment and Culture	As new information systems and applications are adopted, the SCCS should ensure there has been proper thought and analysis into the desired operational and management data needed for success. Jail systems should create efficiency and provide important management data through regular reporting.														
194	DOJ-12	DOJ	Jail Environment and Culture	They will also need training on effective coaching and appraisal skills, should the SCCS adopt a true performance appraisal system (discussed later).														

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
196	DOJ-14	DOJ	Jail Environment and Culture	SCCS leadership should clearly identify the knowledge, skills and abilities needed to be an effective supervisor and create a professional development program for supervisors based on adult learning principles. Curriculum should include an understanding of laws, standards and rules, including inmate rights, and basic operational concepts for the jail. Most importantly, it should include skill development on effectively communicating to employees the positive messages of desired behavior and coaching on how to address undesired behavior. We have found the course of study Crucial Conversations to be helpful to some, in both their personal and professional lives.													
317	HRC-8	HRC	Jail Environment and Culture	Ensure that a positive and safe working and custodial environment and culture is established and maintained for staff and inmates.													
318	HRC-9	HRC	Jail Environment and Culture	Ensure that the supervision of staff is appropriate, with clear and consistent policies and procedures that reflect Constitutional law, applicable regulations, and human rights standards. Ensure that staff incentives support this same culture and practices.													
319	HRC-10	HRC	Jail Environment and Culture	Ensure adequate documentation and accessibility of DOC policies and procedures.		319.1										319	

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
320	HRC-11	HRC	Jail Environment and Culture	Establish effective shift change communication procedures and staffing levels.														
321	HRC-12	HRC	Jail Environment and Culture	Any inclinations to intimidate or retaliate against an officer or inmate are swiftly and effectively responded to in a manner based on zero tolerance (see also Developing the Organization's Culture, figure 1, below).														
322	HRC-13	HRC	Jail Environment and Culture	Ensure that staffing levels meet best practice standards, effectively support safety and programming, facilitate the delivery of all services, ensure timely transportation of inmates within jail facilities and to necessary service locations, and improve the culture of DOC operations.													322	
360	SHF-14	SHF	Jail Environment and Culture	This data tracking system will allow for an impartial evaluation of custody practices.														
361	SHF-15	SHF	Jail Environment and Culture	Review and implement recommendations provided by the U.S. Department of Justice's National Institute of Corrections (NIC). One of the major focuses of the NIC review is to examine organizational culture.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
362	SHF-16	SHF	Jail Environment and Culture	To shift the organizational philosophy toward correctional best practices, including the manner in which correctional staff interacts with the changing inmate population.												
508	ZIS-21	ZIS	Jail Environment and Culture	DOC should develop and implement a conflict-of-interest policy to prevent IAU investigators from inappropriately investigating former colleagues.												
512	ZIS-25	ZIS	Jail Environment and Culture	The Internal Audit Unit should create a clear schedule for review of policies and compliance and should prioritize policies regarding review and investigation of serious incidents and allegations.												
513	ZIS-26	ZIS	Jail Environment and Culture	The Jail should review and revise its procedures for review of IAU decisions to conduct a preliminary inquiry rather than a full investigation and to close a matter at intake rather than conduct a preliminary inquiry.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
515	ZIS-28	ZIS	Jail Environment and Culture	The Jail should prioritize addressing other areas of serious concern, including the overreliance on restrictive housing, crowding and conditions in Main Jail South, under-staffing, and PREA compliance.														
525	ZIS-38	ZIS	Jail Environment and Culture	The Jail should abandon its practice of locking inmates down during visits by outside entities.														

Recommendation				Recommendation	Focus Area	Implementation Issues							Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	
<u>Jail Facilities</u>															
159	BRC-159	BRC	Jail Facilities	Provide a quiet staff break room. Corrections work is one of the most stressful in law enforcement. Staff need a place to go to escape the hustle and bustle of the workplace. The ambiance of the break room can impact morale and motivation. Department should provide a clean, quiet break room for officers to unwind and rejuvenate to help them reduce stress in order to be an effective officer, especially if they are working in a high stressful area such as acute psych area (8A), Intake Booking, Medical Infirmary, etc.											
100	BRC-100	BRC	Jail Facilities	Restructure the operation of the current acute "inpatient" psychiatric unit of the jail (Unit 8A) to ensure that it operates as a therapeutic environment that supports inmate recovery and wellness. This would include ending restrictive housing on 8A and ensuring sufficient program and out-of-cell time per day for each inmate; increasing the number of therapeutic and recreational individual and group program offerings on the unit; and ensuring compliance with state standards for operation of a licensed Correctional Treatment Center.											

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
104	BRC-104	BRC	Jail Facilities	The Department needs to reopen an "Assessment and Observation" unit. This is an important unit to house inmates in the first 24 hours after arrest. During the first 24 hours, the module officer will monitor inmates' behavior and can render medical or mental health services promptly.													
152	BRC-152	BRC	Jail Facilities	Improve sanitation and health for detainees and staff by: 1. Provide more frequent complete changes of clothing, extra towels and linens. 2. Provide easy access to cleaning supplies. 3. Provide easy access to hygiene items such as soap, deodorant, shampoo, and feminine hygiene needs.													
153	BRC-153	BRC	Jail Facilities	Inmate Barber Equipment and Hair-Cutting Services: My recommendation is each module should have their own barber kit and hair-cutting services should be available when inmates are out for dayroom time or at least once per week, not once per month.													
154	BRC-154	BRC	Jail Facilities	Razors: I recommend the Department to purchase enough electric razors for inmates who are housed in a special management dorm.													

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
160	BRC-160	BRC	Jail Facilities	The Sheriff's Department or other entity that may be in charge of jail operations, in collaboration with community stakeholders, should develop a best-practices protocol for the operation of the cameras installed in the jails, which protocol should be made available to the public via the Department's website. The protocol must include procedures for storage of the footage and for access to the footage by non-Department members.														
161	BRC-161	BRC	Jail Facilities	Place cameras in all elevators.														
177	CSW-1	CSW	Jail Facilities	Explore the feasibility of staffing the women's section as an autonomous facility.														
198	DOJ-16	DOJ	Jail Facilities	Inventory and assess current equipment needs into sets of priorities, so when resources become available purchases can be made quickly, but wisely.														
210	EMB-4	EMB	Jail Facilities	Inmates consistently complain of poor hygiene and sanitation conditions in the jails.														

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
213	EMB-7	EMB	Jail Facilities	Inmates serving prison terms in the county jail regularly point out the adverse differential treatment they experience in jail compared to that of serving time in prison.														
253	GAP-37	GAP	Jail Facilities	Cell doors- large vision panels that are never covered														
254	GAP-38	GAP	Jail Facilities	Cell doors-interiors devoid of handles/knobs														
255	GAP-39	GAP	Jail Facilities	Cell doors- Food pass via recessed door pulls that can close and lock														
256	GAP-40	GAP	Jail Facilities	Cell doors- interior hinges bevel down.														
257	GAP-41	GAP	Jail Facilities	Cell doors- door frame rounded with smooth top edges.														
258	GAP-42	GAP	Jail Facilities	Cell doors- grouted with minimal exposed edges.														
259	GAP-43	GAP	Jail Facilities	Cell doors- paneling or security screening installed inside cell doors with steel bars.														
260	GAP-44	GAP	Jail Facilities	Cell doors- Solid cell fronts modified with vision panel or small mesh.														

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
261	GAP-45	GAP	Jail Facilities	Vents, ducts, grills, lights- protrusion free and covered with screening, tamper proof.													
262	GAP-46	GAP	Jail Facilities	Drains- holes 1/8 in wide and no more thn 3/16 in wide or 16 mesh per square inch.													
263	GAP-47	GAP	Jail Facilities	Telephone Cords- no wall mounted cords placed inside cells.													
264	GAP-48	GAP	Jail Facilities	Clothing hooks- none.													
265	GAP-49	GAP	Jail Facilities	Toilet-sink- concealed plumbing with outside control valve.													
266	GAP-50	GAP	Jail Facilities	Toilet-sink- no anti-squite slit, toothbrush holder, toliet paper rod, towel bar.													
267	GAP-51	GAP	Jail Facilities	Beds- heavy molded plastic or concrete slab with rounded corners.													
268	GAP-52	GAP	Jail Facilities	Bunks- bolted flush to the wall.													
269	GAP-53	GAP	Jail Facilities	Bunks- holes covered.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
270	GAP-54	GAP	Jail Facilities	Bunks- ladders removed.												
271	GAP-55	GAP	Jail Facilities	Bunks- covered underneath.												
272	GAP-56	GAP	Jail Facilities	Electricity- turned off from wall outlets outside of cell.												
273	GAP-57	GAP	Jail Facilities	Lighting- Ample light for reading.												
274	GAP-58	GAP	Jail Facilities	Lighting- Low wattage night light bulbs.												
275	GAP-59	GAP	Jail Facilities	Infrared filter over the ceiling lights.												
276	GAP-60	GAP	Jail Facilities	CCTV monitoring- identifies a suicide attempt in progress.												
277	GAP-61	GAP	Jail Facilities	CCTV monitoring- Camera should be enclosed in a tamper-proof box and does not contain anchoring points												
278	GAP-62	GAP	Jail Facilities	CCTV monitoring- Cells with monitors should be painted in pastel.												
279	GAP-63	GAP	Jail Facilities	CCTV monitoring- Cameras should have clear view of all four corners and day and night capabilities.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
280	GAP-64	GAP	Jail Facilities	Smoke detectors- mounted flush in the ceiling.														
281	GAP-65	GAP	Jail Facilities	Smoke detectors- audible alarm at control desk.														
282	GAP-66	GAP	Jail Facilities	Smoke detectors- protective coverings high enough to be outside the reach of an inmate.														
283	GAP-67	GAP	Jail Facilities	Smoke detectors- far enough away from the toilet to not be used as a ladder.														
284	GAP-68	GAP	Jail Facilities	Smoke detectors- 10 ft ceiling height.														
285	GAP-69	GAP	Jail Facilities	Install v- mesh covering not large enough to thread a noose through.														
286	GAP-70	GAP	Jail Facilities	Water sprinklers- head should not be exposed.														
287	GAP-71	GAP	Jail Facilities	Audio monitoring intercom- turned up high to hear calls for distress or movement.														

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
288	GAP-72	GAP	Jail Facilities	Location of suicide precation cells- as close to the control desk as possible.														
289	GAP-73	GAP	Jail Facilities	Modesty walls/ shields- triangular, rounded or sloping tops to prevent anchoring.														
290	GAP-74	GAP	Jail Facilities	Modesty walls/ shields- both head and feet visible.														
291	GAP-75	GAP	Jail Facilities	Desks, benches, tables, stools or pull-out seats- extend bed slab for use as a seat.														
292	GAP-76	GAP	Jail Facilities	Desks, benches, tables, stools or pull-out seats-cylinder-shaped concrete seat anchored to the floor with rounded edges.														
293	GAP-77	GAP	Jail Facilities	Desks, benches, tables, stools or pull-out seats- triangular corner desktop anchored to the two walls.														
294	GAP-78	GAP	Jail Facilities	Desks, benches, tables, stools or pull-out seats- rectangular desk top with triangular end plates anchored to the wall.														

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
295	GAP-79	GAP	Jail Facilities	Desks, benches, tables, stools or pull-out seats- towel racks should be removed from any desk area.													
296	GAP-80	GAP	Jail Facilities	Shelf tops and exposed hinges- solid, triangular end-plates.													
297	GAP-81	GAP	Jail Facilities	Security windows- outside view to identify day via sunlight.													
298	GAP-82	GAP	Jail Facilities	Security windows- covered with Lexan paneling to prevent access to bars.													
299	GAP-83	GAP	Jail Facilities	Security windows- if screening or grating is used, cover holes.													
300	GAP-84	GAP	Jail Facilities	DOC Officials should look at options for better ensuring reasonable sound privacy at the booking counter when multiple nurses are conducting intake screening.		300.1										300	
301	GAP-85	GAP	Jail Facilities	SCVHHS mental health staff should conduct screening and/or crisis assessments in an area the provides reasonable privacy and confidentiality.													
302	GAP-86	GAP	Jail Facilities	Inmates should be housed in suicide-resistant, protrusion free cells.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
303	GAP-87	GAP	Jail Facilities	SXXSO officials should designate specific cells within DOC that will be utilized to house suicidal inmates, and then embark upon an inspection program to ensure that inmates on suicide precautions are housed in "suicide-resistant" cells. Specific recommendations regarding the removal of obvious protrusions in cells can be found in the "Checklist for the Suicide-Resistant" Design of Correctional Facilities." (See Appendix A to this Overview of Recommendations.)												
323	HRC-14	HRC	Jail Facilities	Ensure HD digital camers are placed throughout the facility and operated legally and consistently with best practices: Cameras in jail visiting areas; Complete ("blanket") coverage of jail facilities, no blind spots; Complete ("blanket") coverage of jail facilities, no blind spots; Footage stored for 24 months.												
						323.1									323	
324	HRC-15	HRC	Jail Facilities	Implement cameras with a policy of "write, review, amend," whereby correctional officers can view footage <i>after</i> they write up standard reports and can amend their reports if they see something they missed. However, review of footage would be halted during any use of force investigation, and footage would only be made available to the investigator.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
325	HRC-16	HRC	Jail Facilities	Implement an upgrade of computers, software, and security technology to meet best practices and standards for county jails.												
337	HRC-28	HRC	Jail Facilities	Direct FAF to immediately resolve poor plumbing, water temperature, heating, lighting, and access to water for showers and consumption. Inmates should not have to wait for a new building to be constructed to resolve this human rights concern.												337
338	HRC-29	HRC	Jail Facilities	Ensure that inmates are allocated sufficient and effective cleaning supplies to maintain the hygiene and safety of their cells and dorms.												
364	SHF-18	SHF	Jail Facilities	Increase and modernize the video camera surveillance system throughout custody facilities.												
419	SHF-73	SHF	Jail Facilities	Replace aging Main Jail South with a quality facility that will provide additional bed space, increased programming and expanded medical and mental health treatment options for inmates.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
422	SHF-76	SHF	Jail Facilities	Complete structural modifications in the Main Jail North Booking Area to allow medical and mental health staff to screen inmates for sensitive health care information in a confidential setting to comply with federal HIPPA requirements.														
423	SHF-77	SHF	Jail Facilities	Expand the number of medical beds at Elmwood Correctional Facility.														
424	SHF-78	SHF	Jail Facilities	Begin the necessary repairs and physical improvements to Elmwood's M1 building that will result in the addition of 80 more medical beds. Funding has been allocated and construction has commenced.														
425	SHF-79	SHF	Jail Facilities	Establish dedicated FAF maintenance and repair crews to work directly with custody personnel. This will allow FAF to quickly identify, prioritize and complete maintenance, repair, and improvement projects of custody facilities.														
426	SHF-80	SHF	Jail Facilities	Complete identified improvement and modernization projects at Main Jail and Elmwood.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
427	SHF-81	SHF	Jail Facilities	Expand structured and unstructured "out time" for inmates by making improvements to housing units that have been closed due to age or physical conditions.												
428	SHF-82	SHF	Jail Facilities	Request immediate funding for facility improvements at Elmwood to move low-level, pre-trial inmates to Elmwood and create a minimum camp for Protective Custody inmates.												
429	SHF-83	SHF	Jail Facilities	Implement an automated tracking system that documents inmate infractions, custody staff involved, infraction type, and consequences for an infraction.												
430	SHF-84	SHF	Jail Facilities	A fit/gap analysis has been completed and the business requirements were finalized in 2015 for this automated tracking system. Vendor demonstrations were completed in February 2016 and the request for proposals will be issued in the Spring of 2016.												
431	SHF-85	SHF	Jail Facilities	Upon implementation of the jail management system, inmate infractions will be tracked.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
510	ZIS-23	ZIS	Jail Facilities	The Jail must update its data systems with 21st-century technology.												
520	ZIS-33	ZIS	Jail Facilities	The Jail should take immediate measures to meaningfully improve conditions, enhance supervision, and alleviate crowding in Main Jail-South.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
Programs																
93	BRC-93	BRC	Programs	Fund salaries and benefits of peer advocates, mentors, and others who work in the jails who directly support inmates in receiving services.												
94	BRC-94	BRC	Programs	Include an increase in funding for programs and services for inmates with mental health disabilities and developmental disabilities.												
105	BRC-105	BRC	Programs	Peer support services, through an in-reach process, should be offered to offenders in jail with mental illness while incarcerated and upon release to help ensure successful community reentry.												
106	BRC-106	BRC	Programs	Create in reach for all County and Community providers working with mentally ill offenders to assure that when the inmate is discharged, he or she will not end up in the streets. Make it possible for interviews and assessments to take place in the jail in a confidential setting.												
114	BRC-114	BRC	Programs	Continue to set higher standards and effective options for improving the Jail Diversion Program by incorporating innovative programs and "best practices."												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
115	BRC-115	BRC	Programs	Expand government grant funding to enhance workforce development and employment readiness and options for inmates through the re-entry center.														
116	BRC-116	BRC	Programs	New groups and programs need to be developed for the mentally ill. Examples are living with mental illness, coping skills and strategies, family dynamics, exercise groups.														
118	BRC-118	BRC	Programs	Review and revise jail programming policies and practices to ensure intentional planning and development of program opportunities; quality management review of program offerings; and equitable distribution of programming opportunities for inmates across jail facilities, housing units, and classifications.														
119	BRC-119	BRC	Programs	Establish a plan to increase jail program offerings, with an emphasis on increasing opportunities geared toward successful re-entry and behavioral health recovery, and opportunities for inmates with higher level classifications. In addition, focus on bringing civilian and community-based services into the jail.														

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
120	BRC-120	BRC	Programs	Perform full scale assessment and plan for of needs of long-term inmates that ensures breadth and infrastructure for services, including programming, medical care, and behavioral health care that is geared toward long term incarceration.													
121	BRC-121	BRC	Programs	Expand and offer evidenced based programming opportunities to all detainees interested in participating, regardless of classification or housing assignment. Program options to consider can include but not be limited to life skills, parenting, meditation, recovery, basic literacy skills, GED, college programs, enrichment opportunities, religious study, job preparation, ESL instruction , AA/NA, mental health and wellness and self improvement. Detainees housed in areas where group instruction is difficult should be offered options via remote teaching on TV's or tablets. Establish a timeline for implementation.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
122	BRC-122	BRC	Programs	Increase outreach to the community with volunteer opportunities to provide enrichment programs within all areas of the facilities. Provide expansion through existing systems such as the Chaplains office and other community based or advocacy agencies. Streamline the process for vetting, training and providing clearance for volunteers and advocacy groups to offer programs and services.												
126	BRC-126	BRC	Programs	Utilize tablets or other available technology for educational materials for programs, so that all inmates who are eligible and who would like to participate, may participate in these programs.												
127	BRC-127	BRC	Programs	Ensure that inmates who want to participate in programs and are eligible, have the opportunity to participate in programs.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
128	BRC-128	BRC	Programs	Review information on the Department of Labor website and utilize some of the resources being offered there in relationship to Apprenticeship. The County could leverage resources of DOL and our local Employment Partners to build into the Jails a quality training/employment path that assists individuals returning to the Community.													
180	CSW-4	CSW	Programs	Gender-responsive, trauma-informed, recovery-oriented, culturally appropriate programming and services for inmates.													
182	CSW-6	CSW	Programs	Ensure that all inmates leave the facility with an exit plan that includes preparation and orientation about support programs for re-entry.													
339	HRC-30	HRC	Programs	Establish and develop inmate programming for both pretrial detainees and inmates convicted and serving sentences.		339.1										339	
340	HRC-31	HRC	Programs	Programming should increase inmates' capacity to return to the community, participate effectively in family life and work environments, and curtail recidivism.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
432	SHF-86	SHF	Programs	Explore viability of establishing apprenticeship programs with local trade unions to assist inmates in gaining marketable trade skills and job experience.												
433	SHF-87	SHF	Programs	Increase the overall participation in educational, comprehensive programs by expanding programs.												
434	SHF-88	SHF	Programs	Improve the quality and increase the number of classes offered within the comprehensive programs and to increase services offered to inmates.												
435	SHF-89	SHF	Programs	To increase and improve collaboration with community agencies to enhance transitional opportunities for inmates.												
436	SHF-90	SHF	Programs	Creating the Triple P – Parenting Class: with a community agency to for parents with children under the age of 5.												
437	SHF-91	SHF	Programs	Implementing a Continuing Education Class with San Jose State University and Stanford University to create advanced education classes.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
438	SHF-92	SHF	Programs	Creating a Job Development Class for female inmates. Additionally, the Sheriff's Office is working with Milpitas Adult Education program to implement a job development program for both male and female inmates.														
439	SHF-93	SHF	Programs	Working with a community organization to implement additional Alcoholics Anonymous and Narcotics Anonymous meetings in the jail.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
Staff Accountability																
11	BRC-11	BRC	Staff Accountability	Require Department of Correction to immediately implement a best practices Early Warning System.												
12	BRC-12	BRC	Staff Accountability	Provide a description of the Early Warning System to the Board of Supervisors and the public via the Department's website.												
13	BRC-13	BRC	Staff Accountability	Require the Early Warning System to be subject to oversight by an independent civilian oversight entity.												
14	BRC-14	BRC	Staff Accountability	Require the Department of Correction to submit annual reports with data on officer discipline, sanitized summaries of the incident that gave rise to the discipline to the Board of Supervisors and to the public via the Department's website.												
15	BRC-15	BRC	Staff Accountability	Provide to the independent oversight entity access to all of the Department's discipline data.												
16	BRC-16	BRC	Staff Accountability	Immediately re-institute roll call briefings.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
17	BRC-17	BRC	Staff Accountability	Update the Employee Discipline Policy 3.41.														
18	BRC-18	BRC	Staff Accountability	Require jail staff to attend ethics classes every other year.														
19	BRC-19	BRC	Staff Accountability	Ensure that jail staff receive updated policies (and when possible, prior to their implementation), and receive training briefings on those updated policies.														
20	BRC-20	BRC	Staff Accountability	Institute Peace Office Bill of Rights training for line managers.														
21	BRC-21	BRC	Staff Accountability	All changes to discipline policies are to abide by Peace Office Bill of Rights and due process.														
178	CSW-2	CSW	Staff Accountability	Develop and implement a department-wide gender-responsive protocol.														
215	EMB-9	EMB	Staff Accountability	The perception among officers, inmates, and families is that jail staff are not appropriately held accountable for misconduct.														

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
																	Review Date	
326	HRC-17	HRC	Staff Accountability	Ensure that officer recruitment, selection, retention, and progressive discipline are based on best practices, the DOC's mission, and effective training.														
365	SHF-19	SHF	Staff Accountability	Implementing an "early warning" software system that will allow supervisors to track grievance trends including units/pods, facilities and custody staff. This data will be utilized to allow for timely intervention, additional training and/or policy changes to attempt to decrease grievances. The Internal Affairs unit will begin training on the "early warning" system on March 16, 2016.														
366	SHF-20	SHF	Staff Accountability	Complete the implementation of an early warning system that will quantify the number of use of force incidents by employee, identify grievances and internal affairs complaints and identify patterns and trends for further analysis. The system is designed to provide the identification of problems in order to intervene and prevent.														
367	SHF-21	SHF	Staff Accountability	Increase transparency on disciplinary actions taken against employees.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
368	SHF-22	SHF	Staff Accountability	Publish and post online a quarterly report of all disciplinary actions taken involving staff. Information would include a summary of the incident and the level of disciplinary action taken. Employee identification will be redacted to comply with all employee privacy laws and collective bargaining agreements.												
369	SHF-23	SHF	Staff Accountability	Publish and post online a discipline matrix so employees know what the level of discipline may be for specific policy violations.												
370	SHF-24	SHF	Staff Accountability	Strengthen and provide a more thorough review, screening and timely investigation of complaints received by Internal Affairs.												
371	SHF-25	SHF	Staff Accountability	Assign all complaints to the IA Unit for investigation and eliminate review by front-line staff.												
372	SHF-26	SHF	Staff Accountability	Increase transparency on disciplinary actions taken against employees.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
373	SHF-27	SHF	Staff Accountability	Publish and post online a quarterly report of all disciplinary actions taken involving staff. Information would include a summary of the incident and the level of disciplinary action taken. Employee identification will be redacted to comply with all employee privacy laws and collective bargaining agreements.													
374	SHF-28	SHF	Staff Accountability	Publish and post online a discipline matrix so employees know what the level of discipline may be for specific policy violations.													
375	SHF-29	SHF	Staff Accountability	Implement a software solution that provides an early risk assessment (ERA) of employee conduct to proactively identify trends, such as the number of force incidents, inmate grievances, allegations of misconduct and policy violations. The solution will provide data and analytical reports to increase accountability and monitoring of employee behavior. Having a system to identify trends will potentially reduce the incidence of misconduct.													

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
502	ZIS-15	ZIS	Staff Accountability	The Jail should automatically refer to IAU and the Jail Crimes Unit (i) every allegation of unnecessary or excessive use of force, sexual harassment (defined broadly), or sexual abuse, (ii) every use of force that qualifies under strict criteria, and (iii) failures to report a use of force. A Grievance Coordinator with appropriate seniority and training can play a role in this review process.													
504	ZIS-17	ZIS	Staff Accountability	IAU should be notified of every referral to Jail Crimes where the referral involves potential staff misconduct. IAU investigators should receive training on conducting investigations of alleged sexual misconduct.													
505	ZIS-18	ZIS	Staff Accountability	Inmate allegations of serious misconduct, including excessive or unnecessary use of force, sexual harassment, and sexual abuse, should receive full investigations. Investigations should include identifying and promptly interviewing all witnesses and reviewing prior complaints or incidents, and investigators should be provided with written guidance regarding these expectations.													

Use of Force

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
195	DOJ-13	DOJ	Use of Force	Update, educate and train on a new use of force policy as soon as possible.												
466	SHF-120	SHF	Use of Force	The use of force policy for custodial staffing is being updated. Once a final policy is adopted, an eight-hour training course will be constructed to ensure that management, supervisors, and all staff possesses a clear understanding of the policy and its practical application.												
467	SHF-121	SHF	Use of Force	Implement a revised use of force policy that includes specific information on force prevention, and de-escalation techniques in order to decrease the number of incidents requiring the use of force. The policy will include investigative independence, principals, safety, prevention, accountability, reporting obligations, responsibilities, review requirements, analysis and audits.												
468	SHF-122	SHF	Use of Force	Finalize revised use of force policy to include specific information on force prevention and de-escalation techniques in order to decrease the number of incidents requiring the use of force.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
469	SHF-123	SHF	Use of Force	Create levels of use of force categories in order to determine the magnitude of investigative response and notification. These categories will encompass a wide range of levels from minor restraints to any force resulting in injury.														
470	SHF-124	SHF	Use of Force	Increase investigation, specialized response, oversight, review and evaluation, compliance and analysis of use of force incidents.														
471	SHF-125	SHF	Use of Force	In addition to the standard use of force investigation, a specialized on-call team will be created to respond to categories of use of force incidents to ensure the immediate and specialized investigation of significant incidents. This team will have the authority to take control and assume full responsibility for the investigation.														
472	SHF-126	SHF	Use of Force	Establish a custody review committee that will evaluate the force applied within custody facilities, the quality of the investigation and the effectiveness of the supervision.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
473	SHF-127	SHF	Use of Force	Members of the panel shall include command level personnel, representatives from medical and/or mental health (when applicable), a member of the independent Civilian Oversight Commission and additional support personnel.												
474	SHF-128	SHF	Use of Force	The supervisor completing the standard investigation and the approving watch commander will be required to attend to answer questions and justify their recommendations regarding the incident.												
475	SHF-129	SHF	Use of Force	The committee will review the force incident including the events that precipitated, any prevention or de-escalation efforts as well as the quality of the force review.												
476	SHF-130	SHF	Use of Force	A report will be generated that includes their findings and recommendations. If the findings include any policy or other violations, it will be referred for further follow-up. Exemplary performance or conduct shall also be noted.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
477	SHF-131	SHF	Use of Force	In instances of use of force there will be an evaluation of an individual's performance that includes the strategies or tactics used leading up to, during and following a use of force incident. The evaluation will be a review of the performance to standards associated with the actions.													
478	SHF-132	SHF	Use of Force	A compliance system will be implemented that tracks the status of all investigations, reviews and evaluates all use of force incidents and allegations of force to ensure that investigations and reviews are completed appropriately and timely.													
479	SHF-133	SHF	Use of Force	An electronic tracking system will be implemented to aid in timely completion of all stages of the process.													
480	SHF-134	SHF	Use of Force	All significant use of force incidents will be reviewed by the Jail Crimes Unit to determine if the force used was lawful.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
481	SHF-135	SHF	Use of Force	Ensure a documented medical assessment of each inmate upon who force is used is completed as soon as practical after the force was utilized.												
482	SHF-136	SHF	Use of Force	Develop a policy for a team consisting of members with specialized skills and training. This team will respond and attempt to resolve the matter when the interaction involves an inmate with mental health issues. This team will maintain confidentiality and work in conjunction with medical and mental health professionals to potentially defuse the incident prior to any action.												
483	SHF-137	SHF	Use of Force	Increase transparency of the Use of Force policy.												
484	SHF-138	SHF	Use of Force	Publish finalized revised use of force policy to ensure the public has access to the standards and procedures for the use of force in custody facilities.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
485	SHF-139	SHF	Use of Force	Implement a revised use of force policy that includes specific information on force prevention, and de-escalation techniques in order to decrease the number of incidents requiring the use of force. The policy will include investigative independence, principals, safety, prevention, accountability, reporting obligations, responsibilities, review requirements, analysis and audits.													
486	SHF-140	SHF	Use of Force	Finalize revised use of force policy to include specific information on force prevention and de-escalation techniques in order to decrease the number of incidents requiring the use of force.													
487	SHF-141	SHF	Use of Force	Create levels of use of force categories in order to determine the magnitude of investigative response and notification. These categories will encompass a wide range of levels from minor restraints to any force resulting in injury.													

Board of Supervisors

Finance and Government Operations Committee

Custody Improvement Hearings

Master List of Recommendations
Sorted by Source
as of June 10, 2016

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
Blue Ribbon Commission (BRC)																
1	BRC-1	BRC	External Oversight, Reporting, & Organizational Accountability	The Board of Supervisors should accept the report of Scott Emblidge and utilize its as major impetus for change in the operations of the jail.												
2	BRC-2	BRC	External Oversight, Reporting, & Organizational Accountability	Create an ombudsman position to complement the work of the Jail Observation Program as an interim or on-going measure until a more comprehensive structure is developed (such as an Independent Oversight Commission or a separate Department of Correction).												
3	BRC-3	BRC	External Oversight, Reporting, & Organizational Accountability	The Board of Supervisors should take immediate steps to change the leadership of the operation of the jails.												
4	BRC-4	BRC	External Oversight, Reporting, & Organizational Accountability	The Board of Supervisors should refrain from appointing employees of County departments to serve on Commissions or Boards that are investigating those employees' County departments.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
5	BRC-5	BRC	External Oversight, Reporting, & Organizational Accountability	The Board of Supervisors and County Counsel must protect civilian members who volunteer for its Commissions and Boards from retaliation and harassment from County employees.												
6	BRC-6	BRC	External Oversight, Reporting, & Organizational Accountability	Upon finalization of recommendations to the Board from the BRC, form an interim committee to ensure the recommended changes to culture and practice are being implemented. Ideally this committee would consist of people with experience or knowledgeable in best practices for ushering in such changes, in addition to several current members of the BRC who represent the community, advocacy groups, mental health experts and the incarcerated. The committee should report to the Board of Directors until such a time as significant progress is being made on the established goals.												
7	BRC-7	BRC	External Oversight, Reporting, & Organizational Accountability	Clearly establish who is ultimately responsible and accountable for all aspects of jail operations, including the treatment of inmates and employees in the County jail. Examine other departmental structures, including re-establishment of a separate, free-standing Department of Correction.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
8	BRC-8	BRC	Jail Environment and Culture	Request that the United States Department of Justice be provided and evaluate the information compiled by the Blue Ribbon Consultants and others to recommend if the Santa Clara County Jails would benefit from Federal oversight.														
9	BRC-9	BRC	Jail Environment and Culture	Conduct a study to ascertain the values and practices of the Sheriff's Office to understand and address the current work environment and how it impacts practices and behaviors of both employees and inmates.														
10	BRC-10	BRC	Jail Environment and Culture	The Department should immediately place its Operations Manual for both the enforcement and custodial operations online so that it is available to the public.														
11	BRC-11	BRC	Staff Accountability	Require Department of Correction to immediately implement a best practices Early Warning System.														
12	BRC-12	BRC	Staff Accountability	Provide a description of the Early Warning System to the Board of Supervisors and the public via the Department's website.														
13	BRC-13	BRC	Staff Accountability	Require the Early Warning System to be subject to oversight by an independent civilian oversight entity.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
14	BRC-14	BRC	Staff Accountability	Require the Department of Correction to submit annual reports with data on officer discipline, sanitized summaries of the incident that gave rise to the discipline to the Board of Supervisors and to the public via the Department's website.												
15	BRC-15	BRC	Staff Accountability	Provide to the independent oversight entity access to all of the Department's discipline data.												
16	BRC-16	BRC	Staff Accountability	Immediately re-institute roll call briefings.												
17	BRC-17	BRC	Staff Accountability	Update the Employee Discipline Policy 3.41.												
18	BRC-18	BRC	Staff Accountability	Require jail staff to attend ethics classes every other year.												
19	BRC-19	BRC	Staff Accountability	Ensure that jail staff receive updated policies (and when possible, prior to their implementation), and receive training briefings on those updated policies.												
20	BRC-20	BRC	Staff Accountability	Institute Peace Office Bill of Rights training for line managers.												
21	BRC-21	BRC	Staff Accountability	All changes to discipline policies are to abide by Peace Office Bill of Rights and due process.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
22	BRC-22	BRC	Inmate Services	Remove the mentally ill who are not charged with a violent/sexual felony out of the jail. Divert them from custody at police contact to programs that are easy for police to drop off and for consumers to get services.												
23	BRC-23	BRC	Grievance Policies and Procedures	Adopt recommendations in reports prepared by Aaron Zisser.												
24	BRC-24	BRC	Grievance Policies and Procedures	Create the Office of the Inspector General of the Jails (OIGJ), with staff and budget, all of which are independent of the Sheriff's Department and the Department of Correction, and which office reports directly to the Board of Supervisors, to provide independent civilian oversight of jail operations, including the grievance/complaint process.												
25	BRC-25	BRC	Grievance Policies and Procedures	Provide oversight of the process that determines which grievances/complaints should be pursued and which should be discarded to ensure that those decisions are made properly.												
26	BRC-26	BRC	Grievance Policies and Procedures	Resolve medical and dental grievances lodged with the Court and forwarded to Department of Correction within one day; and, require a timely follow-up report to the Court by Department of Correction and Custody Health Services.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
27	BRC-27	BRC	Grievance Policies and Procedures	Update the Inmate Grievance Process Policy 14.05.												
28	BRC-28	BRC	Grievance Policies and Procedures	Grievance Boxes should be on each unit, in the chow hall at Main Jail South, and in the dayroom at Main Jail North.												
29	BRC-29	BRC	Grievance Policies and Procedures	Require that supervisors approve all notes placed by correctional officers on inmates' doors that instruct other inmates not to talk to those inmates or give them anything.												
30	BRC-30	BRC	Grievance Policies and Procedures	Custody Health Services is to conduct a full-scope evaluation of the handling of medical and behavior health complaints.												
31	BRC-31	BRC	Grievance Policies and Procedures	Custody Health Services is to ensure that all medical and behavioral health complaints are properly routed for timely responses.												
32	BRC-32	BRC	Grievance Policies and Procedures	All staff are to provide meaningful assistance to inmates with behavioral health and other disabilities in utilizing the complaint/grievance process.												
33	BRC-33	BRC	Grievance Policies and Procedures	Allow inmates the ability to file grievances/complaints on behalf of other inmates, and allow inmates to file group grievances or complaints.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
34	BRC-34	BRC	Grievance Policies and Procedures	Collect forms at least once per shift at reasonable hours.														
35	BRC-35	BRC	Grievance Policies and Procedures	Forms should be legal size with quadruplicate copies.														
36	BRC-36	BRC	Grievance Policies and Procedures	Update the information on the forms and add optional demographic information.														
37	BRC-37	BRC	Grievance Policies and Procedures	Tracking numbers should be printed on the forms.														
38	BRC-38	BRC	Grievance Policies and Procedures	Include pre-printed checkboxes on the forms.														
39	BRC-39	BRC	Grievance Policies and Procedures	There should be two management analysts and two lieutenants, to work at Elmwood and the Main Jail, to monitor, collect, and process the grievances and complaints.													39	
40	BRC-40	BRC	Grievance Policies and Procedures	Staff should be trained about the grievance procedure changes before the changes are implemented.														
41	BRC-41	BRC	Grievance Policies and Procedures	Provide training to correctional officers on the proper use of the Custody Input Report.														
42	BRC-42	BRC	Grievance Policies and Procedures	Track the issuance of all Custody Input Report and permit review of that tracking data by the independent civilian oversight entity.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
43	BRC-43	BRC	Grievance Policies and Procedures	Revise the Custody Input Report form.												
44	BRC-44	BRC	Inmate Healthcare	Assure that the present changes in custody mental health at the jail are not limited to the main jail. There should be no delay in providing mental health evaluations and if prescribed, medications, becomes at Elmwood as well as the main jail.												44
45	BRC-45	BRC	Inmate Healthcare	Improve timeliness, seamlessness, and continuity of "outpatient" behavioral health and medical care by, among other things, more timely response to requests for treatment, particularly emergencies; improved access to medications and other necessary care upon booking; and better follow-up care after inmates are treated at Valley Medical Center.												
46	BRC-46	BRC	Inmate Healthcare	Upon release from jail, the sheriff's department should facilitate access to an appropriate supply of medication as ordered in the discharge plan, a prescription, and a list of pharmacies accepting the issued prescription that are easily accessible to the person, rather than faxing all prescriptions to the Enborg Pharmacy which is far from the jail. Also, the mentally ill indigent offender should be transported to pick up those medications.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
47	BRC-47	BRC	Inmate Healthcare	Mental health staff should be available at jail-booking and at all times thereafter. Most specifically, mental health staff should be a part of any response team relating to behavior of the mentally ill person while in custody.												
48	BRC-48	BRC	Inmate Healthcare	Improve coordination of community-based and in-custody behavioral health services for people coming into, and being released from, the jail.												
49	BRC-49	BRC	Inmate Healthcare	Offenders with mental illness should be released during daytime business hours rather than late at night or in the early morning hours to ensure that offenders can be safely and realistically be reintegrated into the community.												
50	BRC-50	BRC	Inmate Healthcare	Offenders with mental illness who do not have federal and state benefits, or have lost them due to the length of their incarceration, should receive assistance from jail staff or in-reach care managers in preparing and submitting the necessary forms and documentation to obtain benefits immediately upon reentry into the community.												50
51	BRC-51	BRC	Inmate Healthcare	The County to provide funding and housing outside the Jail for the mentally ill instead of incarcerating them.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
52	BRC-52	BRC	Inmate Healthcare	Mentally ill inmates should be evaluated promptly. They should not have to wait at Elmwood Processing for hours to be transferred to the Main Jail for evaluation after 11:00 p.m.														
53	BRC-53	BRC	Inmate Healthcare	Mental Health Treatment: There should be group therapy focused on substance abuse, Post Traumatic Stress Disorder and anger/stress management and pre-discharge planning/counseling for release to the community.														
54	BRC-54	BRC	Inmate Healthcare	Apply the same rigorous analysis and establishment of performance measures for Custody Health Services that is comparable to audits and evaluations of other departments and programs.														
55	BRC-55	BRC	Inmate Healthcare	Provide regular preventative care for detainees who are housed for a year or longer in the facilities, such as dental cleanings and x-rays, physicals, immunizations and other standard care that would be received outside. To reduce the loss of teeth and the cost of trips to the emergency room, institute more preventative care for detainees and improve response to requests for care. Consult medical professionals for typical standards of recommended care.														
						55.1											55	

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
56	BRC-56	BRC	Inmate Healthcare	Need computerized Tracking System and Dashboards to produce statistical data as to mentally ill offenders.		56.1										56
57	BRC-57	BRC	External Oversight, Reporting, & Organizational Accountability	The Board of Supervisors should immediately create and fully fund the Office of the Inspector General of the Jails to provide professional independent civilian oversight of the jail operations that reports directly to the Board of Supervisors. Please see a further description of the OIG office in my Recommendation #1 in the Grievance/Complaint Process category.		57.1										57
58	BRC-58	BRC	External Oversight, Reporting, & Organizational Accountability	Create a committee of knowledgeable experts and community stake holders to study and recommend effective models of independent over sight of the DOC. Committee will report it's findings and recommendations to the Board of Supervisors , including time lines and responsible parties, and oversee it's implementation.												
59	BRC-59	BRC	External Oversight, Reporting, & Organizational Accountability	Create an Independent Oversight Commission to review and oversee the Office of the Sheriff and the Department of Correction.												
60	BRC-60	BRC	External Oversight, Reporting, & Organizational Accountability	Proactively request that the Santa Clara County Jail system be placed under federal oversight until sweeping reforms are put in place.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.	
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date		Action
61	BRC-61	BRC	External Oversight, Reporting, & Organizational Accountability	Appoint an interim inspector general to oversee implementation of BRC recommendations that are adopted by the Board of Supervisors. Allot sufficient funds to support the work of this interim oversight position until a permanent oversight body is established.													
62	BRC-62	BRC	Inmate Services	Outside of the formal grievances process, create a venue for current detainees to present concerns related to the jails, conditions of confinement, or problems associated with incarceration within our county. Provide an opportunity for these concerns to be heard by a body that can mediate and respond, such as the an Ombudsman program and/or ongoing anonymous surveys. Seek best practice information for this need and examples of providing input for improvement from detainees used in other areas. (link to Ada County survey below)													
63	BRC-63	BRC	Inmate Services	Beyond the grievance process, provide additional anonymous methods of surveying detainees regarding jail conditions and use that information to intervene where indicated. Consider adopting successful practices from other counties which were developed with best practices in mind (attached are examples from Ada county). Consider having this a function of an outside agency such as the JOP.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
64	BRC-64	BRC	Inmate Services	Create an Inmate Council which represents inmates in various buildings.												
65	BRC-65	BRC	Inmate Services	Allow inmates to form Committees and designate inmate leaders/ representatives by Housing Units etc. The leader is voted in by peers and all leaders would come together for regular meetings by jail location to make REAL decisions and changes in all aspects of the jails. Guidance should be given by staff for logistics and direction until they are fully established. The reports from these bodies should go to the newly established Santa Clara County Jail Diversion and Behavioral Health Subcommittee (JDBHS).												
66	BRC-66	BRC	Inmate Services	Contract with an outside agency to rewrite the entire Inmate Rule Book so that it contains accurate information, larger font, is reader-friendly, and available in languages other than English. Do not finance this rewrite with Inmate Welfare Funds.												
67	BRC-67	BRC	Inmate Services	Inmate rule book should be revised with respect to structure, language, simplification, and should be aimed at a common reading level around 4th or 5th grade.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
68	BRC-68	BRC	Inmate Services	Ensure the "Inmate Orientation and Rulebook" grievance procedure forms and other important documents are available in English, Spanish, Vietnamese, and other languages. Also ensure the videos shown at inmate intake are available in multiple languages.													
69	BRC-69	BRC	Inmate Services	Revise and simplify the "Inmate Orientation and Rulebook."													
70	BRC-70	BRC	Inmate Services	Rule Book: Should be written in threshold languages. Chinese (Mandarin), Spanish, Vietnamese, Tagalog, etc., and there should be someone who can orient new inmates by explaining the main issues of the rule book. The Rule Book should be part of an in person orientation (to the facility) of new inmates.													
71	BRC-71	BRC	Inmate Services	Rewrite and reorganize the inmate rulebook. 2) Have the availability of a larger print (accommodation) and 3) be available in other forms of delivery such as audio and/or video.													
72	BRC-72	BRC	Inmate Services	Storage: Larger or more bins to store belongings such as books, legal papers, hygiene products, etc.													
73	BRC-73	BRC	Inmate Services	Commissary Prices - Prices for all commissary items should be reduced by 10 percent to 20 percent.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
74	BRC-74	BRC	Inmate Services	Prices of goods sold to inmates should be monitored and updated.												
75	BRC-75	BRC	Inmate Services	Indigent fund: Indigent fund should have a budget figure. Currently there is a 0 budget proposed.												
76	BRC-76	BRC	Inmate Services	Fees charged to deposit funds should be reassessed to see if they can be reduced or removed.												
77	BRC-77	BRC	Inmate Services	The Board of Supervisors should re-constitute the membership of the IWFC to include two members from the Office of the Sheriff, one member from the Office of the Public Defender, and six community members (one with an accounting background, two behavioral health professionals, two with mental health experience (nonprofits, family members), and one former inmate; members are to be free from conflict of interest.												
78	BRC-78	BRC	Inmate Services	The Board of Supervisors should assign a staff person who will oversee a formal application process to re-constitute the IWFC and who will ensure that information about the application process is widely disseminated to the public.												
79	BRC-79	BRC	Inmate Services	The Board of Supervisors should set terms for service on the IWFC.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
80	BRC-80	BRC	Inmate Services	Notices of IWFC meetings should be distributed throughout the County to maximize attendance by the public; and meetings should be held on days and at times that maximize public attendance.												
81	BRC-81	BRC	Inmate Services	Require IWFC members to tour all jail facilities annually.												
82	BRC-82	BRC	Inmate Services	Require the IWFC to convene two public forums each year to present information about the programs and services provided to inmates, to present information about the vendors who provide those services and programs, and to receive community input about new and/or alternative programs and services for possible implementation. The forums should be held at dates and times to maximize public attendance.												
83	BRC-83	BRC	Inmate Services	The IWFC should assess and verify all purchases, usage, and access provided by the fund.												
84	BRC-84	BRC	Inmate Services	The IWFC should review all commissary vendor contracts and recommend whether or not these contracts should be renewed.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
85	BRC-85	BRC	Inmate Services	The IWFC should review and monitor pricing of commissary items and recommend adjustments to those prices.														
86	BRC-86	BRC	Inmate Services	The IWFC should ensure that all mark-ups are reasonable and that markups are not disproportionately higher for female products than for male products.														
87	BRC-87	BRC	Inmate Services	The Board of Supervisors should evaluate the cost of having the commissary run in-house.														
88	BRC-88	BRC	Inmate Services	Inmates should be permitted to inspect purchased items from the commissary before signing off for those items.														
89	BRC-89	BRC	Inmate Services	The IWFC should review contents of the kits and ensure that all kits (hygiene, stationery) have adequate supplies, and recommend changes to the kits.														
90	BRC-90	BRC	Inmate Services	Replace incentive/beverage meal program with \$5 credit cards and use any remaining funds for programs and activities.														
91	BRC-91	BRC	Inmate Services	The IWFC should be provided a full accounting of the incentive meal/beverage program (2010-2016), how it has been administered at all jail facilities, including the profits (from mark-ups) to vendors.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
92	BRC-92	BRC	Inmate Services	Review and evaluate whether the following positions should be mandated: classification staff, assignment officer, information services support, and warehouse operations staff.												
93	BRC-93	BRC	Programs	Fund salaries and benefits of peer advocates, mentors, and others who work in the jails who directly support inmates in receiving services.												
94	BRC-94	BRC	Programs	Include an increase in funding for programs and services for inmates with mental health disabilities and developmental disabilities.												
95	BRC-95	BRC	Inmate Services	Diversify IWF revenue beyond commissions collected from phones and the commissary to increase revenue to the recommended level of 8.3 percent.												
96	BRC-96	BRC	Inmate Services	Create a grant program to pursue funding.												
97	BRC-97	BRC	Inmate Services	Conduct a comprehensive review of the sources and uses of the inmate welfare fund, to be conducted by an independent auditor as requested by the IWFC at least every other year.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
98	BRC-98	BRC	Inmate Services	Report on the status of the Harvey M. Rose audit recommendations and set a date for completion of recommendations not yet implemented.												
99	BRC-99	BRC	Inmate Services	The IWFC is to conduct a feasibility study as to whether or not inmates could have one free phone call per week to family and friends.												
100	BRC-100	BRC	Jail Facilities	Restructure the operation of the current acute "inpatient" psychiatric unit of the jail (Unit 8A) to ensure that it operates as a therapeutic environment that supports inmate recovery and wellness. This would include ending restrictive housing on 8A and ensuring sufficient program and out-of-cell time per day for each inmate; increasing the number of therapeutic and recreational individual and group program offerings on the unit; and ensuring compliance with state standards for operation of a licensed Correctional Treatment Center.												
101	BRC-101	BRC	Inmate Healthcare	The Women's Facility needs to establish a mental health unit to provide adequate care for the female mentally ill inmates. Female mentally ill inmates should not be transferred to module 8A.		101.1										101

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.	
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date		Action
102	BRC-102	BRC	Inmate Healthcare	Develop an assessment process at booking of mentally ill offenders by utilizing a mental health needs and risk assessment for all inmates to assure that the mentally ill, and in particular the indigent, are evaluated and placed in treatment immediately. Further that discharge planning, including possible diversion, start at booking. Each mentally ill offender should have a discharge plan that is modified as more information is gathered.													
103	BRC-103	BRC	Inmate Healthcare	Ensure co-equal leadership and decision-making between the Sheriff's Office and Custody Health around the needs of inmates with behavioral health disabilities. This should include increased collaboration around housing, classification, safety, and behavioral health treatment access for inmates with behavioral health needs; co-review of use of force incidents involving inmates with behavioral health disabilities; joint responsibility for correctional officer training on behavioral health needs; and joint problem solving with respect to individual inmate behavioral health needs.													103
104	BRC-104	BRC	Jail Facilities	The Department needs to reopen an "Assessment and Observation" unit. This is an important unit to house inmates in the first 24 hours after arrest. During the first 24 hours, the module officer will monitor inmates' behavior and can render medical or mental health services promptly.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
105	BRC-105	BRC	Programs	Peer support services, through an in-reach process, should be offered to offenders in jail with mental illness while incarcerated and upon release to help ensure successful community reentry.												
106	BRC-106	BRC	Programs	Create in reach for all County and Community providers working with mentally ill offenders to assure that when the inmate is discharged, he or she will not end up in the streets. Make it possible for interviews and assessments to take place in the jail in a confidential setting.												
107	BRC-107	BRC	Custody Hiring, Staffing and Training	Using memorandum or directives should be a short term solution. Department needs to get more funding and staff to make it a priority to update policies and procedures.		107.1										107
108	BRC-108	BRC	Custody Hiring, Staffing and Training	The jails should have sufficient resources and staff to ensure access to mental health treatment services, discharge planning, etc.												
109	BRC-109	BRC	Custody Hiring, Staffing and Training	Updated policies and procedures should accompany with training to ensure staff understand the changes and expectations.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
110	BRC-110	BRC	Inmate Services	A formal jail liaison should be designated by Behavioral Health and programs and local to improve communication and coordination between the jail and agencies involved in the discharge planning and pre and post adjudication services for offenders with mental illness.												
111	BRC-111	BRC	Inmate Healthcare	Need a records and information system that ties custody health to County Mental Health and Community Mental health to allow for linkages and connections when mentally ill offenders are released. The system must allow input from all health programs involved in providing care to the individual.												
112	BRC-112	BRC	Inmate Healthcare	Physical Health Treatment: Treatment should be a timely with a compulsory minimum wait time to be seen after a request has been made. Also, Optometry should be included in physical health treatment to examine inmates perhaps during "orientation" for possible eyeglasses.												
113	BRC-113	BRC	Custody Hiring, Staffing and Training	Full time, benefitted/coded Substance Abuse positions added to the staffing throughout the entire jail system.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
114	BRC-114	BRC	Programs	Continue to set higher standards and effective options for improving the Jail Diversion Program by incorporating innovative programs and "best practices."												
115	BRC-115	BRC	Programs	Expand government grant funding to enhance workforce development and employment readiness and options for inmates through the re-entry center.												
116	BRC-116	BRC	Programs	New groups and programs need to be developed for the mentally ill. Examples are living with mental illness, coping skills and strategies, family dynamics, exercise groups.												
117	BRC-117	BRC	Custody Hiring, Staffing and Training	Increase staffing to enable expansion of programs, visitation and non-structured time while providing for the safety of detainees and staff. Investigate staffing levels and provide funds for adequate staffing.												
118	BRC-118	BRC	Programs	Review and revise jail programming policies and practices to ensure intentional planning and development of program opportunities; quality management review of program offerings; and equitable distribution of programming opportunities for inmates across jail facilities, housing units, and classifications.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
119	BRC-119	BRC	Programs	Establish a plan to increase jail program offerings, with an emphasis on increasing opportunities geared toward successful re-entry and behavioral health recovery, and opportunities for inmates with higher level classifications. In addition, focus on bringing civilian and community-based services into the jail.												
120	BRC-120	BRC	Programs	Perform full scale assessment and plan for of needs of long-term inmates that ensures breadth and infrastructure for services, including programming, medical care, and behavioral health care that is geared toward long term incarceration.												
121	BRC-121	BRC	Programs	Expand and offer evidenced based programming opportunities to all detainees interested in participating, regardless of classification or housing assignment. Program options to consider can include but not be limited to life skills, parenting, meditation, recovery, basic literacy skills, GED, college programs, enrichment opportunities, religious study, job preparation, ESL instruction , AA/NA, mental health and wellness and self improvement. Detainees housed in areas where group instruction is difficult should be offered options via remote teaching on TV's or tablets. Establish a timeline for implementation.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
122	BRC-122	BRC	Programs	Increase outreach to the community with volunteer opportunities to provide enrichment programs within all areas of the facilities. Provide expansion through existing systems such as the Chaplains office and other community based or advocacy agencies. Streamline the process for vetting, training and providing clearance for volunteers and advocacy groups to offer programs and services.												
123	BRC-123	BRC	Inmate Healthcare	Create inmate suicide awareness and prevention program and a post-vention program for surviving inmates. Designate specific staff to address these issues.												
124	BRC-124	BRC	Jail Environment and Culture	The DOC should give advanced notice of the offender's release date and time from jail to the offender's community treatment coordinator as specified in the discharge plan as well as to members of his or her family, as appropriate, and others in his or her support system.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
125	BRC-125	BRC	Jail Environment and Culture	When an inmate is ordered released by the Court to a treatment program, eliminate the present use of a process that involves putting the inmate in the street and calling a taxi. Rather, have the person delivered by the Sheriff's Department to the program and accompanied in a welcoming way into the program. This was the prior system years ago and was far more effective and personal than the present taxi system that results in immediate walk aways from treatment far more frequently.												
126	BRC-126	BRC	Programs	Utilize tablets or other available technology for educational materials for programs, so that all inmates who are eligible and who would like to participate, may participate in these programs.												
127	BRC-127	BRC	Programs	Ensure that inmates who want to participate in programs and are eligible, have the opportunity to participate in programs.												
128	BRC-128	BRC	Programs	Review information on the Department of Labor website and utilize some of the resources being offered there in relationship to Apprenticeship. The County could leverage resources of DOL and our local Employment Partners to build into the Jails a quality training/employment path that assists individuals returning to the Community.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
129	BRC-129	BRC	Inmate Healthcare	That this Commission recommend to the Board of Supervisors that the first priority in change should be to create more treatment capacity and alternatives for mentally ill and substance abusing defendants in custody who are held in custody solely because there is no appropriate treatment presently available for them in the community, and that the County place its primary focus on finding alternatives to incarceration of mentally ill offenders, including diversion and appropriate pretrial release, and develop prevention strategies to reduce recidivism and return to custody of mentally ill offenders.												
130	BRC-130	BRC	Inmate Classification Policies and Procedures	Create a new Classification System that provides equal access to Mentally Ill offenders.												
131	BRC-131	BRC	Inmate Classification Policies and Procedures	Development of an evidence-based, best practices approach for classification that eliminates subjectivity and the misuse of classification decisions as punishment or retaliation.												
132	BRC-132	BRC	Inmate Classification Policies and Procedures	1. Replace current classification system with a statistically valid, reliable, evidenced based instrument.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
133	BRC-133	BRC	Custody Hiring, Staffing and Training	2. Establish a time line for implementation for training of staff and reclassification of detainees, and report progress to Board of Supervisors regularly upon implementation.												
134	BRC-134	BRC	Inmate Classification Policies and Procedures	3. Allow detainees access to their files to determine accuracy of contents and challenge any discrepancies.												
135	BRC-135	BRC	Inmate Classification Policies and Procedures	Completely and thoroughly examine the Classification System for inmates and make immediate improvements to ensure appropriate access to services and housing. Create a process for appealing housing classifications.												
136	BRC-136	BRC	Custody Hiring, Staffing and Training	Create a systematic review of post CIT training behaviors of all employees to ensure the benefits of the training are clearly demonstrated in all interactions with the inmates. Identify a specific date by which all training and a follow-up plan for all employees is achieved.												
137	BRC-137	BRC	Custody Hiring, Staffing and Training	Review training curriculum, hiring and promotional practices for correction staff with experts knowledgeable in the field. Training for issues of mental health, behavioral needs and mediation techniques should be specific to the work situation inside facilities, which differs from the circumstances faced by patrolling officers.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
138	BRC-138	BRC	Custody Hiring, Staffing and Training	Specialized training needs to be developed for all staff working with the Mentally III. This training must be different from that given to first responders because staff in the jail work with the mentally ill on an ongoing basis rather than responding to an individual incident.												
139	BRC-139	BRC	Custody Hiring, Staffing and Training	Develop and implement specialized behavioral health and crisis training for correctional officers and other jail staff (including behavioral health staff) that is based upon consultation with outside experts regarding best practices, is tailored to the custodial setting and includes the following topics A. Eliminating stigma around behavioral health disabilities; B. Appropriate response to inmates experiencing behavioral health symptoms or crisis; C. Understanding the rights of inmates with behavioral health disabilities, including the right to reasonable accommodations; D. De-escalation techniques and trauma-informed care; and E. Connecting inmates with appropriate jail services and resources.												
140	BRC-140	BRC	Custody Hiring, Staffing and Training	Staff should be allowed to attend 24 hours update training away from their work area in order to achieve effectiveness of the training. Staff should not sit at the floor station (work area) while performing their duties and taking classes on the computer.												
141	BRC-141	BRC	Custody Hiring, Staffing and Training	Department needs to bring back the Interpersonal Communication Skills class.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
142	BRC-142	BRC	Custody Hiring, Staffing and Training	All custody staff should be trained in CIT or at minimum a similar type of training that is Evidenced based.													
143	BRC-143	BRC	Custody Hiring, Staffing and Training	All CIT trained individuals should be mandated to take a CIT refresher course every 3 or 5 years.													
144	BRC-144	BRC	Custody Hiring, Staffing and Training	The entire CIT Course used to train officers needs to be evaluated by an outside entity to assess whether or not there is material in the the course that may be deemed racist, culturally inappropriate, stigmatizing, and/ or discriminatory. This needs to include every aspect of the course like outside Presenters, material pulled from the internet and used in the training, etc.													
145	BRC-145	BRC	Custody Hiring, Staffing and Training	Training in the areas of cultural competency, implicit bias, and procedural justice be brought to current correctional deputies and the Academy.													
146	BRC-146	BRC	External Oversight, Reporting, & Organizational Accountability	Increase staffing and resources for the Jail Observer Program, and provide seamless communication regarding standards and practices between the JOP and the DOC for the benefit of the detained, families and staff when investigating concerns. Provide JOP information to detainees, families and staff in a clear and easily accessible manner.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
147	BRC-147	BRC	External Oversight, Reporting, & Organizational Accountability	Significantly expand the successful but understaffed JOP program, with specific Jail Observers assigned to each facility, housing section.												
148	BRC-148	BRC	External Oversight, Reporting, & Organizational Accountability	Convert the Jail Observer Program (JOP) to an organizational ombudsman's office, structured according to the best practice standards of the International Ombudsman Association (IOA) and modeled after the Juvenile Welfare Office of the Ombuds which operates on the basis of an Interagency Agreement between the Office of the County Executive and the Social Services Agency.												
149	BRC-149	BRC	External Oversight, Reporting, & Organizational Accountability	Update the Department of Corrections handbook to include reference to, and support of the jail ombuds program.												
150	BRC-150	BRC	External Oversight, Reporting, & Organizational Accountability	Establish a Memorandum of Understanding (MOU) between the Office of Human Relations (County Executive's Office) and both Custodial and Behavioral Health Care Services.												
151	BRC-151	BRC	External Oversight, Reporting, & Organizational Accountability	Establish clear parameters for the operation of the jail ombudsman with respect to grievance intake and management.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
152	BRC-152	BRC	Jail Facilities	Improve sanitation and health for detainees and staff by: 1. Provide more frequent complete changes of clothing, extra towels and linens. 2. Provide easy access to cleaning supplies. 3. Provide easy access to hygiene items such as soap, deodorant, shampoo, and feminine hygiene needs.												
153	BRC-153	BRC	Jail Facilities	Inmate Barber Equipment and Hair-Cutting Services: My recommendation is each module should have their own barber kit and hair-cutting services should be available when inmates are out for dayroom time or at least once per week, not once per month.												
154	BRC-154	BRC	Jail Facilities	Razors: I recommend the Department to purchase enough electric razors for inmates who are housed in a special management dorm.												
155	BRC-155	BRC	Custody Hiring, Staffing and Training	Department should conduct a study on staff and inmate ratio of supervision in order to provide safety and secure for both staff and inmates.												
156	BRC-156	BRC	Custody Hiring, Staffing and Training	Department should conduct a study on staff and supervisor ratio.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
157	BRC-157	BRC	Custody Hiring, Staffing and Training	It is important for officers to work in a safe environment by having adequate staffing. Department should implement minimum staffing requirements. Supervisors should conduct projections and ensure proper staffing is assigned to each unit.												
158	BRC-158	BRC	Custody Hiring, Staffing and Training	Assign Rover Officer to each floor at the present time, each unit at the Main Jail is assigned an officer. However, there is no rover or relieve officer assigned to the floor. Consequently, the module officer must lockdown the unit for breaks or escort inmates out of the module for transfer or rehousal. Module officers are expected to perform additional duties such as delivering legal mail to different areas, participate in on-duty training, and relieve officer at the floor station post or lockdown unit.												
159	BRC-159	BRC	Jail Facilities	Provide a quiet staff break room. Corrections work is one of the most stressful in law enforcement. Staff need a place to go to escape the hustle and bustle of the workplace. The ambiance of the break room can impact morale and motivation. Department should provide a clean, quiet break room for officers to unwind and rejuvenate to help them reduce stress in order to be an effective officer, especially if they are working in a high stressful area such as acute psych area (8A), Intake Booking, Medical Infirmary, etc.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
160	BRC-160	BRC	Jail Facilities	The Sheriff's Department or other entity that may be in charge of jail operations, in collaboration with community stakeholders, should develop a best-practices protocol for the operation of the cameras installed in the jails, which protocol should be made available to the public via the Department's website. The protocol must include procedures for storage of the footage and for access to the footage by non-Department members.												
161	BRC-161	BRC	Jail Facilities	Place cameras in all elevators.												
162	BRC-162	BRC	Jail Environment and Culture	Address delays in receiving and forwarding mail to the Courts by assuring. including grievance by prompt receipt and delivery.												
163	BRC-163	BRC	Inmate Services	Assure that Court orders that require the inmate to make a phone call for treatment assessments are immediately complied with and do not require a written request or grievance by the inmate. Provide this access for all inmates regardless of classification during regular work hours.												
164	BRC-164	BRC	Inmate Services	Install more inmate phones in housing areas.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
165	BRC-165	BRC	Inmate Services	<p>Outside of the formal grievances process, create a venue for families, friends of detainees, and advocacy groups to present concerns related to the jails, conditions of confinement, or problems associated with incarceration within our county. Provide an opportunity for these concerns to be heard by a body that can mediate and respond, such as the Board of Supervisors, or Human Relations Commission. Seek examples of mediation and community building groups from other counties. (links to Orange County listed below)</p>												
166	BRC-166	BRC	Inmate Services	<p>Increase the amount of visitation available for families and friends to visit with detainees while they are in custody. Include some evening visitation opportunities at at those facilities where they currently don't have them. Expand the hours the visitation desk is open for the public to make appointments and register to visit.</p>												
167	BRC-167	BRC	Inmate Services	<p>Visitor Lobby - Visitors who are preregistered and sign up on-line should check in 15 to 30 minutes prior to their scheduled visit (current requirement is 45 minutes to one hour). Visit cancellations should be immediately updated for the public via the Internet and the visiting phone line voicemail.</p>												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
168	BRC-168	BRC	Inmate Services	Visitor Lobby: Visitors should be allowed to visit their inmate even though they arrive after the 60-minute rule that they must be present at least 60 minutes before the appointment. Many families travel great distances. Perhaps within the 60 to 30 minute limit should be allowed.														
169	BRC-169	BRC	Inmate Services	Re-evaluate the visiting rules and requirements with the goal of "assisting" families and loved ones to visit the incarcerated.														
170	BRC-170	BRC	Jail Environment and Culture	Develop a written report about the status of all of the recommendations of the Santa Clara County Commission on the Status of Women: Report by Jail Monitors: Female Inmates in Santa Clara County and the Need for a Gender Responsive Protocol (2015). Create an action plan addressing the recommendations of the report.														
171	BRC-171	BRC	Inmate Services	Ensure that men and women receive an equal opportunity to participate in direct-service programs funded by the IWF, including educational and vocational opportunities.														
172	BRC-172	BRC	Inmate Healthcare	Ensure that pregnant inmates are provided enough food as needed between regularly scheduled meals, whether or not she has money to pay for commissary items.														

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
173	BRC-173	BRC	Jail Environment and Culture	Feminine products should be made available to women as needed, including showers.													
174	BRC-174	BRC	Inmate Services	The County should review its current model of providing commissary to inmates with a view toward providing a variety of products at prices that are reasonable and fair to family and friends who pay into the commissary system, and ensuring that any profit made is funneled back into the IWF, rather than to a third-party vendor. This review should re-examine the outsourcing of the commissary system to third party for-profit vendors and identify a variety of models of "in house," jail-administered commissary systems that can be administered efficiently while providing reasonable prices to inmates and families.													
175	BRC-175	BRC	Inmate Services	Create a separate system for 18 - 24 year olds that includes a focus on rehabilitation, wrap-around services, segregation from the adult inmate population and a young adult court.													
176	BRC-176	BRC	Jail Environment and Culture	Create developmentally responsive policies and practices to address the unique needs of transitional age youth and young adult inmates (18 to 27 years old) through correctional officer and other jail staff training, tailored programming offerings, and appropriate classification/housing decisions to lead to longer-term rehabilitation for those incarcerated in the jail system.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
Commission on the Status of Women (CSW)																
177	CSW-1	CSW	Jail Facilities	Explore the feasibility of staffing the women's section as an autonomous facility.												
178	CSW-2	CSW	Staff Accountability	Develop and implement a department-wide gender-responsive protocol.												
179	CSW-3	CSW	Custody Hiring, Staffing and Training	Gender-responsive training for all staff beginning at the Academy level												
180	CSW-4	CSW	Programs	Gender-responsive, trauma-informed, recovery-oriented, culturally appropriate programming and services for inmates.												
181	CSW-5	CSW	Inmate Classification Policies and Procedures	Implement a classification system validated by gender												
182	CSW-6	CSW	Programs	Ensure that all inmates leave the facility with an exit plan that includes preparation and orientation about support programs for re-entry.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
<u>U.S. Department of Justice's National Institute of Corrections (DOJ)</u>																
183	DOJ-1	DOJ	Inmate Classification Policies and Procedures	Continue to reduce the amount of restrictive housing and increase the amount of structured and unstructured time out of cells.												
184	DOJ-2	DOJ	Inmate Classification Policies and Procedures	Continue revising the classification system and deploy it with adequate resources as soon as possible.												
185	DOJ-3	DOJ	Jail Environment and Culture	Create well thought out, well written and reliable policy that guides employees. Help them understand the reason for the policy decisions to develop the culture of a learning organization.												185
186	DOJ-4	DOJ	Jail Environment and Culture	Bring sergeants together in an environment that is safe to share thoughts, ideas and and concerns about employee expectations, development and leadership. One of the best ways to instill culture is to develop it through peer association and support.												
187	DOJ-5	DOJ	Jail Environment and Culture	Conduct at least a simple job task analysis to determine the current responsibilities of a housing sergeant. The results should be evaluated to ensure there is adequate time for sergeants to provide direction, mentorship and correction to employees.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
188	DOJ-6	DOJ	Jail Environment and Culture	Develop an objective and thorough promotional process that assesses a candidate's job knowledge, communication skills and ability to apply good supervision practices with employees and inmates.														
189	DOJ-7	DOJ	Jail Environment and Culture	Use a strategic planning process to establish and communicate the most significant outcomes, goals and expected activities for matters that face the jail, then use it to communicate to employees and the community. Ideally, this would include the next three years, but even a process that looks forward one year would be of great help to share throughout the agency.														
190	DOJ-8	DOJ	Jail Environment and Culture	Use the data reports as organizational report cards and moreover, use them to create conversations that reinforce desired trends or create strategies to address undesired trends.														
191	DOJ-9	DOJ	Inmate Services	Consider using data from inmate surveys as a tool to assess operations and understand inmate perceptions.														
192	DOJ-10	DOJ	Jail Environment and Culture	Include staff in decision making when practical, especially when changes will affect the operational level of the organization.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
193	DOJ-11	DOJ	Jail Environment and Culture	As new information systems and applications are adopted, the SCCS should ensure there has been proper thought and analysis into the desired operational and management data needed for success. Jail systems should create efficiency and provide important management data through regular reporting.												
194	DOJ-12	DOJ	Jail Environment and Culture	They will also need training on effective coaching and appraisal skills, should the SCCS adopt a true performance appraisal system (discussed later).												
195	DOJ-13	DOJ	Use of Force	Update, educate and train on a new use of force policy as soon as possible.												
196	DOJ-14	DOJ	Jail Environment and Culture	SCCS leadership should clearly identify the knowledge, skills and abilities needed to be an effective supervisor and create a professional development program for supervisors based on adult learning principles. Curriculum should include an understanding of laws, standards and rules, including inmate rights, and basic operational concepts for the jail. Most importantly, it should include skill development on effectively communicating to employees the positive messages of desired behavior and coaching on how to address undesired behavior. We have found the course of study Crucial Conversations to be helpful to some, in both their personal and professional lives.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
197	DOJ-15	DOJ	Inmate Services	Create incentives for prosocial inmate behavior.												
198	DOJ-16	DOJ	Jail Facilities	Inventory and assess current equipment needs into sets of priorities, so when resources become available purchases can be made quickly, but wisely.												
199	DOJ-17	DOJ	Custody Hiring, Staffing and Training	Two staffing studies have recently been completed for the SCCS. The Sheriff and county supervisors should carefully review them to determine if one or both are valid. If not, consider using NIC resources for educational materials or technical assistance for a third study. The Sheriff and supervisors should not discount the studies based solely on an inability to fund them. Staffing studies are often ideal situations, but they can help prioritize resources to be funded at partial levels.												
200	DOJ-18	DOJ	Custody Hiring, Staffing and Training	As part of the existing or future staffing studies, jail practices should be evaluated to determine minimal staffing levels that will reasonably provide a safe environment for staff and inmates. We suspect that some areas are understaffed, but some practices could be modified to reduce personnel time required on a task.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
201	DOJ-19	DOJ	Custody Hiring, Staffing and Training	Research best practices in correctional learning and develop a new academy and jail training officer program that relies upon adult learning principles.												
202	DOJ-20	DOJ	Custody Hiring, Staffing and Training	Establish clear policies as to when deputies, who are still in training, can be in solo assignments and for how long.												
203	DOJ-21	DOJ	Custody Hiring, Staffing and Training	Develop at least a two-year in-service training calendar that not only covers the necessary skills like firearms qualification, but also classes on communication, inmate rights and legal processes like the Prison Rape Elimination Act, inmate discipline rights and grievance processes.												
204	DOJ-22	DOJ	Custody Hiring, Staffing and Training	Training officers and first line supervisors are the most important people in an organization. Training officers set the work ethic and expectations, and supervisors continue to instill it throughout the rest of an employee's career. SCCS supervisors, current and future, should be given the proper education and training they need to be more effective. While this will include task level operations, the best return will come from investing in their professional development and helping them recognize and deal with minor misconduct early on.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
205	DOJ-23	DOJ	Custody Hiring, Staffing and Training	Current and future jail leadership should immediately engage in opportunities to learn the current best practices of jail operations through educational seminars and information sharing like NIC's Large Jail Network and the American Jail Association conferences. A wealth of educational information is online at NIC's website www.nicic.gov.													
206	DOJ-24	DOJ	Custody Hiring, Staffing and Training	Decision makers should tour model facilities and develop ongoing learning relationships with them. The NIC, the state sheriff's association or state jail association would be good resources to find jails that are well ran and of similar complexity to Santa Clara's.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
<u>Report from Moscone, Emblidge, and Otis LLP (EMB)</u>																
207	EMB-1	EMB	Grievance Policies and Procedures	Inmates, staff, and families lack confidence in the grievance channels.												
208	EMB-2	EMB	Grievance Policies and Procedures	Many inmate complaints arise from gaps between policy and practice.												
209	EMB-3	EMB	Inmate Healthcare	Inmates and families report avoidable delays and deficiencies in medical care.												
210	EMB-4	EMB	Jail Facilities	Inmates consistently complain of poor hygiene and sanitation conditions in the jails.												
211	EMB-5	EMB	Inmate Classification Policies and Procedures	Inmates frequently were upset by issues related to insufficient and inconsistent out-of-cell time.												
212	EMB-6	EMB	Inmate Classification Policies and Procedures	Inmates complaint about lack of transparency in the classification and inmate discipline systems.												
213	EMB-7	EMB	Jail Facilities	Inmates serving prison terms in the county jail regularly point out the adverse differential treatment they experience in jail compared to that of serving time in prison.												
214	EMB-8	EMB	Custody Hiring, Staffing and Training	Understaffing, and related issues such as poor morale among corrections officers, creates many adverse conditions.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
215	EMB-9	EMB	Staff Accountability	The perception among officers, inmates, and families is that jail staff are not appropriately held accountable for misconduct.														
216	EMB-10	EMB	Inmate Services	Inmates are generally unaware of the Inmate Welfare Fund's existence or purpose.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
<i>Gap Analysis by Custody Health Experts (GAP)</i>																
217	GAP-1	GAP	Inmate Healthcare	DOC should disband its Death Review Committee and instead utilize and attend the SCVHHS-run Death Review Committee.												
218	GAP-2	GAP	Inmate Healthcare	The multidisciplinary Suicide Prevention Committee should act as the continuous quality improvement arm within DOC for suicide prevention and should be charged with developing a corrective action plan to implement the recommendations made by Mr. Hayes, as well as monitoring implementation of any recommendations made by the Death Review Committee. DOC and SCVHHS executive leadership should attend at least the first meeting.												
219	GAP-3	GAP	Inmate Healthcare	The multidisciplinary Suicide Prevention Committee should be reconstituted with a different operational mission. Instead of reviewing demographic data on suicide attempts and completed suicides, the Committee should act as the continuous quality improvement arm within the DOC for suicide prevention.												
220	GAP-4	GAP	Inmate Healthcare	Intake screening for suicide risk must take place immediately upon confinement and prior to housing assignment.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
221	GAP-5	GAP	Inmate Healthcare	This process may be contained within the medical screening form or as a separate form, and must include inquiry regarding: past suicidal ideation and/or attempts; current ideation, threat, plan; prior mental health treatment/hospitalization; recent significant loss (job, relationship, death of family member/close friend, etc.); history of suicidal behavior by family member/close friend; suicide risk during prior confinement; transporting officer(s) believes inmate is currently at risk.												
222	GAP-6	GAP	Inmate Healthcare	The intake screening process should include procedures for referral to mental health and/or medical personnel.												
223	GAP-7	GAP	Inmate Healthcare	Any inmate assigned to a special housing unit should receive a written assessment for suicide risk by mental health staff upon admission.												
224	GAP-8	GAP	Inmate Healthcare	SCVHHS should revise the current suicide risk inquiry contained on the current "Medical Clearance" form embedded in the Electronic Medical Record to include the following questions about the inmates' suicide risk: (See summary pg 6)												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
225	GAP-9	GAP	Inmate Healthcare	SCVHHS officials should initiate a continuous quality assurance plan to periodically audit the intake screening process to ensure that nursing staff are asking all questions to newly admitted detainees as required.														
226	GAP-10	GAP	Inmate Healthcare	DOC and SCVHHS should always initiate a mental health referral if there is documentation reflecting possible mental illness and/or suicidal behavior during an inmate's prior confinement within the DOC.														
227	GAP-11	GAP	Inmate Healthcare	SCVHHS officials should develop a triage system for mental health referrals based upon acuity of behavior, including emergent, urgent, and routine. Any inmate expressing current suicidal ideation and/or current suicidal/self-injurious behavior should result in an emergent mental health referral.														
228	GAP-12	GAP	Inmate Healthcare	SCVHHS should conduct a continuous quality improvement audit to determine whether the 12 current criminal offenses that automatically result in a "charge-based mental health referral" are effective in preventing suicides.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
229	GAP-13	GAP	Inmate Healthcare	Procedures that enhance communication at three levels: 1) between the sending institution/arresting-transporting officer(s) and correctional staff; 2) between and among staff (including medical and mental health personnel); and 3) between staff and the suicidal inmate.												
230	GAP-14	GAP	Inmate Healthcare	Isolation should be avoided. Whenever possible, house in general population, mental health unit, or medical infirmary, located in close proximity to staff.												
231	GAP-15	GAP	Inmate Healthcare	Removal of an inmate's clothing (excluding belts and shoelaces), as well as use of physical restraints (e.g. restraint chairs/boards, straitjackets, leather straps, etc.) and cancellation of routine privileges (showers, visits, telephone calls, recreation, etc.), should be avoided whenever possible, and only utilized as a last resort for periods in which the inmate is physically engaging in self-destructive behavior.												
232	GAP-16	GAP	Inmate Healthcare	SCVHHS safety smocks should be implemented only by medical and/or mental health staff and only when a clinician believes that the inmate is at high risk for suicide by hanging, not as a default or behavior management plan.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
233	GAP-17	GAP	Inmate Healthcare	SCVHHS should develop suicide prevention policies to address procedures for deciding which possessions and privileges are provided to inmates on suicide precautions.														
234	GAP-18	GAP	Inmate Healthcare	Two levels of supervision are generally recommended for suicidal inmates- <i>close observation</i> and <i>constant observation</i> . <i>Close observation</i> is reserved for the inmate who is not actively suicidal, but expresses suicidal ideation or does not threaten suicide, but demonstrates other concerning behavior (through actions, current circumstances, or recent history) indicating the potential for self-injury, should be placed under close observation. This inmate should be observed by staff at staggered intervals not to exceed every 10 minutes. <i>Constant Observation</i> is reserved for the inmate who is actively suicidal, either by threatening or engaging in self-injury. This inmate should be observed by a staff member on a continuous, uninterrupted basis. Other supervision aids (e.g., closed circuit television, inmate companions/watchers, etc.) can be utilized as a supplement to, but never as a substitute for, these observation levels. Inmates on suicide precautions should be reassessed on a daily basis.														
235	GAP-19	GAP	Inmate Healthcare	SCCSO and SCHHS suicide prevention policies should include two levels of observation (close observation and constant observation) that describe with specificity the behavior warranting each level of observation.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
236	GAP-20	GAP	Inmate Healthcare	SCVHHS should eliminate the minimum and maximum length of stay on suicide precautions for inmates identified as suicidal and instead use clinical judgement on a case-by-case basis to determine the length of stay.												
237	GAP-21	GAP	Inmate Healthcare	SCVHHS should revise any suicide prevention policy to permit both custody and medical staff to initiate suicide precautions and require that only mental health staff can discontinue suicide precautions after a comprehensive suicide risk assessment.												
238	GAP-22	GAP	Inmate Healthcare	SCVHHS's <i>draft</i> Suicide Risk Assessment form should be finalized and implemented as soon as possible. The current draft should be revised to include a disposition section (e.g., initiate, continue, or discharge suicide precautions; specified level of observation; etc.), as well as a treatment or safety plan section that requires the clinician to specify strategies to reduce future suicidal ideation.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.	
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date		Action
239	GAP-23	GAP	Inmate Healthcare	All SCVHHS clinicians (including psychiatrists and other qualified mental health professionals) should complete the Suicide Risk Assessment form whenever an inmate is identified and referred for possible suicidal behavior. The Suicide Risk Assessment form should be utilized at least twice, i.e., for initiation of suicide precautions, as well as justification for discharging the inmate from suicide precautions.													
240	GAP-24	GAP	Inmate Healthcare	The Suicide Risk Assessment form should be completed in a private setting and not cell-side unless the inmate-patient refuses a private interview. Refusal of a private interview should be documented in the electronic medical record (EMR).													
241	GAP-25	GAP	Inmate Healthcare	SCVHHS mental health clinicians should develop treatment plans for inmates discharged from suicide precautions. Those plans should describe signs, symptoms, and the circumstances in which the risk for suicide is likely to recur; how recurrence of suicidal thoughts can be avoided; and actions the patient or staff can take if suicidal thoughts occur.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
242	GAP-26	GAP	Inmate Healthcare	SCVHHS should ensure that all inmates discharged from suicide precautions remain on mental health caseloads and receive regularly scheduled follow-up assessments by mental health staff until their release from custody, in order to safeguard the continuity of care for suicidal inmates.												
243	GAP-27	GAP	Inmate Healthcare	SCVHHS should extend the current "psych hold" or "K-Hold" to include those inmates on suicide precautions at the time of their scheduled release from custody. DOC staff should also inform mental health personnel of the scheduled release of inmates on suicide precautions so mental health staff can conduct a brief mental health assessment to ensure the inmate's stabilization for release.												
244	GAP-28	GAP	Inmate Healthcare	A facility's policy regarding intervention should be threefold: 1) all staff who come into contact with inmates should be trained in standard first aid and cardiopulmonary resuscitation (CPR); 2) any staff member who discovers an inmate attempting suicide should immediately respond, survey the scene to ensure the emergency is genuine, alert other staff to call for medical personnel, and begin standard first aid and/or CPR; and 3) staff should never presume that the inmate is dead, but rather initiate and continue appropriate life-saving measures until relieved by arriving medical personnel.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
245	GAP-29	GAP	Inmate Healthcare	In addition, all housing units should contain a first aid kit, pocket mask or mouth shield, Ambu bag, and rescue tool (to quickly cut through fibrous material). All staff should be trained in the use of the emergency equipment. Finally, in an effort to ensure an efficient emergency response to suicide attempts, "mock drills" should be incorporated into both initial and refresher training for all staff.												
246	GAP-30	GAP	Inmate Healthcare	DOC should ensure that the compliance rate of CPR/AED training for custody personnel (excluding those who might be out on disability or other leave) be maintained at a minimum of 90 percent.												
247	GAP-31	GAP	Inmate Healthcare	Every completed suicide, as well as serious suicide attempt (i.e., requiring hospitalization), should be examined by a morbidity- mortality review. (If resources permit, clinical review through a psychological autopsy is also recommended.)												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
248	GAP-32	GAP	Inmate Healthcare	The review, separate and apart from other formal investigations that may be required to determine the cause of death, should include: 1) review of the circumstances surrounding the incident; 2) review of procedures relevant to the incident; 3) review of all relevant training received by involved staff; 4) review of pertinent medical and mental health services/reports involving the victim; 5) review of any possible precipitating factors that may have caused the victim to commit suicide or suffer a serious suicide attempt; and 6) recommendations, if any, for changes in policy, training, physical plant, medical or mental health services, and operational procedures.												
249	GAP-33	GAP	Inmate Healthcare	Further, all staff involved in the incident should be offered critical incident stress debriefing.												
250	GAP-34	GAP	Inmate Healthcare	SCVHHS should revise an existing policy or create a new policy that sets forth appropriate procedures for conducting the Death Review Committee.												
251	GAP-35	GAP	Inmate Healthcare	DOC representatives to the Death Review Committee should become active participants and partners on the SCVHHS-run Death Review Committee.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
252	GAP-36	GAP	Inmate Healthcare	All SCVHHS mental health personnel (including psychiatrists) should receive additional training on: 1) how to complete the Suicide Risk Assessment form, which should include examples of adequate and inadequate assessments; and 2) how to complete a reasonable treatment plan that contains specific strategies for reducing future suicidal ideation, which should include examples of adequate and inadequate treatment plans.													
253	GAP-37	GAP	Jail Facilities	Cell doors- large vision panels that are never covered													
254	GAP-38	GAP	Jail Facilities	Cell doors-interiors devoid of handles/knobs													
255	GAP-39	GAP	Jail Facilities	Cell doors- Food pass via recessed door pulls that can close and lock													
256	GAP-40	GAP	Jail Facilities	Cell doors- interior hinges bevel down.													
257	GAP-41	GAP	Jail Facilities	Cell doors- door frame rounded with smooth top edges.													
258	GAP-42	GAP	Jail Facilities	Cell doors- grouted with minimal exposed edges.													
259	GAP-43	GAP	Jail Facilities	Cell doors- paneling or security screening installed inside cell doors with steel bars.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
260	GAP-44	GAP	Jail Facilities	Cell doors- Solid cell fronts modified with vision panel or small mesh.												
261	GAP-45	GAP	Jail Facilities	Vents, ducts, grills, lights- protrusion free and covered with screening, tamper proof.												
262	GAP-46	GAP	Jail Facilities	Drains- holes 1/8 in wide and no more thn 3/16 in wide or 16 mesh per square inch.												
263	GAP-47	GAP	Jail Facilities	Telephone Cords- no wall mounted cords placed inside cells.												
264	GAP-48	GAP	Jail Facilities	Clothing hooks- none.												
265	GAP-49	GAP	Jail Facilities	Toilet-sink- concealed plumbing with outside control valve.												
266	GAP-50	GAP	Jail Facilities	Toilet-sink- no anti-squite slit, toothbrush holder, toliet paper rod, towel bar.												
267	GAP-51	GAP	Jail Facilities	Beds- heavy molded plastic or concrete slab with rounded corners.												
268	GAP-52	GAP	Jail Facilities	Bunks- bolted flush to the wall.												
269	GAP-53	GAP	Jail Facilities	Bunks- holes covered.												
270	GAP-54	GAP	Jail Facilities	Bunks- ladders removed.												
271	GAP-55	GAP	Jail Facilities	Bunks- covered underneath.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
272	GAP-56	GAP	Jail Facilities	Electricity- turned off from wall outlets outside of cell.												
273	GAP-57	GAP	Jail Facilities	Lighting- Ample light for reading.												
274	GAP-58	GAP	Jail Facilities	Lighting- Low wattage night light bulbs.												
275	GAP-59	GAP	Jail Facilities	Infrared filter over the ceiling lights.												
276	GAP-60	GAP	Jail Facilities	CCTV monitoring- identifies a suicide attempt in progress.												
277	GAP-61	GAP	Jail Facilities	CCTV monitoring- Camera should be enclosed in a tamper-proof box and does not contain anchoring points												
278	GAP-62	GAP	Jail Facilities	CCTV monitoring- Cells with monitors should be painted in pastel.												
279	GAP-63	GAP	Jail Facilities	CCTV monitoring- Cameras should have clear view of all four corners and day and night capabilities.												
280	GAP-64	GAP	Jail Facilities	Smoke detectors- mounted flush in the ceiling.												
281	GAP-65	GAP	Jail Facilities	Smoke detectors- audible alarm at control desk.												
282	GAP-66	GAP	Jail Facilities	Smoke detectors- protective coverings high enough to be outside the reach of an inmate.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
283	GAP-67	GAP	Jail Facilities	Smoke detectors- far enough away from the toilet to not be used as a ladder.												
284	GAP-68	GAP	Jail Facilities	Smoke detectors- 10 ft ceiling height.												
285	GAP-69	GAP	Jail Facilities	Install v- mesh covering not large enough to thread a noose through.												
286	GAP-70	GAP	Jail Facilities	Water sprinklers- head should not be exposed.												
287	GAP-71	GAP	Jail Facilities	Audio monitoring intercom- turned up high to hear calls for distress or movement.												
288	GAP-72	GAP	Jail Facilities	Location of suicide precatation cells- as close to the control desk as possible.												
289	GAP-73	GAP	Jail Facilities	Modesty walls/ shields- triangular, rounded or sloping tops to prevent anchoring.												
290	GAP-74	GAP	Jail Facilities	Modesty walls/ shields- both head and feet visible.												
291	GAP-75	GAP	Jail Facilities	Desks, benches, tables, stools or pull-out seats- extend bed slab for use as a seat.												
292	GAP-76	GAP	Jail Facilities	Desks, benches, tables, stools or pull-out seats-cylinder-shaped concrete seat anchored to the floor with rounded edges.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
293	GAP-77	GAP	Jail Facilities	Desks, benches, tables, stools or pull-out seats- triangular corner desktop anchored to the two walls.													
294	GAP-78	GAP	Jail Facilities	Desks, benches, tables, stools or pull-out seats- rectangular desk top with triangular end plates anchored to the wall.													
295	GAP-79	GAP	Jail Facilities	Desks, benches, tables, stools or pull-out seats- towel racks should be removed from any desk area.													
296	GAP-80	GAP	Jail Facilities	Shelf tops and exposed hinges- solid, triangular end-plates.													
297	GAP-81	GAP	Jail Facilities	Security windows- outside view to identify day via sunlight.													
298	GAP-82	GAP	Jail Facilities	Security windows- covered with Lexan paneling to prevent access to bars.													
299	GAP-83	GAP	Jail Facilities	Security windows- if screening or grating is used, cover holes.													
300	GAP-84	GAP	Jail Facilities	DOC Officials should look at options for better ensuring reasonable sound privacy at the booking counter when multiple nurses are conducting intake screening.													
						300.1										300	

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
301	GAP-85	GAP	Jail Facilities	SCVHHS mental health staff should conduct screening and/or crisis assessments in an area that provides reasonable privacy and confidentiality.													
302	GAP-86	GAP	Jail Facilities	Inmates should be housed in suicide-resistant, protrusion free cells.													
303	GAP-87	GAP	Jail Facilities	SXXSO officials should designate specific cells within DOC that will be utilized to house suicidal inmates, and then embark upon an inspection program to ensure that inmates on suicide precautions are housed in "suicide-resistant" cells. Specific recommendations regarding the removal of obvious protrusions in cells can be found in the "Checklist for the Suicide-Resistant" Design of Correctional Facilities." (See Appendix A to this Overview of Recommendations.)													
304	GAP-88	GAP	Custody Hiring, Staffing and Training	All correctional, medical, and mental health staff should receive 8 hours of initial suicide prevention training, followed by 2 hours of annual training.													

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
305	GAP-89	GAP	Custody Hiring, Staffing and Training	At a minimum training should include avoiding negative attitudes to suicide prevention, inmate suicide research, why correctional environments are conducive to suicidal behavior, potential predisposing factors to suicide, high-risk suicide periods, warning signs and symptoms, identifying suicidal inmates despite the denial of risk, components of the agency's suicide prevention policy, and liability issues associated with inmate suicide.														
306	GAP-90	GAP	Custody Hiring, Staffing and Training	DOC and SCVHHS should only utilize classroom-instructed suicide prevention training.														
307	GAP-91	GAP	Custody Hiring, Staffing and Training	DOC and SCVHHS should collaborate on the development of a new 4 to 8 hr pre-service suicide prevention curriculum for new employees.														
308	GAP-92	GAP	Custody Hiring, Staffing and Training	DOC and SCVHHS should collaborate on the development of a two-hour annual suicide prevention curriculum for all custody, medical and mental health staff.														
309	GAP-93	GAP	Custody Hiring, Staffing and Training	SCVHHS mental health personnel (including psychiatrists) should receive additional training on comprehensive suicide risk assessments and how to develop a reasonable treatment plan that contains specific strategies for reducing future suicidal ideation.														

Recommendation				Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category		Recommendation	Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
<i>Human Relations Commission (HRC)</i>																
310	HRC-1	HRC	Inmate Classification Policies and Procedures	Implement a classification system that conforms to best practices for housing different categories of inmates, including male and female, juvenile and adult, pretrial and convicted, mentally ill, physically ill, disabled, etc.												
311	HRC-2	HRC	Inmate Classification Policies and Procedures	Ensure that a new inmate classification system is based on best practices that clearly conform to inmates' charges, behavior, and mental and physical abilities.												
312	HRC-3	HRC	External Oversight, Reporting, & Organizational Accountability	Expand the current MOU for the Jail Observer Program to include up to 5 OHR staff members who will have security clearance and the ability to act in an ombudsman role with inmates, their families and county staff.												312
313	HRC-4	HRC	External Oversight, Reporting, & Organizational Accountability	Provide for the hiring of 2-3 more JOP lawyers/paralegals with a background in mediation and ombudsman practices who will join the OHR staff. The current JOP program is understaffed, and the County can clearly benefit from additional staff to act as a neutral, outside resource for all those interested in the well-being and efficiency of the SCC corrections system.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
314	HRC-5	HRC	External Oversight, Reporting, & Organizational Accountability	Expand the current MOU to include additional signatories, or create two additional MOUs related to JOP oversight with county medical and behavioral health entities, to facilitate ongoing improvements and best practices in inmate health care.												
315	HRC-6	HRC	External Oversight, Reporting, & Organizational Accountability	The second is that we urge for new leadership in Custody Operations. The JRC has heard testimony recommending that the Sheriff's office be removed from administering the jails. In research we have done, it is clear that the DOC and the Sheriff's office have both operated the jails in prior decades. And it is common for a county Sheriff to be responsible for Custody Operations. But we feel that trust in leadership is a key mandate for this role and that trust has been grievously eroded. The community, staff, inmates and family and friends of inmates all attest to this to the HRC, JRC and to the Blue Ribbon Commission. We feel this trust has eroded to such a degree that we cannot move forward in making necessary changes under the current leadership. In setting up new leadership for Custody Operations, clear lines of authority and accountability need to be established. Currently, it seems to be an ineffective relationship and operation between the DOC												
316	HRC-7	HRC	External Oversight, Reporting, & Organizational Accountability	This may also take a committee to work on to reach significant reform. However, reform cannot occur with the current leadership in place.												
317	HRC-8	HRC	Jail Environment and Culture	Ensure that a positive and safe working and custodial environment and culture is established and maintained for staff and inmates.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
318	HRC-9	HRC	Jail Environment and Culture	Ensure that the supervision of staff is appropriate, with clear and consistent policies and procedures that reflect Constitutional law, applicable regulations, and human rights standards. Ensure that staff incentives support this same culture and practices.														
319	HRC-10	HRC	Jail Environment and Culture	Ensure adequate documentation and accessibility of DOC policies and procedures.		319.1											319	
320	HRC-11	HRC	Jail Environment and Culture	Establish effective shift change communication procedures and staffing levels.														
321	HRC-12	HRC	Jail Environment and Culture	Any inclinations to intimidate or retaliate against an officer or inmate are swiftly and effectively responded to in a manner based on zero tolerance (see also Developing the Organization's Culture, figure 1, below).														
322	HRC-13	HRC	Jail Environment and Culture	Ensure that staffing levels meet best practice standards, effectively support safety and programming, facilitate the delivery of all services, ensure timely transportation of inmates within jail facilities and to necessary service locations, and improve the culture of DOC operations.		322.1											322	

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.		
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date		Action	
323	HRC-14	HRC	Jail Facilities	Ensure HD digital cameras are placed throughout the facility and operated legally and consistently with best practices: Cameras in jail visiting areas; Complete ("blanket") coverage of jail facilities, no blind spots; Complete ("blanket") coverage of jail facilities, no blind spots; Footage stored for 24 months.													323	
324	HRC-15	HRC	Jail Facilities	Implement cameras with a policy of "write, review, amend," whereby correctional officers can view footage <i>after</i> they write up standard reports and can amend their reports if they see something they missed. However, review of footage would be halted during any use of force investigation, and footage would only be made available to the investigator.														
325	HRC-16	HRC	Jail Facilities	Implement an upgrade of computers, software, and security technology to meet best practices and standards for county jails.														
326	HRC-17	HRC	Staff Accountability	Ensure that officer recruitment, selection, retention, and progressive discipline are based on best practices, the DOC's mission, and effective training.														

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
327	HRC-18	HRC	Grievance Policies and Procedures	Ensure that inmates are familiar with and have access to grievance and complaint processes, including the Jail Observer Program (JOP), and that inmates are guaranteed confidentiality, consistent application, and timely, impartial responses when accessing these processes.														
328	HRC-19	HRC	Grievance Policies and Procedures	Ensure the development and use of humane inmate discipline practices, based on clearly documented and communicated policies, procedures, and training of officers.														
329	HRC-20	HRC	Inmate Healthcare	Ensure that medical & behavioral health care needs of inmates, as reported by inmates and in court orders are responded to timely fashion based on medical and behavioral health best practices.													329	
330	HRC-21	HRC	Inmate Healthcare	Ensure that medical care and behavioral health care delivery systems have adequate space for in-facility urgent care, and ensure that prescribed equipment is on hand to avoid delays in accommodating temporarily or permanently physically disabled inmates.														
331	HRC-22	HRC	Inmate Healthcare	Ensure that inmates' access to and provision of preventative and urgent medical and behavioral health care are based on best practices for short-term and long-term needs.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.	
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date		Action
332	HRC-23	HRC	External Oversight, Reporting, & Organizational Accountability	The first is that Santa Clara County create an independent oversight agency that will regularly audit Santa Clara County Custody Division. This agency would also administer an officer and inmate grievance process as an independent entity from the custody system. The County would need to decide on the type of agency that would best serve the community (such as a Solicitor General, Independent Auditor, Community Commission, Federal Oversight or any combination of the above).													
333	HRC-24	HRC	External Oversight, Reporting, & Organizational Accountability	We recommend that a small committee work on the agency designation. The committee should be made up of representatives from the County Administration, JOP, JRC, and potentially members of the BRC, Silicon Valley Debug, and PACT.													
334	HRC-25	HRC	Inmate Services	Ensure that visitation accommodations for inmates, legal counsel, and family and friends are established, including: Sufficient space for the volume of visits, based on the inmate population; Accommodations that are supportive of all parties' interest in establishing and maintaining the human dignity of inmates and families; and an easily accessible visitation appointment and cancellation system.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
335	HRC-26	HRC	Inmate Services	Ensure that prices of phone calls by inmates to their families, legal counsel, chaplains, advocates, and friends facilitate effective communication and expeditious processing of cases, and are based on legitimate costs that prevent vendor profiteering.												
336	HRC-27	HRC	Inmate Services	Ensure that inmates receive clear, easily accessible, and languageappropriate information about the inmate classification classification system and inmates' rights and responsibilities.												
337	HRC-28	HRC	Jail Facilities	Direct FAF to immediately resolve poor plumbing, water temperature, heating, lighting, and access to water for showers and consumption. Inmates should not have to wait for a new building to be constructed to resolve this human rights concern.												337
338	HRC-29	HRC	Jail Facilities	Ensure that inmates are allocated sufficient and effective cleaning supplies to maintain the hygiene and safety of their cells and dorms.												
339	HRC-30	HRC	Programs	Establish and develop inmate programming for both pretrial detainees and inmates convicted and serving sentences.												339

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
340	HRC-31	HRC	Programs	Programming should increase inmates' capacity to return to the community, participate effectively in family life and work environments, and curtail recidivism.												
341	HRC-32	HRC	ADA Facility and Programs	Programming should accommodate inmates' capacity for learning, linguistic needs, and ADA requirements, and should provide certification(s) of completion.												
342	HRC-33	HRC	Custody Hiring, Staffing and Training	Ensure that office hours for pretrial detainees and their families are easily accessible and staffed to facilitate timely responses to questions about the inmates' stay in the jail facilities, navigation of the criminal justice system, and access to court appointed attorneys, advocates, or an ombudsman.												
343	HRC-34	HRC	Custody Hiring, Staffing and Training	Ensure that staff are adequately trained in, understand, and consistently apply the Prison Rape Elimination Act (PREA) legal requirements.												
344	HRC-35	HRC	Custody Hiring, Staffing and Training	Ensure that the provision of staff training is appropriate, timely, and sufficient to meet staffing needs and to improve and maintain jail security and officer and inmate safety.												
345	HRC-36	HRC	Custody Hiring, Staffing and Training	Staff training should promote the rehabilitation of inmates and contribute to reducing recidivism.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
346	HRC-37	HRC	Custody Hiring, Staffing and Training	A special emphasis on appropriate use of force should be included in policies, procedures, and the training of staff.													346

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
<i>Sheriff Smith's Jail Reform Plan (SHF)</i>																
347	SHF-1	SHF	Inmate Classification Policies and Procedures	Implement an improved objective Jail Classification System.												
348	SHF-2	SHF	Inmate Classification Policies and Procedures	Classification will adopt a nationally recognized and validated assessment tool from the U. S. Department of Justice, National Institute of Corrections (NIC). This plan will be presented to the Board of Supervisors by May 2016.												
349	SHF-3	SHF	Inmate Classification Policies and Procedures	Prior to housing, all inmates will be classified using the initial classification form within six to eight hours of arrival at the facility and prior to housing. The initial form is intended to identify an inmate who presents a serious risk to the safety, security, and orderly operation of the facility.												
350	SHF-4	SHF	ADA Facility and Programs	Once the initial custody designation has been completed, the inmate will be further interviewed/screened by the Classification Deputy to verify the accuracy of the objective classification data. The Classification Deputy will determine the need for mental health housing, Medical Housing (ADA), Protective Custody, Administrative Segregation housing and/or possible program needs.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
351	SHF-5	SHF	Inmate Classification Policies and Procedures	Inmates needing mobility accommodations, (i.e., walkers, canes, braces, prosthetics, wheel chairs, etc.) will be assigned to various housing areas based on their Classification, thus allowing full accesses to educational/re-entry programs, services and activities.												
352	SHF-6	SHF	Inmate Classification Policies and Procedures	Provide inmates with an acknowledgment form of their initial Classification custody level.												
353	SHF-7	SHF	Inmate Classification Policies and Procedures	Classification will be implementing a new form for all inmates at their initial classification. This acknowledgement form will include the inmates first and last name, booking number, PFN (personal file number), security level and a narrative explaining how to appeal their classification level if they wish to do so. Classification will utilize this notification to provide the inmate a clear comprehension of his/her security level and provide an opportunity for questions/interpretations.												
354	SHF-8	SHF	Inmate Classification Policies and Procedures	Institute an appeal process for inmates who are initially classified at a high security level.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
355	SHF-9	SHF	Inmate Classification Policies and Procedures	Following placement into temporary Administrative Segregation, a supervisor (sergeant) from Classification will provide the inmate with a notification form of temporary segregation and an appeal of segregation form within 48 hours of placement. If the inmate wishes to appeal his/her placement they must complete the form and return it to classification within 7 days.														
356	SHF-10	SHF	Inmate Classification Policies and Procedures	After receipt of the form a classification supervisor (sergeant) will hold a hearing within 72 hours with the inmate. The inmate will be made aware of the decision within 48 hours. Appropriate action (placement) will be taken immediately after the appeal has been heard/authorized by a Classification Lieutenant and/or Captain. If an inmate's appeal is denied, and Administrative Segregation placement has proceeded, Classification shall review the inmates file every 60 days thereafter.														
357	SHF-11	SHF	Inmate Classification Policies and Procedures	Expand structured and unstructured out time for all inmates within their security level.														
358	SHF-12	SHF	Inmate Classification Policies and Procedures	Move low security level, pre-trial inmates to the Elmwood Facility and create a minimum camp for protective custody inmates.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
359	SHF-13	SHF	Inmate Classification Policies and Procedures	Evaluate where protective custody inmates can be assigned to a secure area on the minimum camp. If feasibility is determined, the planning and construction will be in collaboration with the County's Facilities and Fleet Department.												
360	SHF-14	SHF	Jail Environment and Culture	This data tracking system will allow for an impartial evaluation of custody practices.												
361	SHF-15	SHF	Jail Environment and Culture	Review and implement recommendations provided by the U.S. Department of Justice's National Institute of Corrections (NIC). One of the major focuses of the NIC review is to examine organizational culture.												
362	SHF-16	SHF	Jail Environment and Culture	To shift the organizational philosophy toward correctional best practices, including the manner in which correctional staff interacts with the changing inmate population.												
363	SHF-17	SHF	ADA Facility and Programs	Revise all Custody and Custody Health policies, procedures, practices, forms and inmate handbook to ensure compliance with current ADA mandates.												
364	SHF-18	SHF	Jail Facilities	Increase and modernize the video camera surveillance system throughout custody facilities.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.	
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date		Action
365	SHF-19	SHF	Staff Accountability	Implementing an "early warning" software system that will allow supervisors to track grievance trends including units/pods, facilities and custody staff. This data will be utilized to allow for timely intervention, additional training and/or policy changes to attempt to decrease grievances. The Internal Affairs unit will begin training on the "early warning" system on March 16, 2016.													
366	SHF-20	SHF	Staff Accountability	Complete the implementation of an early warning system that will quantify the number of use of force incidents by employee, identify grievances and internal affairs complaints and identify patterns and trends for further analysis. The system is designed to provide the identification of problems in order to intervene and prevent.													
367	SHF-21	SHF	Staff Accountability	Increase transparency on disciplinary actions taken against employees.													
368	SHF-22	SHF	Staff Accountability	Publish and post online a quarterly report of all disciplinary actions taken involving staff. Information would include a summary of the incident and the level of disciplinary action taken. Employee identification will be redacted to comply with all employee privacy laws and collective bargaining agreements.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
369	SHF-23	SHF	Staff Accountability	Publish and post online a discipline matrix so employees know what the level of discipline may be for specific policy violations.												
370	SHF-24	SHF	Staff Accountability	Strengthen and provide a more thorough review, screening and timely investigation of complaints received by Internal Affairs.												
371	SHF-25	SHF	Staff Accountability	Assign all complaints to the IA Unit for investigation and eliminate review by front-line staff.												
372	SHF-26	SHF	Staff Accountability	Increase transparency on disciplinary actions taken against employees.												
373	SHF-27	SHF	Staff Accountability	Publish and post online a quarterly report of all disciplinary actions taken involving staff. Information would include a summary of the incident and the level of disciplinary action taken. Employee identification will be redacted to comply with all employee privacy laws and collective bargaining agreements.												
374	SHF-28	SHF	Staff Accountability	Publish and post online a discipline matrix so employees know what the level of discipline may be for specific policy violations.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
375	SHF-29	SHF	Staff Accountability	Implement a software solution that provides an early risk assessment (ERA) of employee conduct to proactively identify trends, such as the number of force incidents, inmate grievances, allegations of misconduct and policy violations. The solution will provide data and analytical reports to increase accountability and monitoring of employee behavior. Having a system to identify trends will potentially reduce the incidence of misconduct.													
376	SHF-30	SHF	Inmate Healthcare	Implement a plan to reduce the number of inmates in custody with mental health issues.													
377	SHF-31	SHF	Inmate Healthcare	Increase the number of mental health treatment opportunities for those scheduled for release from custody.													
378	SHF-32	SHF	Inmate Healthcare	Continue to work with County Behavioral Health on the concept of mobile crisis response teams to potentially reduce the numbers of arrests where treatment is more appropriate.													
379	SHF-33	SHF	Grievance Policies and Procedures	The inmate grievance forms will include "Retaliation" and "Harassment" as specific categories of "Grievances Against Staff" for inmates to specify.													

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
380	SHF-34	SHF	Grievance Policies and Procedures	Install grievance lock boxes to ensure that inmates have a confidential and secure method to file a grievance. Grievance Intake Forms and instructions on how to fill out those forms would be located adjacent to the lock boxes.														
381	SHF-35	SHF	Grievance Policies and Procedures	Implement a grievance tracking system to document receipt of grievance, assign grievance to appropriate unit, and monitor progress on resolution of grievance.														
382	SHF-36	SHF	Grievance Policies and Procedures	Share collected data during the squad meetings to identify areas for improvement.														
383	SHF-37	SHF	Grievance Policies and Procedures	Create an electronic grievance form that inmates can utilize to file grievances on-line while utilizing the new tablets procured for inmate use at custody facilities.														
384	SHF-38	SHF	Grievance Policies and Procedures	Create a voice only grievance form that inmates can use to file grievances that utilizes voice prompts. This will assist inmates who may be not be able to read or for other reasons are unable to fill out a written form.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
385	SHF-39	SHF	Grievance Policies and Procedures	Publicly post a quarterly report detailing the number of grievances by category, status of grievances and disposition of grievances resolved. Personal information of all custody staff and inmates will be redacted to ensure privacy rights and laws are adhered to. In the instance of any criminal investigation stemming from a grievance, that information will not be included in these quarterly reports so as not to influence or compromise the investigation.												
386	SHF-40	SHF	Grievance Policies and Procedures	The data culled from this automated tracking system will be utilized to allow for timely intervention, additional training and/or policy changes, or additional inmate education on rules while in custody to attempt to decrease inmate infractions.												
387	SHF-41	SHF	Grievance Policies and Procedures	Strengthen and provide a more thorough review, screening and timely investigation of complaints received by Internal Affairs.												
388	SHF-42	SHF	Grievance Policies and Procedures	Assign all complaints to the IA Unit for investigation and eliminate review by front-line staff.												
389	SHF-43	SHF	Inmate Healthcare	Conduct a comprehensive clinical review of our custody healthcare program to determine what gaps, if any, exist in our custody healthcare delivery system.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
390	SHF-44	SHF	Inmate Healthcare	Upon completion of the clinical gap analysis, finish implementation of the recommended changes that will improve access to competent healthcare in a cost effective and efficient manner.													
391	SHF-45	SHF	Inmate Healthcare	Add minimum performance standards for Custody Health clinical positions.													
392	SHF-46	SHF	Inmate Healthcare	Accelerated the implementation of cutting edge electronic medical record technology.													
393	SHF-47	SHF	Inmate Healthcare	Evaluate administrative oversight of Custody Health to achieve greater accountability and oversight.													
394	SHF-48	SHF	Inmate Healthcare	Develop a mental health pilot program for seriously mentally ill inmates housed in our custodial facilities that increases clinical staffing, increases individual/group therapy, increases out of cell recreation opportunities, develops a resilient reentry process to ensure continuity of care in the community. This program will explore alternative structured and supervised environments in the community for the seriously mentally ill that reduces returns to custody for behaviors that are an affect of their mental illnesses without jeopardizing public safety.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
395	SHF-49	SHF	Inmate Healthcare	Analyze clinical outcomes for pilot project quarterly and make appropriate adjustments, if any, in clinical treatment programs to improve outcomes in a cost effective manner.												
396	SHF-50	SHF	Inmate Healthcare	Review best practices for suicide prevention for custodial facilities.												
397	SHF-51	SHF	Inmate Healthcare	Develop a plan for consistent and reliable transportation from jail to the designated treatment center.												
398	SHF-52	SHF	Custody Hiring, Staffing and Training	Raise the current minimum educational qualifications for Sheriffs' Custody Deputy. Additional consideration should be given applicants with a college degree, mental health college courses, criminal justice courses, or behavioral science course work or pertinent work experience in areas of mental health, behavioral science, or criminal justice system. There needs to be further study to determine the appropriate level of college required.												
399	SHF-53	SHF	Custody Hiring, Staffing and Training	Coordinate with the County Employee Services Agency the modification of the current minimum qualifications for Sheriff's Custody Deputy job specification.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
400	SHF-54	SHF	Custody Hiring, Staffing and Training	Increase staffing in the Background and Recruiting Unit to provide additional time per individual applicant background process and to recruit greater numbers of highly qualified candidates in order to reduce staffing vacancies.												
401	SHF-55	SHF	Custody Hiring, Staffing and Training	Hire and train an in-house polygrapher and double the amount of polygraph examinations required of applicants.												
402	SHF-56	SHF	External Oversight, Reporting, & Organizational Accountability	Establish a nine-member Custody Operations Independent Civilian Oversight Commission comprised of community volunteers. The Commission will consist of nine members, five appointed by the Board of Supervisors (One commissioner per each Supervisorial district). Those five commissioners will then select the remaining four public board members.												
403	SHF-57	SHF	External Oversight, Reporting, & Organizational Accountability	Establish scope of commission, establish commissioner roles and responsibilities, establish conflict of interest requirements and establish appropriate support staff.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
404	SHF-58	SHF	External Oversight, Reporting, & Organizational Accountability	Create an Office of Inspector General (IG) that serves the civilian oversight commission and is directed by the commission to provide monitoring of custody operations and facilities (including medical and mental health services) and provide recommendations for improvement. The IG shall focus on matters relevant to department-wide policies, procedures and protocols and review use of force patterns, trends and statistics. The IG will review Internal Affairs investigations, allegations of misconduct and employee discipline. The IG shall make policy and practice recommendations to the Independent Civilian Oversight Committee.												
405	SHF-59	SHF	External Oversight, Reporting, & Organizational Accountability	The Independent Civilian Oversight Committee will publish an annual report on the status of custody operations, use of force statistics, and the resolution of inmate and citizen complaints. The commission may also publish other reports it commissions its IG to conduct.												
406	SHF-60	SHF	Inmate Services	Circulate an RFP for a tablet device capable of allowing inmates to electronically file grievances, request forms, and request medical, psychiatric and dental services.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
407	SHF-61	SHF	Inmate Services	Develop multi-lingual written educational materials to inform inmates of their rights while in custody, the grievance process and how to file a grievance. These materials would be distributed to those in custody during the intake process.												
408	SHF-62	SHF	Inmate Services	Create an easy to understand, multi-lingual, Grievance Intake Form with simple directions on how to fill out the form.												
409	SHF-63	SHF	Inmate Services	Create a multi-lingual inmate training video describing the grievance process. It will be presented to inmates upon intake into custody facilities.												
410	SHF-64	SHF	Inmate Services	Create multi-lingual written materials that detail in-custody rules, expected inmate behavior and consequences of rule violations (infractions). These materials would be distributed and explained to each inmate upon intake into custody facilities.												
411	SHF-65	SHF	Inmate Services	Create multi-lingual videos to be shown to each inmate upon intake into custody facilities that detail in-custody rules, expected inmate behavior and consequences of rule violations (infractions).												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
412	SHF-66	SHF	Inmate Services	Assign custody staff to reinforce, re-educate, and remind inmates of their expected behavior while in custody. Continuous education is intended to reduce the number of infractions issued and create a more cohesive custody environment.												
413	SHF-67	SHF	Inmate Services	Revise Inmate Handbook and Orientation process to ensure inmates clearly understand how to access timely healthcare and to file healthcare grievances.												
414	SHF-68	SHF	ADA Facility and Programs	Update and eliminate existing structural access barriers in aging jail facilities to comply with the American's with Disabilities Act Title II ADAAG specifications.												
415	SHF-69	SHF	ADA Facility and Programs	Develop and implement structural modification plans to remove barriers to access in the Main Jail and Elmwood Correctional Facilities.												
416	SHF-70	SHF	ADA Facility and Programs	Design the proposed Main Jail East Facility to maximize structural and program access for inmates with disabilities.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
417	SHF-71	SHF	ADA Facility and Programs	Purchase ADA tracking software program to ensure: 1) inmates with disabilities are identified and tracked, 2) inmates with disabilities receive reasonable accommodations, 3) inmates have appropriate housing for their respective disabilities, 4) inmates have equal program access, and 5) inmates have their ADA grievances tracked and resolved in a timely fashion.												
418	SHF-72	SHF	ADA Facility and Programs	Have ADA experts monitor compliance with current ADA mandates and facility modifications on an ongoing basis and prepare a corrective action plan every quarter in areas that are noncompliant.												
419	SHF-73	SHF	Jail Facilities	Replace aging Main Jail South with a quality facility that will provide additional bed space, increased programming and expanded medical and mental health treatment options for inmates.												
420	SHF-74	SHF	ADA Facility and Programs	Implement Americans with Disabilities Act (ADA) repairs to custody facilities to ensure the appropriate accommodation is provided for all inmates.												
421	SHF-75	SHF	ADA Facility and Programs	Secure additional funding to begin work on additional ADA repairs and improvements.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
422	SHF-76	SHF	Jail Facilities	Complete structural modifications in the Main Jail North Booking Area to allow medical and mental health staff to screen inmates for sensitive health care information in a confidential setting to comply with federal HIPPA requirements.												
423	SHF-77	SHF	Jail Facilities	Expand the number of medical beds at Elmwood Correctional Facility.												
424	SHF-78	SHF	Jail Facilities	Begin the necessary repairs and physical improvements to Elmwood's M1 building that will result in the addition of 80 more medical beds. Funding has been allocated and construction has commenced.												
425	SHF-79	SHF	Jail Facilities	Establish dedicated FAF maintenance and repair crews to work directly with custody personnel. This will allow FAF to quickly identify, prioritize and complete maintenance, repair, and improvement projects of custody facilities.												
426	SHF-80	SHF	Jail Facilities	Complete identified improvement and modernization projects at Main Jail and Elmwood.												
427	SHF-81	SHF	Jail Facilities	Expand structured and unstructured "out time" for inmates by making improvements to housing units that have been closed due to age or physical conditions.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
428	SHF-82	SHF	Jail Facilities	Request immediate funding for facility improvements at Elmwood to move low-level, pre-trial inmates to Elmwood and create a minimum camp for Protective Custody inmates.												
429	SHF-83	SHF	Jail Facilities	Implement an automated tracking system that documents inmate infractions, custody staff involved, infraction type, and consequences for an infraction.												
430	SHF-84	SHF	Jail Facilities	A fit/gap analysis has been completed and the business requirements were finalized in 2015 for this automated tracking system. Vendor demonstrations were completed in February 2016 and the request for proposals will be issued in the Spring of 2016.												
431	SHF-85	SHF	Jail Facilities	Upon implementation of the jail management system, inmate infractions will be tracked.												
432	SHF-86	SHF	Programs	Explore viability of establishing apprenticeship programs with local trade unions to assist inmates in gaining marketable trade skills and job experience.												
433	SHF-87	SHF	Programs	Increase the overall participation in educational, comprehensive programs by expanding programs.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
434	SHF-88	SHF	Programs	Improve the quality and increase the number of classes offered within the comprehensive programs and to increase services offered to inmates.												
435	SHF-89	SHF	Programs	To increase and improve collaboration with community agencies to enhance transitional opportunities for inmates.												
436	SHF-90	SHF	Programs	Creating the Triple P – Parenting Class: with a community agency to for parents with children under the age of 5.												
437	SHF-91	SHF	Programs	Implementing a Continuing Education Class with San Jose State University and Stanford University to create advanced education classes.												
438	SHF-92	SHF	Programs	Creating a Job Development Class for female inmates. Additionally, the Sheriff's Office is working with Milpitas Adult Education program to implement a job development program for both male and female inmates.												
439	SHF-93	SHF	Programs	Working with a community organization to implement additional Alcoholics Anonymous and Narcotics Anonymous meetings in the jail.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
440	SHF-94	SHF	Custody Hiring, Staffing and Training	Add three additional investigators to the IA Unit to increase the screening, timely investigation and final resolution of complaints. These positions have been requested as part of the Fiscal Year 2016/2017 Sheriff's Office budget proposal.												
441	SHF-95	SHF	Custody Hiring, Staffing and Training	Add an analyst position for data input and program monitoring of behavior trends. This position was requested as part of the Fiscal Year 2016/2017 Sheriff's Office budget proposal.												
442	SHF-96	SHF	Custody Hiring, Staffing and Training	Add an analyst for each custody facility to collect and process grievances from lock boxes and enter grievances into the new grievance tracking system. Analysts will be required to immediately notify custody supervisors of any basic needs grievances so that they may be resolved as soon as possible. All other grievances will be routed to the appropriate unit for expeditious action. The analyst positions are included in the Sheriff's Office Fiscal Year 2016-2017 budget request.												
443	SHF-97	SHF	Custody Hiring, Staffing and Training	Add a Lieutenant at each facility who will ensure a proper and timely resolution of grievances. The Lieutenant will be empowered to immediately resolve all "basic needs" grievances. The Lieutenant positions are included in the Sheriff's Office Fiscal Year 2016/2017 budget request.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
444	SHF-98	SHF	Custody Hiring, Staffing and Training	Add a specially trained correctional deputy to each facility who will conduct interactive, instructional classes for inmates in all housing units on expected behavior in custody.												
445	SHF-99	SHF	Custody Hiring, Staffing and Training	Add dedicated custody support staff to multi-disciplinary healthcare teams to ensure timely access to medical, dental, and mental health treatment.												
446	SHF-100	SHF	Custody Hiring, Staffing and Training	Establish a team to respond to crisis situations and/or tactical situations involving those with mental health or other special needs.												
447	SHF-101	SHF	Custody Hiring, Staffing and Training	Add three additional investigators to the IA Unit to increase the screening, timely investigation and final resolution of complaints. These positions have been requested as part of the Fiscal Year 2016/2017 Sheriff's Office budget proposal.												
448	SHF-102	SHF	Custody Hiring, Staffing and Training	Assign custody staff to reinforce, re-educate, and remind inmates of their expected behavior while in custody. Continuous education is intended to reduce the number of infractions issued and create a more cohesive custody environment.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
449	SHF-103	SHF	Custody Hiring, Staffing and Training	Add a specially trained correctional deputy to each facility who will conduct interactive, instructional classes for inmates in all housing units on expected behavior in custody.												
450	SHF-104	SHF	ADA Facility and Programs	Provide comprehensive eight hour ADA training for all Custody and Custody Health staff.												
451	SHF-105	SHF	ADA Facility and Programs	Complete initial comprehensive ADA training by May 2016.												
452	SHF-106	SHF	ADA Facility and Programs	Train appropriate staff on ADA tracking system beginning July 2016.												
453	SHF-107	SHF	Custody Hiring, Staffing and Training	Once policies, procedures, practices, forms, and inmate handbook are revised and adopted, train all staff on the revisions.												
454	SHF-108	SHF	Custody Hiring, Staffing and Training	Develop training module for all custody staff to educate them on the purpose of a grievance, the grievance process, and regarding the expectation that they resolve basic needs grievances (blankets, items of clothing, hygiene products, etc.) as soon as possible in an objective and fair manner. All other grievances will be routed to the appropriate unit for expeditious action.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
455	SHF-109	SHF	Custody Hiring, Staffing and Training	Implement the training module and ensure all custody staff completes the training module.														
456	SHF-110	SHF	ADA Facility and Programs	Train all Custody Healthcare staff on mandates of the Americans with Disabilities Act.														
457	SHF-111	SHF	Custody Hiring, Staffing and Training	Ensure custody staff are equipped to manage inmates exhibiting or diagnosed with mental health issues.														
458	SHF-112	SHF	Custody Hiring, Staffing and Training	Implement a "train-the-trainer" program to provide for jail-specific mental health training needs. Such a program would allow for qualified trainers to provide mental health training to correctional staff, re-fresher trainings, and ensure that the training principals are being implemented throughout the custody facilities.														
459	SHF-113	SHF	Custody Hiring, Staffing and Training	Implement training courses specific to identified needs of inmates to ensure that the needs of all inmates are understood and managed appropriately.														
460	SHF-114	SHF	Custody Hiring, Staffing and Training	An additional four hour of Gender Response training is proposed for staff assigned to custodial facilities.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
461	SHF-115	SHF	Custody Hiring, Staffing and Training	Provide PREA (Prison Rape Elimination Act) training to all correctional deputies that have not yet received it.												
462	SHF-116	SHF	Custody Hiring, Staffing and Training	Implement training modules for existing staff and academy recruits to ensure compliance with the revised use of force policy.												
463	SHF-117	SHF	Custody Hiring, Staffing and Training	To reinforce training on how to recognize mental illness and developmental disabilities, along with a directed focus on if, how and when to deploy de-escalation techniques and use of force.												
464	SHF-118	SHF	Custody Hiring, Staffing and Training	Implement training modules for existing staff and academy recruits to ensure compliance with the revised use of force policy.												
465	SHF-119	SHF	Custody Hiring, Staffing and Training	Develop an eight-hour training curriculum for all staff to ensure a proper understanding and application of the department's updated Use of Force policy.												
466	SHF-120	SHF	Use of Force	The use of force policy for custodial staffing is being updated. Once a final policy is adopted, an eight-hour training course will be constructed to ensure that management, supervisors, and all staff possesses a clear understanding of the policy and its practical application.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
467	SHF-121	SHF	Use of Force	Implement a revised use of force policy that includes specific information on force prevention, and de-escalation techniques in order to decrease the number of incidents requiring the use of force. The policy will include investigative independence, principals, safety, prevention, accountability, reporting obligations, responsibilities, review requirements, analysis and audits.												
468	SHF-122	SHF	Use of Force	Finalize revised use of force policy to include specific information on force prevention and de-escalation techniques in order to decrease the number of incidents requiring the use of force.												
469	SHF-123	SHF	Use of Force	Create levels of use of force categories in order to determine the magnitude of investigative response and notification. These categories will encompass a wide range of levels from minor restraints to any force resulting in injury.												
470	SHF-124	SHF	Use of Force	Increase investigation, specialized response, oversight, review and evaluation, compliance and analysis of use of force incidents.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
471	SHF-125	SHF	Use of Force	In addition to the standard use of force investigation, a specialized on-call team will be created to respond to categories of use of force incidents to ensure the immediate and specialized investigation of significant incidents. This team will have the authority to take control and assume full responsibility for the investigation.												
472	SHF-126	SHF	Use of Force	Establish a custody review committee that will evaluate the force applied within custody facilities, the quality of the investigation and the effectiveness of the supervision.												
473	SHF-127	SHF	Use of Force	Members of the panel shall include command level personnel, representatives from medical and/or mental health (when applicable), a member of the independent Civilian Oversight Commission and additional support personnel.												
474	SHF-128	SHF	Use of Force	The supervisor completing the standard investigation and the approving watch commander will be required to attend to answer questions and justify their recommendations regarding the incident.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
475	SHF-129	SHF	Use of Force	The committee will review the force incident including the events that precipitated, any prevention or de-escalation efforts as well as the quality of the force review.												
476	SHF-130	SHF	Use of Force	A report will be generated that includes their findings and recommendations. If the findings include any policy or other violations, it will be referred for further follow-up. Exemplary performance or conduct shall also be noted.												
477	SHF-131	SHF	Use of Force	In instances of use of force there will be an evaluation of an individual's performance that includes the strategies or tactics used leading up to, during and following a use of force incident. The evaluation will be a review of the performance to standards associated with the actions.												
478	SHF-132	SHF	Use of Force	A compliance system will be implemented that tracks the status of all investigations, reviews and evaluates all use of force incidents and allegations of force to ensure that investigations and reviews are completed appropriately and timely.												
479	SHF-133	SHF	Use of Force	An electronic tracking system will be implemented to aid in timely completion of all stages of the process.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
480	SHF-134	SHF	Use of Force	All significant use of force incidents will be reviewed by the Jail Crimes Unit to determine if the force used was lawful.												
481	SHF-135	SHF	Use of Force	Ensure a documented medical assessment of each inmate upon who force is used is completed as soon as practical after the force was utilized.												
482	SHF-136	SHF	Use of Force	Develop a policy for a team consisting of members with specialized skills and training. This team will respond and attempt to resolve the matter when the interaction involves an inmate with mental health issues. This team will will maintain confidentiality and work in conjunction with medical and mental health professionals to potentially defuse the incident prior to any action.												
483	SHF-137	SHF	Use of Force	Increase transparency of the Use of Force policy.												
484	SHF-138	SHF	Use of Force	Publish finalized revised use of force policy to ensure the public has access to the standards and procedures for the use of force in custody facilities.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
485	SHF-139	SHF	Use of Force	Implement a revised use of force policy that includes specific information on force prevention, and de-escalation techniques in order to decrease the number of incidents requiring the use of force. The policy will include investigative independence, principals, safety, prevention, accountability, reporting obligations, responsibilities, review requirements, analysis and audits.												
486	SHF-140	SHF	Use of Force	Finalize revised use of force policy to include specific information on force prevention and de-escalation techniques in order to decrease the number of incidents requiring the use of force.												
487	SHF-141	SHF	Use of Force	Create levels of use of force categories in order to determine the magnitude of investigative response and notification. These categories will encompass a wide range of levels from minor restraints to any force resulting in injury.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
<i>Report from Aaron B. Zisser, J.D. to the BRC (ZIS)</i>																
488	ZIS-1	ZIS	Grievance Policies and Procedures	The critical distinction between the two basic types of grievances should guide the Jail's approach at every stage, as well as the scope of independent oversight.												
489	ZIS-2	ZIS	Grievance Policies and Procedures	Staff and inmates should be trained on the distinction, and policy should clarify the distinction, though inmates should be able to submit complaints through the grievance process.												
490	ZIS-3	ZIS	Grievance Policies and Procedures	Grievance procedures must be viewed as a means of oversight of inmates' rights and of Jail and staff accountability.												
491	ZIS-4	ZIS	Grievance Policies and Procedures	The Jail should make complete and accurate information readily available and should routinely update such information.												
492	ZIS-5	ZIS	Grievance Policies and Procedures	The Jail should revise and update the orientation video, rule book, and many of the postings to ensure accuracy and completeness. The rule book should address information in a number of areas that is currently omitted.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
493	ZIS-6	ZIS	Grievance Policies and Procedures	Postings should be complete, accurate, organized, properly located, and difficult to tear or remove. PREA information should address both abuse and harassment and should be contained in easy-to-identify and attractively designed posters. The Jail should post information regarding IAU and JOP.														
494	ZIS-7	ZIS	Grievance Policies and Procedures	The Jail should screen the orientation and PREA videos free from distraction and should provide an opportunity for inmates to direct questions to staff.														
495	ZIS-8	ZIS	Grievance Policies and Procedures	Inmates should have ready access to confidential means of submitting grievances and complaints.														
496	ZIS-9	ZIS	Grievance Policies and Procedures	The Jail should develop clear plans for the placement of boxes and other filing methods; inmates should participate in the planning process.														
497	ZIS-10	ZIS	Grievance Policies and Procedures	The Jail should clarify – in staff training, inmate education, and policy – that inmates may submit grievances to any staff member.														
498	ZIS-11	ZIS	Grievance Policies and Procedures	The Jail should make grievance forms available in medical units and any other areas where inmates may be.														

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
499	ZIS-12	ZIS	Grievance Policies and Procedures	Responses to grievances should be appropriate, complete, and timely. Accused staff should not handle the grievance, and staff should receive training on handling misconduct grievances as complaints that should be directed, through supervisors, to IAU.														
500	ZIS-13	ZIS	Grievance Policies and Procedures	Custody Health should be held accountable for late responses, the Jail should notify inmates if the response is going to be delayed beyond the deadline, and the Jail should shorten the deadline for responses to PREA grievances.														
501	ZIS-14	ZIS	Grievance Policies and Procedures	When officers make inappropriate responses to grievances, supervisors should address this error on the grievance form so that the inmate understands that the Jail does not tolerate such responses. The Jail should discipline officers for intimidating or accusatory responses and should consider referring such responses for investigation of possible retaliation.														

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
502	ZIS-15	ZIS	Staff Accountability	The Jail should automatically refer to IAU and the Jail Crimes Unit (i) every allegation of unnecessary or excessive use of force, sexual harassment (defined broadly), or sexual abuse, (ii) every use of force that qualifies under strict criteria, and (iii) failures to report a use of force. A Grievance Coordinator with appropriate seniority and training can play a role in this review process.												
503	ZIS-16	ZIS	Custody Hiring, Staffing and Training	Jail staff and leadership should receive training on what types of conduct constitute prohibited conduct under PREA												
504	ZIS-17	ZIS	Staff Accountability	IAU should be notified of every referral to Jail Crimes where the referral involves potential staff misconduct. IAU investigators should receive training on conducting investigations of alleged sexual misconduct.												
505	ZIS-18	ZIS	Staff Accountability	Inmate allegations of serious misconduct, including excessive or unnecessary use of force, sexual harassment, and sexual abuse, should receive full investigations. Investigations should include identifying and promptly interviewing all witnesses and reviewing prior complaints or incidents, and investigators should be provided with written guidance regarding these expectations.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
506	ZIS-19	ZIS	Custody Hiring, Staffing and Training	DOC should review and enhance IAU's staffing levels.												
507	ZIS-20	ZIS	Custody Hiring, Staffing and Training	IAU should become familiar with PREA.												
508	ZIS-21	ZIS	Jail Environment and Culture	DOC should develop and implement a conflict-of-interest policy to prevent IAU investigators from inappropriately investigating former colleagues.												
509	ZIS-22	ZIS	Custody Hiring, Staffing and Training	The Jail should significantly strengthen its internal oversight system. The Internal Audit Unit should receive significant additional staffing.												
510	ZIS-23	ZIS	Jail Facilities	The Jail must update its data systems with 21st-century technology.												
511	ZIS-24	ZIS	Grievance Policies and Procedures	The Jail should track and report on the timeliness and outcomes of grievances, as well as other required information; the Jail should ensure that staff input incident data accurately. Grievance Coordinators should have appropriate seniority and expertise to properly categorize and route grievances. The Jail should consider consolidation of some of the grievance categories and adding more specific categories.												

Recommendation				Recommendation	Focus Area	Implementation Issues									Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action	
512	ZIS-25	ZIS	Jail Environment and Culture	The Internal Audit Unit should create a clear schedule for review of policies and compliance and should prioritize policies regarding review and investigation of serious incidents and allegations.													
513	ZIS-26	ZIS	Jail Environment and Culture	The Jail should review and revise its procedures for review of IAU decisions to conduct a preliminary inquiry rather than a full investigation and to close a matter at intake rather than conduct a preliminary inquiry.													
514	ZIS-27	ZIS	Grievance Policies and Procedures	Custody Health should enter grievance information into its database and periodically review the data for, among other issues, timeliness of responses and types of grievances.													
515	ZIS-28	ZIS	Jail Environment and Culture	The Jail should prioritize addressing other areas of serious concern, including the overreliance on restrictive housing, crowding and conditions in Main Jail South, understaffing, and PREA compliance.													
516	ZIS-29	ZIS	External Oversight, Reporting, & Organizational Accountability	Internal and external oversight should specifically prioritize these issues, in addition to serious incidents and allegations of staff misconduct.													

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
517	ZIS-30	ZIS	External Oversight, Reporting, & Organizational Accountability	The Jail should disclose Sabot's activities and recommendations regarding, among other things, use of force, mental health and medical treatment, staffing, security and safety, modification to policies and procedures (including use of force, discipline, and housing) for inmates with mental disabilities, and restrictive housing. It should ensure full review of each of these issues, as well as seek involvement and input of key community stakeholders.												
518	ZIS-31	ZIS	Inmate Healthcare	The Jail should not subject inmates with psychiatric disabilities to prolonged placement in restrictive housing, ensure in policy and practice that inmates with psychiatric disabilities are not subjected to any period of restrictive housing as a disciplinary measure in response to behaviors associated with their disability, and ensure an appropriate balance of structured and unstructured out-of-cell time for such inmates. The Jail should review its restrictive housing practices regarding other inmates, expand step-down planning and opportunities, and abandon any use of highly subjective custody input forms as part of its classification procedures. The Jail should implement the DOJ's recent guidance on jails' use of restrictive housing and seek technical assistance from DOJ's Bureau of Justice Assistance and/or the Vera Institute of Justice's Segregation Reduction Project.												

Recommendation				Recommendation	Focus Area	Implementation Issues								Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	
519	ZIS-32	ZIS	Custody Hiring, Staffing and Training	The Jail should, among other things, ensure that it has a PREA manager assigned to each facility devoting a meaningful (and PREA-compliant) amount of time to PREA related duties; train staff on and monitor compliance with staff's obligation to announce the presence on a housing unit of an opposite-sex individual and on interacting with LGBT inmates; clarify its policy regarding protective custody; conduct critical incident reviews and coordinated responses; and revise its zero-tolerance policy to address harassment.												
520	ZIS-33	ZIS	Jail Facilities	The Jail should take immediate measures to meaningfully improve conditions, enhance supervision, and alleviate crowding in Main Jail-South.												
521	ZIS-34	ZIS	External Oversight, Reporting, & Organizational Accountability	The County should establish an independent oversight entity that has (i) broad scope of authority regarding inmates' rights; (ii) with the cooperation of the Sheriff, full access to Jail facilities, data, records, staff, and administrators; and (iii) full independence, reporting directly to the Board of Supervisors and engaging in outreach to the public.												
522	ZIS-35	ZIS	External Oversight, Reporting, & Organizational Accountability	JOP should receive additional resources, and the Jail should have in place a schedule for regular meetings with JOP.												

Recommendation				Recommendation	Focus Area	Implementation Issues										Committee		Ref. No.
Master List Number	Source Number	Source	Category			Budget	Operations Impact	Time Required	Cost	Staffing	Meet and Confer	Legal	Dept Responsible	Facilities	Review Date	Action		
523	ZIS-36	ZIS	Inmate Services	The Jail should establish an inmate committee to provide ongoing input regarding the grievance and complaint process and other issues.														
524	ZIS-37	ZIS	External Oversight, Reporting, & Organizational Accountability	The Jail should immediately publish its PREA audit and PREA data and engage outside assistance in responding to the PREA audits and ensuring PREA compliance.														
525	ZIS-38	ZIS	Jail Environment and Culture	The Jail should abandon its practice of locking inmates down during visits by outside entities.														
526	ZIS-39	ZIS	External Oversight, Reporting, & Organizational Accountability	The Jail and the County should immediately, urgently, and thoughtfully work to implement the Blue Ribbon Commission's recommendations.														
527	ZIS-40	ZIS	External Oversight, Reporting, & Organizational Accountability	The Jail should work with outside assistance to ensure proper planning and prioritization for implementation of the Commission's recommendations.														
528	ZIS-41	ZIS	External Oversight, Reporting, & Organizational Accountability	Implementation should involve consistent input from inmates, including inmates with disabilities and LGBT inmates, and a diverse group of key community stakeholders.														