

## Jail Reform Summarized Recommendations

### Introduction

In order to make the most productive use of the public discussion for jail reform efforts, the jail matrix recommendations have been grouped into larger Summarized Recommendations. Each Summarized Recommendation contains:

- Summarized Recommendation
- Action Steps Taken
- Budget Status
- Source(s) of the Recommendations
- Responsible Department(s)
- Master Jail Reform List Numbers
- Date Reviewed by FGO and the Board

The purpose of these summarized recommendations is to create an efficient and easily understood format that will result in a fully documented review process. The benefit of this approach is to tie the summary to the entity that made the recommendation and the master list ID number, as well as reduce duplicative recommendations. Updates are indicated in red.

For example, one recommendation states “*Cell doors- grouted with minimal exposed edges*”. This is included in the summarized recommendation “*Modify doors and windows of designated suicide-resistant cells to increase visibility for staff, sunlight for the inmates, and minimize protrusions that could be used to commit suicide*”. The specific recommendation can still be implemented in the designated suicide-resistant cells, but for public discussion purposes, it is included in the broader summarized recommendation.

## Suicide Prevention

Suicide Prevention is a subject area that touches 3 of the categories: Jail Facilities, Custody Hiring, Staffing, and Training, and Inmate Healthcare.

*Table of Summarized Recommendations for Suicide Prevention (SUI)*

<b>SUI 1</b>	Designate specific cells that will be utilized to house suicidal inmates, and ensure that inmates on suicide precautions are housed in suicide-resistant and protrusion-free cells. Modifications include vents, ducts, grills, lights, drains, telephone cords, clothing hooks, toilets, beds, smoke detectors, desks, benches, stools, shelves, and modesty walls.
<b>Steps Taken</b>	<p>On August 16, 2016, the Board approved a capital improvement project in the amount of \$1.384 million for design and construction of suicide prevention measures at Main Jail North (MJN) and Elmwood. For the cells designated as suicide resistant, part of this project includes:</p> <ul style="list-style-type: none"> <li>• Remove upper bunk beds where they exist. Grind smooth, and patch holes/imperfections.</li> <li>• Remove clothes hangers. Grind smooth, and patch holes/imperfections.</li> <li>• Replace existing stainless steel sink/toilet combinations or plumbing so that there are no splash guards or anti-splash slits.</li> <li>• Remove lower bunk beds and replace with heavy molded plastic or solid concrete slab with rounded edges.</li> <li>• Remove stools, and beds will be used as a seat.</li> <li>• Triangular corner tables are preferred where existing tables do not meet requirements.</li> <li>• Vents and the perforated metal cones that protect the smoke detector need to be changed to a screen that cannot be used to thread a noose through.</li> </ul> <p style="color: red;">Designs are estimated to be complete by February 2017, and construction is estimated to start in March 2017 and be completed by spring of 2018.</p>
<b>Budget Status</b>	This summarized recommendation was budgeted for design and construction in August 2016 in the amount of \$1.384 million.
<b>Source Report(s)</b>	Suicide Prevention Gap Analysis – Hayes
<b>Responsible Department(s)</b>	Facilities and Fleet
<b>Master List Nos.</b>	261-271, 280-286, 288-296, 302-303
<b>Review Date</b>	FGOC reviewed on August 26, 2016

<b>SUI 2</b>	Use audio and video to monitor for suicide attempts and hear calls for distress from the suicide resistant cells, and provide higher visibility both day and night.
<b>Steps Taken</b>	As a result of the referral from FGOC on August 26, 2016, this functionality is being considered as part of the design process for suicide prevention cell modifications and a report-back will be provided back to the FGOC once additional information is available in early Spring 2017.
<b>Budget Status</b>	The capital project for cell modifications was budgeted for design and construction in August 2016 in the amount of \$1.384 million. FAF is working to determine if there are additional funding needs to accomplish this summarized recommendation.
<b>Responsible Department(s)</b>	Facilities and Fleet
<b>Source Report(s)</b>	Suicide Prevention Gap Analysis – Hayes
<b>Master List Nos.</b>	276-279, 287
<b>Review Date</b>	FGOC reviewed on August 26, 2016

<b>SUI 3</b>	Modify doors and windows of designated suicide-resistant cells to increase visibility for staff, sunlight for the inmates, and minimize protrusions that could be used to commit suicide.
<b>Steps Taken</b>	On August 16, 2016, the Board approved a capital improvement project in the amount of \$1.384 million for design and construction of suicide prevention measures at MJN and Elmwood. Part of this project includes replacing existing wooden and steel doors in the designated suicide resistant cells with large vision panel doors without protruding handles and beveled hinges. <b>Designs are estimated to be complete by February 2017, and construction is estimated to start in March 2017 and be completed by spring of 2018.</b>
<b>Budget Status</b>	This summarized recommendation was budgeted for design and construction in August 2016 in the amount of \$1.384 million.
<b>Source Report(s)</b>	Suicide Prevention Gap Analysis – Hayes
<b>Responsible Department(s)</b>	Facilities and Fleet
<b>Master List Nos.</b>	253-260, 297-299
<b>Review Date</b>	FGOC reviewed on August 26, 2016

<b>SUI 4</b>	Make adjustments to lighting and electricity in designated suicide-resistant cells that make the fixtures tamper-proof and allow staff to identify movements and forms at night. Adjustments would allow for enough darkness for inmates to sleep at night and also be able to read during the day.
<b>Steps Taken</b>	On August 16, 2016, the Board approved a capital improvement project in the amount of \$1.384 million for design and construction of suicide prevention measures at MJN and Elmwood. Part of this project includes relocating all electrical switches outside of the cells designated for suicide prevention. Light fixtures would also be recessed and caulked with tamper-resistant caulk. <i>Designs are estimated to be complete by February 2017, and construction is estimated to start in March 2017 and be completed by spring of 2018.</i>
<b>Budget Status</b>	This summarized recommendation was budgeted for design and construction in August 2016 in the amount of \$1.384 million.
<b>Source Report(s)</b>	Suicide Prevention Gap Analysis – Hayes
<b>Responsible Department(s)</b>	Facilities and Fleet
<b>Master List Nos.</b>	272-275
<b>Review Date</b>	FGOC reviewed on August 26, 2016.

<b>SUI 5</b>	Ensure reasonable privacy during Custody Health screenings and assessments
<b>Steps Taken</b>	<p>On March 1, 2016, the Board approved \$250,000 for the Main Jail North Reconfiguration project to address reasonable privacy issues during screenings and assessments at the intake booking area.</p> <p>There are currently 3 separate capital projects related to privacy in the booking area. The first is men's intake counter, which is scheduled to complete Winter 2016. The second is the women's intake counter, which is schedule to complete Spring 2017.</p> <p>The third is the intake partitions and room configurations, which is scheduled to complete construction Spring 2017. Currently, staff are ensuring that assessments are conducted in a reasonably private location.</p>
<b>Budget Status</b>	This summarized recommendation was budgeted for design and construction in the various capital projects described above in the amount of \$250,000.
<b>Source Report(s)</b>	Suicide Prevention Gap Analysis – Hayes
<b>Responsible Department(s)</b>	Facilities and Fleet
<b>Master List Nos.</b>	300- 301
<b>Review Date</b>	FGOC reviewed on August 26, 2016.

<b>SUI 6</b>	Implement a Suicide Risk Assessment tool that is used when an inmate is referred to CHS for possible suicidal behavior. This tool will also be used to initiate suicide precautions and discharging from suicide precautions. The Assessment should be conducted in an area with reasonable sound privacy. The Sheriff's Office and CHS should initiate a mental health referral if an inmate had possible mental illness or suicidal behavior during previous incarceration.
<b>Steps Taken</b>	The new Suicide Risk Assessment tool (SRA) was implemented on October 24, 2016. The recommendations by the suicide prevention expert, along with the screening questions, are done in booking in as private of a setting that is available in the Jail booking area while the facility improvements related to privacy are in process. The SRA is built on a two tier system. The first tier assesses medical and mental health emergent conditions, then the second tier is used if needed for an extensive assessment.
<b>Budget Status</b>	County Administration and the departments are evaluating to determine if additional resources are needed.
<b>Source Report(s)</b>	Suicide Prevention Gap Analysis – Hayes
<b>Responsible Department(s)</b>	Sheriff's Office, Custody Health Services, Facilities and Fleet
<b>Master List Nos.</b>	220, 221, 223, 224, 226, 238 - 240
<b>Review Date</b>	FGOC reviewed on December 19, 2016.

<b>SUI 7</b>	<p>CHS should develop suicide prevention policy that enhances communication between suicidal inmates and staff and incorporates the following factors:</p> <ul style="list-style-type: none"> <li>• Screening process at intake booking should include referral to medical or mental health staff</li> <li>• Permit both DOC and CHS staff to initiate suicide precautions, and the CHS can discontinue precautions only after conducting an assessment</li> <li>• Ensure inmates on suicide precautions are located in close proximity to staff</li> <li>• CHS staff perform an assessment before the scheduled release of an inmate on suicide precautions</li> <li>• Implement a continuous quality improvement plan</li> <li>• The behaviors that warrant an appropriate level of observation</li> <li>• Description of appropriate clothing for inmates on suicide precautions, and avoid if possible the use of restraints and cancellation of privileges</li> <li>• Training and mock drills for resuscitation with appropriate equipment available</li> </ul>
<b>Steps Taken</b>	<p>The Sheriff’s Office has a protocol in place for initiating suicide precautions. For CHS, all of the above recommendations have been started as of October 24, 2016. This includes the start of data collection for the quality assessment/quality monitoring. Use of restraints will follow the community standards for psychiatric settings.</p>
<b>Budget Status</b>	<p>County Administration and the departments are evaluating to determine if additional resources are needed.</p>
<b>Source Report(s)</b>	<p>Suicide Prevention Gap Analysis – Hayes</p>
<b>Responsible Department(s)</b>	<p>Sheriff’s Office, Custody Health Services</p>
<b>Master List Nos.</b>	<p>132, 222, 225, 228 - 233, 235, 237, 244, 245, 396</p>
<b>Review Date</b>	<p>FGOC reviewed on December 19, 2016.</p>



<b>SUI 8</b>	With regard to suicide precautions, develop a triage system for mental health referrals. Length of stay on suicide precautions should be determined by CHS staff. Establish levels of supervision for suicidal inmates. Inmates discharged from suicide precautions get a treatment plan and follow-up assessments by CHS staff.
<b>Steps Taken</b>	The Suicide Risk Assessment tool (SRA) is built on a two tier system. The first tier assesses medical and mental health emergent conditions, then the second tier is used if needed for an extensive assessment. The Tier 2 assessment for mental health includes the questionnaire associated with the tool used at the California Department of Corrections and Rehabilitation, and SRA will be conducted by mental health professionals. Suicide precautions will be noted in the medical record. For the current system, CHS will continue to document on current paper and electronic medical record systems. All of the above recommendations are being incorporated and built into the triage system.
<b>Budget Status</b>	County Administration and the department are evaluating to determine if additional resources are needed.
<b>Source Report(s)</b>	Suicide Prevention Gap Analysis – Hayes
<b>Responsible Department(s)</b>	Custody Health Services
<b>Master List Nos.</b>	227, 234, 236, 241, 242
<b>Review Date</b>	FGOC reviewed on December 19, 2016.

<b>SUI 9</b>	<p>CHS staff should be trained on Suicide Risk Assessment form and development of treatment plans. Training should be developed for new and existing custody and custody health employees, along with regular refresher training. Training should include avoiding negative attitudes, impact of correctional environments on suicidal behavior, predisposing factors, high-risk time periods, warning signs, suicide prevention policy and liability issues.</p> <p>Any staff involved in a critical incident should be offered a stress debriefing. Custody Administration should ensure a compliance rate for CPR/AED training for custody staff.</p>
<b>Steps Taken</b>	<p>Training for custody health staff on the new Suicide Risk Assessment tool started on October 24, 2016. All Sheriff's Office employees are offered the Emergency Assistance Program (EAP) following a critical incident. The Sheriff's Office is expanding its peer support program so employees have a resource in addition to EAP. The Sheriff's Office also monitors CPR/AED training and has maintained a high level of compliance.</p>
<b>Budget Status</b>	<p>County Administration and the departments are evaluating to determine if additional resources are needed.</p>
<b>Source Report(s)</b>	<p>Suicide Prevention Gap Analysis – Hayes</p>
<b>Responsible Department(s)</b>	<p>Sheriff's Office, Custody Health Services</p>
<b>Master List Nos.</b>	<p>246, 249, 252, 304 – 309</p>
<b>Review Date</b>	<p>FGOC reviewed on December 19, 2016.</p>

<b>SUI 10</b>	Establish a single multi-disciplinary death review committee that includes custody and custody health staff. Adopt a policy that sets forth appropriate procedures for this committee. Every suicide and serious suicide attempt should be examined. There should be a focus on continuous quality improvement and the monitoring of the implementation of recommendations by the Death Review Committee.
<b>Steps Taken</b>	The Sheriff's Office and CHS have a committee to review suicide attempts and deaths that was implemented prior to August of 2016.
<b>Budget Status</b>	County Administration and the departments are evaluating to determine if additional resources are needed.
<b>Source Report(s)</b>	Suicide Prevention Gap Analysis – Hayes
<b>Responsible Department(s)</b>	Sheriff's Office, Custody Health Services
<b>Master List Nos.</b>	217 - 219, 247, 248, 250, 251
<b>Review Date</b>	FGOC reviewed on December 19, 2016.

## Use of Force

Contained in the Summarized Recommendations are the 20 recommendations related to matrix category Use of Force (UOF).

*Table of Summarized Recommendations for Use of Force (UOF)*

<b>UOF 1</b>	Establish an internal and multi-disciplinary review committee for UOF incidents. The committee would also be responsible for reviewing staff performance, quality of supervisor review, and de-escalation techniques, and generating reports with findings and recommendations.
<b>Steps Taken</b>	This recommendation is pending review of the revised policy with impacted unions.
<b>Budget Status</b>	County Administration and the department are evaluating to determine if additional resources are needed.
<b>Source Report(s)</b>	Sheriff's Jail Reform Plan
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	472,473,475-477
<b>Review Date</b>	FGOC reviewed on August 26, 2016.

<b>UOF 2</b>	Develop and implement training on the revised UOF policy for all staff and managers.
<b>Steps Taken</b>	The Sheriff's Office is evaluating who is best suited to provide training on the revised policy once it is finalized, and plans to use a Train the Trainer approach. Once this evaluation and the revised policy are finalized, the Sheriff's Office plans to report back on a training timeline.
<b>Budget Status</b>	County Administration and the department are evaluating to determine if additional resources are needed.
<b>Source Report(s)</b>	Sheriff's Jail Reform Plan, Department of Justice
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	195,466
<b>Review Date</b>	FGOC reviewed on August 26, 2016.

<b>UOF 3</b>	Increase transparency and revise the UOF policy to include: force prevention, de-escalation techniques, a specialized team trained in de-escalation, UOF categories to determine level of investigation needed, clear delineation of roles for staff and supervisors, and accountability and reporting requirements.
<b>Steps Taken</b>	The Sheriff's Office has been working with experts for months on revising the policy. There are several more review steps to take before the policy can be implemented.
<b>Budget Status</b>	County Administration and the department are evaluating to determine if additional resources are needed.
<b>Source Report(s)</b>	Sheriff's Jail Reform Plan
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	467-469, 474, 481-484
<b>Review Date</b>	FGOC reviewed on August 26, 2016.

<b>UOF 4</b>	Implement an automated system to track UOF investigations that will aid in the timely review and evaluation of UOF incidents.
<b>Steps Taken</b>	The Sheriff's Office implemented a new tracking system in May 2016.
<b>Budget Status</b>	County Administration and the department are evaluating to determine if additional resources are needed.
<b>Source Report(s)</b>	Sheriff's Jail Reform Plan
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	478,479
<b>Review Date</b>	FGOC reviewed on August 26, 2016.

<b>UOF 5</b>	Increase investigations and create a specialized response team to ensure the timely investigation of significant UOF incidents. Significant UOF incidents would be referred to criminal investigation for review.
<b>Steps Taken</b>	Within the Sheriff's Office, the Jail Crimes Unit has been reviewing significant UOF incidents for the past several months.
<b>Budget Status</b>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> <li>• FY 2015 Recommended Budget: 3 Deputy Sheriff positions to create a Jail Investigative Unit (\$427,080).</li> <li>• January 2015: Re-organization of jail Sergeant positions and moved 4 Sheriff's Sergeant positions into the Jail Investigative Unit, bringing the staffing up to 3 Deputy Positions and 4 Sheriff's Sergeant positions.</li> <li>• FY 2016 Recommended Budget: 2 more Deputy Sheriff positions (\$323,256), which filled the Jail Investigative Unit and allows for 24/7 coverage of the jails.</li> </ul> <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
<b>Source Report(s)</b>	Sheriff's Jail Reform Plan
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	470,471,480
<b>Review Date</b>	FGOC reviewed on August 26, 2016.



## **Inmate Classification Policies and Procedures**

There are 36 recommendations in the category of Inmate Classification Policies and Procedures that are included in the Summarized Recommendations below.

***Table of Summarized Recommendations for Inmate Classification Policies and Procedures (CLS)***

<b>CLS 1</b>	Replace current classification system with a statistically valid, reliable, evidenced based instrument. The County should conduct a structured reclassification assessment for all inmates every 60 days and the re-classification assessment should place greater emphasis on the inmate's conduct.
<b>Steps Taken</b>	The Sheriff's Office has been working closely with the consultant for many months to learn the various aspects of the NIC tool and methods for applying it within the jail system. Now that the consultant's final report is public, the Office of the County Executive will be working with the Sheriff's Office Custody Bureau to understand the staffing needs and other implications if the Board approves these recommendations.
<b>Budget Status</b>	Board added \$30,000 in onetime funding in FY 2016 to implement a new classification system. County Administration and the department are evaluating to determine if additional resources are needed.
<b>Source Report(s)</b>	Blue Ribbon Commission on Improving Custody Operations, Department of Justice, Human Relations Commission, Sheriff's Jail Reform Plan, JFA Institute Classification Study
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	130-132, 184, 310-311, 347-348, 637-639, 641-642
<b>Review Date</b>	FGOC reviewed on August 26, 2016.

<b>CLS 2</b>	Classify all inmates using the new initial classification form within six to eight hours of arrival at the facility and provide them with information on their housing level. Develop and maintain an appeal process. Allow inmates access to their files to determine accuracy of contents so that they can receive appropriate access to services and housing.
<b>Steps Taken</b>	The Sheriff's Office is reviewing all of the specific recommendations related to this item for operational impact and feasibility. The Sheriff's Office is currently evaluating this recommendation. Inmate files contain confidential safety information such as witness information and current or prior gang affiliation which would prevent some information from being shared with the inmate.
<b>Budget Status</b>	County Administration and the department are evaluating to determine if additional resources are needed.
<b>Source Report(s)</b>	Blue Ribbon Commission on Improving Custody Operations, Emblidge Report, Sheriff's Jail Reform Plan
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	134-135, 349, 352-356
<b>Review Date</b>	FGOC reviewed on August 26, 2016.

<b>CLS 3</b>	Implement a classification system validated by gender and develop a policy to include gender-specific information in data collection in their classification system and include the Commission on the Status of Women in that decision-making process.
<b>Steps Taken</b>	This recommendation will be considered in the context of the consultant's report, which says there is no need to create a separate instrument for the female inmates as the proposed system uses objective factors that apply equally to male and female inmates.
<b>Budget Status</b>	Onetime funding in the amount of \$30,000 was provided in FY 2016 to implement a new classification system, although the department is working with impacted stakeholders to discuss and respond to this summarized recommendation.
<b>Source Report(s)</b>	Commission on the Status of Women
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	181, 544
<b>Review Date</b>	FGOC reviewed on August 26, 2016.

<b>CLS 4</b>	Continue to reduce the amount of restrictive housing and increase the amount of structured and unstructured time out of cells for all inmates within their security level. Ensure that inmates needing mobility accommodations will be assigned to housing areas based on their classification to ensure they have full access to programs, services, and activities.
<b>Steps Taken</b>	Implementation of these recommendations is dependent on facility modifications, and will be considered as part of the new classification system implementation.
<b>Budget Status</b>	County Administration and the department are evaluating to determine if additional resources are needed.
<b>Source Report(s)</b>	Department of Justice, Emblidge Report, Sheriff's Jail Reform Plan
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	183, 351, 357
<b>Review Date</b>	FGOC reviewed on August 26, 2016.

<b>CLS 5</b>	Move low security level, pre-trial inmates to the Elmwood Facility while evaluating sites to create a secure minimum camp for protective custody inmates with planning and construction done in collaboration with the Facilities and Fleet Department.
<b>Steps Taken</b>	The Sheriff's Office has reviewed all medium security level inmates and continues to evaluate appropriate housing locations for this population to maximize programming and access to exercise yards.
<b>Budget Status</b>	County Administration and the department are evaluating to determine if additional resources are needed.
<b>Source Report(s)</b>	Sheriff's Jail Reform Plan
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	358-359
<b>Review Date</b>	FGOC reviewed on August 26, 2016.

<b>CLS 6</b>	The Office of the Sheriff should use a document control method to ensure any interim changes to existing policies and procedures are explicitly tied to the policies and procedures they affect.
<b>Steps Taken</b>	The Board recently approved positions for Office of Operational Standards and Inspection Unit within the Sheriff's Office Custody Bureau. These positions are responsible for updating all policies and procedures.
<b>Budget Status</b>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> <li>• FY 2016 Adopted Budget: 1 Sheriff's Correctional Sergeant position and 1 Sheriff's Correctional Deputy position (\$314,500) were added for the Professional Compliance unit.</li> <li>• November 2015: Also for the Professional Compliance Unit, 1 Sheriff's Correctional Lieutenant, 1 Sheriff's Correctional Sergeant, and 2 Sheriff's Correctional Deputy positions were added (\$741,000)</li> <li>• FY 2017 Adopted Budget: 5 Sheriff's Correctional Deputy positions and 1 Clerk position (\$827,539) were added to the Office of Operational Standards and Inspection Unit to support policy and compliance work.</li> </ul> <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
<b>Source Report(s)</b>	Civil Grand Jury
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	530
<b>Review Date</b>	FGOC reviewed on August 26, 2016.

<b>CLS 7</b>	<p>In order to implement the new system, sufficient staff will be required to properly conduct the reclassification interviews, including a Captain position whose sole duty would be to manage the classification system.</p> <p>Classification system overrides for “known management problem” and “gang member” need to be re-evaluated for inmates who are not demonstrating any negative behavior or conduct. The scale for the reclassification instrument should be modified so that inmates scoring 4 points or less are designated for Minimum custody. There is no need to create a separate instrument for the female inmates as the proposed system uses objective factors that apply equally to male and female inmates.</p>
<b>Steps Taken</b>	The Office of the County Executive is currently working with the Sheriff’s Office Custody Bureau to understand the staffing needs and other implications for implementation of these recommendations.
<b>Budget Status</b>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> <li>• November 2015: 1 Sheriff’s Correctional Lieutenant position and 1 Sheriff’s Correctional Sergeant position (\$454,834) to provide additional supervisory staffing to the Classification Unit</li> <li>• FY 2017 Adopted Budget: 1 Sheriff’s Correctional Captain position (\$290,402) and one of the responsibilities of this position was the new classification system.</li> </ul> <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
<b>Source Report(s)</b>	JFA Institute Classification Study
<b>Responsible Department(s)</b>	Sheriff’s Office
<b>Master List Nos.</b>	640, 643-646
<b>Review Date</b>	FGOC reviewed on August 26, 2016.

## Programs

There are 27 recommendations in the category of Programs that are included in the Summarized Recommendations below.

*Table of Summarized Recommendations for Programs (PGM)*

<b>PGM 1</b>	For mental health inmates, develop specific programs that include in-reach and peer support for improved care while in-custody, and a smooth transition to providers in the community upon release.
<b>Steps Taken</b>	The Sheriff's Office has assigned Multi Support deputies and Custody Health Services has provided multi-disciplinary healthcare staff for a team approach to provide more programming for inmates with mental-health needs. The Sheriff's Office provides journaling and support groups currently and works with the Re-entry Resource Center for discharge planning of mental health inmates.
<b>Budget Status</b>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> <li>• December 2015: 59 positions in Custody Health Services to provide multi-disciplinary healthcare staff and support staff (\$16.6 million) for mentally ill inmates for behavioral health services during incarceration and re-integration into the community.</li> <li>• FY 2017 Adopted Budget: 10 Sheriff's Correctional Deputy positions and 1 Sheriff's Correctional Sergeant position (\$1.6 million) were added as Multi Support Deputies to support the teams noted above.</li> <li>• FY 2017 Adopted Budget: 6 Rehabilitation Officer positions and 1 Senior Management Analyst (\$1.1 million) for programming and discharge planning.</li> </ul> <p>County Administration and the departments are evaluating to determine if additional resources are needed.</p>
<b>Source Report(s)</b>	Blue Ribbon Commission on Improving Custody Operations
<b>Responsible Department(s)</b>	Sheriff's Office, Custody Health Services
<b>Master List Nos.</b>	94, 105, 106, 116
<b>Review Date</b>	FGOC reviewed on November 10, 2016.



<b>PGM 2</b>	With regard to job readiness and education, implement a job development program, leverage job readiness opportunities that already exist in the community such as the Re-entry Resource Center, reach out to community agencies that provide apprenticeship/training programs, and explore educational programs through local universities and community colleges.
<b>Steps Taken</b>	Through industries and in-reach programming with San Jose and Goodwill, the Sheriff's Office has expanded these areas since February 2016.
<b>Budget Status</b>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> <li>• August 2016: 3-year contract for \$325,000 with San Jose State University Research Foundation for in-custody education services.</li> <li>• FY 2017 Adopted Budget: 6 Rehabilitation Officer positions and 1 Senior Management Analyst (\$1.1 million) for programming and discharge planning.</li> </ul> <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
<b>Source Report(s)</b>	Sheriff's Jail Reform Plan, Blue Ribbon Commission on Improving Custody Operations
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	115, 128, 432, 435, 437, 438
<b>Review Date</b>	FGOC reviewed on November 10, 2016.

<b>PGM 3</b>	Include best practices for re-entry into the community by providing programs that reduce recidivism and developing a discharge plan that includes support programs in the community.
<b>Steps Taken</b>	The Sheriff's Office continually evaluates programming to ensure it meets the needs of inmates and helps them to reenter the community and not reoffend. The Sheriff's Office actively works on discharge planning.
<b>Budget Status</b>	The Board approved the following: <ul style="list-style-type: none"> <li>• FY 2017 Adopted Budget: 6 Rehabilitation Officer positions and 1 Senior Management Analyst (\$1.1 million) for programming and discharge planning</li> </ul> County Administration and the department are evaluating to determine if additional resources are needed.
<b>Source Report(s)</b>	Commission on the Status of Women, Human Relations Commission, Blue Ribbon Commission on Improving Custody Operations
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	114, 182, 340, 435
<b>Review Date</b>	FGOC reviewed on November 10, 2016.

<b>PGM 4</b>	Develop a plan to expand the number and quality of incustody programs. Increase access to programs among all housing units and security levels that is responsive to the inmate's individual needs. Utilize technology to increase participation and availability of educational materials. Expand volunteer and chaplaincy opportunities.
<b>Steps Taken</b>	These are all ongoing efforts by the Sheriff's Office. The Sheriff's Office is also working with County Procurement to release an RFP for tablets that will enable inmates to have more access to educational materials.
<b>Budget Status</b>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> <li>• FY 2017 Adopted Budget: 6 Rehabilitation Officer positions and 1 Senior Management Analyst (\$1.1 million) for programming and discharge planning.</li> <li>• December 2016: Agreements for chaplaincy services within the jails</li> </ul> <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
<b>Source Report(s)</b>	Sheriff's Jail Reform Plan, Commission on the Status of Women, Human Relations Commission, Blue Ribbon Commission on Improving Custody Operations
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	93, 118 - 122, 126, 127, 180, 339, 433, 434, 436, 439
<b>Review Date</b>	FGOC reviewed on November 10, 2016.

## Grievances Policies and Procedures

There are 49 recommendations in the category of Grievances Policies and Procedures that are included in the Summarized Recommendations below.

*Table of Summarized Recommendations for  
Grievances Policies and Procedures (GRV)*

<b>GRV 1</b>	With regard to grievance procedures, revise the grievance policy and related forms. Train custody staff on policy changes and the process for completing the forms related to grievances. The policy should clarify the process and methods for submitting grievances confidentially and the timeline for responding to grievances. With regard to submitting grievances, the forms should be accessible for all inmates.
<b>Steps Taken</b>	A Grievance Unit has been established by the Sheriff's Office and a new policy inclusive of these recommendations is being finalized.
<b>Budget Status</b>	The Board approved the following: <ul style="list-style-type: none"> <li>• FY 2017 Adopted Budget: 1 Sheriff's Correctional Lieutenant position and 2 Management Analyst positions (\$502,408) to track, investigate, and respond to grievances.</li> </ul> <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
<b>Source Report(s)</b>	Human Relations Commission, Blue Ribbon Commission on Improving Custody Operations
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	23, 25, 27, 29, 33, 40, 41, 43, 327, 328, 488, 489, 495, 497
<b>Review Date</b>	FGOC reviewed on November 10, 2016.

<b>GRV 2</b>	<p>In handling and tracking grievances, implement an automated grievance tracking system that will be utilized by custody staff and custody health staff. Install locking grievance collection boxes to ensure confidentiality and security with instructions posted nearby and set up a regular collection schedule. Add custody staff to collect, process, and track grievances for both custody and custody health staff.</p> <p>Review existing forms to ensure that relevant information is being captured. Ensure that forms can be accessed and used by all inmates including inmates with disabilities. Create an electronic grievance form that can be used on the new tablets when they are implemented.</p>
<b>Steps Taken</b>	<p>The Sheriff's Office is configuring an automated tracking system for grievances. Collection boxes were installed and the collection process was revised. Forms are being revised and the tablet RFP will include a requirement for inmates to submit grievances electronically also, via the tablet or a kiosk.</p>
<b>Budget Status</b>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> <li>• FY 2017 Adopted Budget: 1 Sheriff's Correctional Lieutenant position and 2 Management Analyst positions (\$502,408) to track, investigate, and respond to grievances.</li> </ul> <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
<b>Source Report(s)</b>	<p>Sheriff's Jail Reform Plan, Blue Ribbon Commission on Improving Custody Operations, Zisser</p>
<b>Responsible Department(s)</b>	<p>Sheriff's Office</p>
<b>Master List Nos.</b>	<p>28, 32, 34 - 39, 379 - 381, 383, 384, 496, 498, 511</p>
<b>Review Date</b>	<p>FGOC reviewed on November 10, 2016.</p>

<b>GRV 3</b>	In order to meet the Prison Rape Elimination Act (PREA) standards, post information regarding PREA reporting and update the orientation video and inmate rule book. The PREA orientation video should be shown in a quiet viewing area and provide an opportunity for questions.
<b>Steps Taken</b>	Last year, PREA information was added to the end of the Inmate Orientation Video inmates view prior to housing. Both the Inmate Rule Book and the Orientation Video are being updated.
<b>Budget Status</b>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> <li>• FY 2016 Adopted Budget: 1 Sheriff’s Correctional Sergeant position and 1 Sheriff’s Correctional Deputy position (\$314,500) were added for the Professional Compliance unit.</li> <li>• November 2015: Also for the Professional Compliance Unit, 1 Sheriff’s Correctional Lieutenant, 1 Sheriff’s Correctional Sergeant, and 2 Sheriff’s Correctional Deputy positions were added (\$741,000)</li> <li>• FY 2017 Adopted Budget: 5 Sheriff’s Correctional Deputy positions and 1 Clerk position (\$827,539) were added to the Office of Operational Standards and Inspection Unit to support policy and compliance work.</li> </ul> <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
<b>Source Report(s)</b>	Zisser
<b>Responsible Department(s)</b>	Sheriff’s Office
<b>Master List Nos.</b>	493- 494
<b>Review Date</b>	FGOC reviewed on November 10, 2016.

<b>GRV 4</b>	For accountability and investigatory purposes, assign all complaints to Internal Affairs for investigation. Investigations of grievances should be completed in a timely manner. Hold staff accountable for timely and appropriate responses. If there is an oversight body created, their role should include grievance oversight.
<b>Steps Taken</b>	All complaints are now funneled through the Internal Affairs Unit for review to determine what the best course of investigative action will be. Likewise, all grievances will be forwarded to the Grievance Unit for the same review.
<b>Budget Status</b>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> <li>• February 2016: 1 Sheriff's Sergeant for the Internal Affairs Unit (\$229,610).</li> <li>• FY 2017 Adopted Budget: 2 Sheriff's Sergeant positions and 1 Management Analyst position to the Internal Affairs Unit (\$591,854).</li> <li>• FY 2017 Adopted Budget: 1 Sheriff's Correctional Lieutenant position and 2 Management Analyst positions (\$502,408) to track, investigate, and respond to grievances.</li> </ul> <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
<b>Source Report(s)</b>	Sheriff's Jail Reform Plan, Blue Ribbon Commission on Improving Custody Operations, Zisser
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	24, 490, 499 - 501
<b>Review Date</b>	FGOC reviewed on November 10, 2016.

<b>GRV 5</b>	In terms of reporting on grievances, ensure that regular reports regarding grievances are available to the department, the public, and any oversight body that may be created. Provide data to staff in order to identify areas of improvement.
<b>Steps Taken</b>	The new Grievance Unit is working to address these recommendations.
<b>Budget Status</b>	The Board approved the following: <ul style="list-style-type: none"> <li>• FY 2017 Adopted Budget: 1 Sheriff's Correctional Lieutenant position and 2 Management Analyst positions (\$502,408) to track, investigate, and respond to grievances.</li> </ul> County Administration and the department are evaluating to determine if additional resources are needed.
<b>Source Report(s)</b>	Sheriff's Jail Reform Plan, Blue Ribbon Commission on Improving Custody Operations, Zisser
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	42, 382, 385, 386, 491
<b>Review Date</b>	FGOC reviewed on November 10, 2016.



## Inmate Services

There are 64 recommendations in the category of Inmate Services that are included in the Summarized Recommendations below.

*Table of Summarized Recommendations for  
Inmate Services (ISV)*

<b>ISV 1</b>	With regard to inmate phones, ensure that the costs of phone calls are reasonable and review the feasibility of providing free phone calls. Examine the number of phones available to inmates in each housing unit.
<b>Steps Taken</b>	The Sheriff's Office is working on this analysis, and will provide more information on the number and location of telephones.
<b>Budget Status</b>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> <li>• FY 2017 Adopted Budget: Reduced reimbursements from the Inmate Welfare Fund (\$1.3 million) so that the Inmate Welfare Fund positions and services would not get cut.</li> </ul> <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
<b>Source Report(s)</b>	Human Relations Commission, Blue Ribbon Commission on Improving Custody Operations
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	99, 163, 164, 335
<b>Review Date</b>	FGOC reviewed on December 19, 2016.

<b>ISV 2</b>	For visiting, implement a user friendly visitation and cancellation system that provides flexibility for visitors. Expand visiting hours and review alternatives to the requirement to sign in 45-60 minutes in advance of the scheduled visitation time.
<b>Steps Taken</b>	Visiting hours have increased and the Sheriff's Office is looking for continued expansion opportunities.
<b>Budget Status</b>	County Administration and the department are evaluating to determine if additional resources are needed.
<b>Source Report(s)</b>	Human Relations Commission, Blue Ribbon Commission on Improving Custody Operations
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	166 - 169, 334
<b>Review Date</b>	FGOC reviewed on December 19, 2016.

<b>ISV 3</b>	The Inmate Welfare Fund Committee (IWFC) should review commissary prices for reasonableness and seek to reduce prices where appropriate. Look at options for commissary contracts versus in-house commissary operated by custody staff and ensure commissions are used for inmate programs.
<b>Steps Taken</b>	The IWFC convened a subcommittee to evaluate the recommendations from the Blue Ribbon Commission.
<b>Budget Status</b>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> <li>• FY 2017 Adopted Budget: Reduced reimbursements from the Inmate Welfare Fund (\$1.3 million) so that the Inmate Welfare Fund positions and services would not get cut.</li> </ul> <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
<b>Source Report(s)</b>	Blue Ribbon Commission on Improving Custody Operations
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	72 - 74, 84 - 88, 174
<b>Review Date</b>	FGOC reviewed on December 19, 2016.

<b>ISV 4</b>	<p>The membership of the Inmate Welfare Fund Committee (IWFC) should include more community members and have term limits. Notifications of vacancies on the IWFC should be widely publicly noticed, and meetings conducted on days and times that maximize public attendance. The responsibilities of the IWFC should include review of the actual expenditures from the budget, tour the jail facilities, and convene public forums to provide information on the programs and services.</p> <p>The Inmate Welfare Fund (IWF) should be audited, and a report made on the status of previous audit recommendations. A review of other revenue options should be conducted, and expenses should be analyzed such as the indigent kits and salary/benefit costs.</p>
<b>Steps Taken</b>	The IWFC convened a subcommittee to evaluate the recommendations from the Blue Ribbon Commission.
<b>Budget Status</b>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> <li>• FY 2017 Adopted Budget: Reduced reimbursements from the Inmate Welfare Fund (\$1.3 million) so that the Inmate Welfare Fund positions and services would not get cut.</li> </ul> <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
<b>Source Report(s)</b>	Blue Ribbon Commission on Improving Custody Operations
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	75 - 83, 89 - 92, 95 - 98
<b>Review Date</b>	FGOC reviewed on December 19, 2016.

<b>ISV 5</b>	With regard to the inmates' rights and responsibilities, update the inmate rule book and orientation video to educate the inmates and explain expected behavior. Include in-person orientation provided to custody staff. The rule book and orientation video should be produced in multiple languages and accessible for inmates with disabilities. The rule book should explain inmates' rights and responsibilities, behavior consequences like infractions, and how to access to healthcare.
<b>Steps Taken</b>	The Sheriff's Office is in process of conducting these revisions and additional information will be provided in future reports.
<b>Budget Status</b>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> <li>• FY 2016 Adopted Budget: 1 Sheriff's Correctional Sergeant position and 1 Sheriff's Correctional Deputy position (\$314,500) were added for the Professional Compliance unit.</li> <li>• November 2015: Also for the Professional Compliance Unit, 1 Sheriff's Correctional Lieutenant, 1 Sheriff's Correctional Sergeant, and 2 Sheriff's Correctional Deputy positions were added (\$741,000)</li> <li>• FY 2017 Adopted Budget: 5 Sheriff's Correctional Deputy positions and 1 Clerk position (\$827,539) were added to the Office of Operational Standards and Inspection Unit to support policy and compliance work.</li> </ul> <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
<b>Source Report(s)</b>	Sheriff's Jail Reform Plan, Human Relations Commission, Blue Ribbon Commission on Improving Custody Operations
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	66 - 71, 336, 407, 408, 409 - 413
<b>Review Date</b>	FGOC reviewed on December 19, 2016.

<b>ISV 6</b>	<p>Explore various options for communication with inmates, friends and families, as well as new ways to support access to programs. In terms of communication:</p> <ul style="list-style-type: none"> <li>● Create a venue for inmates, families, friends, and advocates to present concerns</li> <li>● Establish inmate committees to provide ongoing input</li> <li>● For mentally ill inmates, provide discharge planning and linkages between the jail and community based programs</li> </ul> <p>For new ways to access programs:</p> <ul style="list-style-type: none"> <li>● Ensure equal access to programs for men and women</li> <li>● Create incentives for pro-social behavior</li> <li>● Provide services for young adults segregated from the adult population</li> <li>● Utilize data from inmate surveys and grievance tracking to assess operations and better understand inmate perceptions</li> </ul>
<b>Steps Taken</b>	The Sheriff’s Office has established Inmate Advisory Councils to assist with communication between inmates and jail administration.
<b>Budget Status</b>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> <li>● FY 2017 Adopted Budget: Reduced reimbursements from the Inmate Welfare Fund (\$1.3 million) so that the Inmate Welfare Fund positions and services would not get cut.</li> </ul> <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
<b>Source Report(s)</b>	Sheriff’s Jail Reform Plan, Blue Ribbon Commission on Improving Custody Operations, Department of Justice, Civil Grand Jury, Zisser
<b>Responsible Department(s)</b>	Sheriff’s Office
<b>Master List Nos.</b>	62 - 65, 110, 165, 171, 175, 191, 197, 406, 523, 535
<b>Review Date</b>	FGOC reviewed on December 19, 2016.

**Custody Hiring, Staffing, and Training**

There are 84 recommendations in the category Custody Hiring, Staffing, and Training that are included in the Summarized Recommendations below.

***Table of Summarized Recommendations for Custody Hiring, Staffing, and Training (HST)***

<b>HST 1</b>	In terms of hiring, increase background, hiring, and polygraph staffing in order to optimize the number of qualified applicants. Raise the minimum education requirements for custody Deputies with consideration given to college degrees and coursework/work experience in mental health, criminal justice, and behavioral science.
<b>Steps Taken</b>	The Sheriff’s Office agrees with this recommendation and is in the process of implementing these reforms. Projected completion date is January 2017.
<b>Budget Status</b>	The Board approved the following: <ul style="list-style-type: none"> <li>• November 2015: \$200,000 in ongoing funding for background investigation contracts for recruiting and \$420,000 in ongoing funding for another correctional cadet academy.</li> </ul> County Administration and the department are evaluating to determine if additional resources are needed.
<b>Source Report(s)</b>	Sheriff’s Jail Reform Plan
<b>Responsible Department(s)</b>	Sheriff’s Office
<b>Master List Nos.</b>	398-401
<b>Review Date</b>	FGOC reviewed on December 19, 2016.

<b>HST 2</b>	In order to prioritize staffing resources as well as safety and security, conduct staffing studies that also include supervisor to staff ratios.
<b>Steps Taken</b>	The Sheriff's Office partially agrees with these recommendations and is evaluating staffing models and best practices from the Department of Justice. Estimated completion date of May 2017.
<b>Budget Status</b>	County Administration and the department are evaluating to determine if additional resources are needed.
<b>Source Report(s)</b>	Department of Justice, Blue Ribbon Commission on Improving Custody Operations
<b>Responsible Department(s)</b>	Sheriff's Office
<b>Master List Nos.</b>	155, 156, 199, 200
<b>Review Date</b>	FGOC reviewed on December 19, 2016.



<b>HST 3</b>	In terms of system-wide best practices, custody leadership should engage in opportunities to learn about nationwide jail operations by information sharing and educational seminars. Provide access and timely response to inmates and their families regarding navigating the criminal justice system. For custody health staff, implement initiatives that encourage nurses to be patient advocates, and redesign nursing protocols to be assessments rather than treatment. Research best practices in correctional learning for academy and jail training officer program.
<b>Steps Taken</b>	<p>Custody Health’s efforts related to nursing proposals are in progress.</p> <p>The Sheriff’s Office agrees with these recommendations and has sent staff to the Department of Justice, National Association of Civilian Oversight of Law Enforcement, and American Correctional Association seminars. The Sheriff’s Office also regularly utilizes the California State Sheriff’s Association resources to connect with other agencies and to exchange information regarding best practices. The Sheriff’s Training and Compliance Unit has revised the Jail Training Officer program and will begin training for the new program in January 2017. Estimated completion is December 2017 to train all Jail Training Officers.</p>
<b>Budget Status</b>	County Administration and the departments are evaluating to determine if additional resources are needed.
<b>Source Report(s)</b>	Department of Justice, Healthcare Gap Analysis – Wilcox, Human Relations Commission
<b>Responsible Department(s)</b>	Sheriff’s Office, Custody Health Services
<b>Master List Nos.</b>	201, 205, 206, 342, 592, 600
<b>Review Date</b>	FGOC reviewed on December 19, 2016.

<b>HST 4</b>	<p>Ensure that training for Custody and Custody Health promotes safety and well-being of inmates and staff by providing training and updating policies and procedures. Provide a timeline for implementation of training. Provide custody-specific CIT training for mental health issues including de-escalation and trauma-informed care with a regular refresher course. Other topics should include Interpersonal Communications Skill training, cultural competency, implicit bias, procedural justice, gender-responsive training, Americans with Disabilities Act (ADA), Prison Rape Elimination Act (PREA), inmate rights, grievance process, and use of force. For these topics and where appropriate, training should be provided through train-the-trainer programs, training in the academy jail training program, and off-site training.</p>
<b>Steps Taken</b>	<p>Training curriculum in the listed areas of focus has been developed and is ongoing with clinical medical staff, custody staff (MSDs), mental health staff (MFTs &amp; LCSWs). This includes RNs, Psychologists, Nurse Practitioners and Psychiatrists. It is offered in all the available and various formats to allow for comprehensive global training of all staff.</p> <p>Suicide prevention and assessment training was provided to Custody Health staff in October of 2016, with video refreshers for new and existing staff.</p> <p>Full-day Annual Review Day (ARD) training is offered to nursing and clinical staff annually. This year, topics included: Workplace Safety, Gangs in Our Jails, as well as Mental Health and Suicide Prevention.</p> <p>The Sheriff's Office agrees with these recommendations and continually evaluates training to ensure inmate and staff safety. A timeline and update on training is provided to the Finance, Government and Operations Committee and the Public Safety and Justice Committee quarterly. Many of these trainings are already being implemented, while others are pending policy revisions.</p>

<b>Budget Status</b>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> <li>• FY 2017 Adopted Budget: \$215,000 to support staff attendance at training for Implicit Bias Training, Crisis Intervention Team (CIT) training, and Americans with Disabilities Act training.</li> <li>• May 2016: Agreement with Sabot Consulting to provide ADA training and use of force training to DOC and Custody Health Services staff.</li> </ul> <p>County Administration and the departments are evaluating to determine if additional resources are needed.</p>
<b>Source Report(s)</b>	Sheriff's Jail Reform Plan, Human Relations Commission, Commission on the Status of Women, Civil Grand Jury, Zisser, Department of Justice, Blue Ribbon Commission on Improving Custody Operations
<b>Responsible Department(s)</b>	Sheriff's Office, Custody Health Services
<b>Master List Nos.</b>	109, 133, 136 – 145, 179, 203, 204, 343-346, 453 – 455, 457- 465, 503, 507, 538 - 542
<b>Review Date</b>	FGOC reviewed on December 19, 2016.

<p><b>HST 5</b></p>	<p>With regard to staffing levels for custody positions, recommendations include:</p> <ul style="list-style-type: none"> <li>• Increase Correctional Deputy staffing in the housing units from 1 to 2 Correctional Deputies, increase Correctional Sergeant staffing, and increase watch commander staffing (Correctional Lieutenants) to 24 hours, 7 days a week</li> <li>• Assign a relief officer for each floor of the Main Jail</li> <li>• Increase staffing for Internal Affairs</li> <li>• Add Correctional Deputy to each facility to conduct training for inmates on expected behavior and add analyst staff to review behavior trends</li> <li>• Add a Sheriff’s Correctional Lieutenant and analyst staff for Grievances</li> <li>• Establish a crisis response teams for mental health, crisis, and tactical situations and conduct critical incident reviews</li> <li>• Add staff to multi-disciplinary health teams</li> <li>• Ensure that Prison Rape Elimination Act (PREA) staff are assigned to each facility</li> <li>• Establish policies regarding solo assignments for trainee Correctional Deputies</li> </ul>
<p><b>Steps Taken</b></p>	<p>The Sheriff’s Office agrees with these recommendations. Some positions have been added to Internal Affairs, Grievances, and PREA. However, the Sheriff’s Office is currently utilizing overtime for many staffing needs such as Classification and Multi-Support Deputies for the behavioral health teams. The Sheriff’s Office is aggressively recruiting new deputies to fill vacancies and running continuous academies. The Sheriff’s Office will prioritize staffing needs and identify critical areas to request positions at mid-year and through the budget process.</p>

<b>Budget Status</b>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> <li>• February 2016: 1 Sheriff’s Sergeant for the Internal Affairs Unit (\$229,610).</li> <li>• FY 2017 Adopted Budget: 2 Sheriff’s Sergeant positions and 1 Management Analyst position to the Internal Affairs Unit (\$591,854).</li> <li>• FY 2017 Adopted Budget: 1 Sheriff’s Correctional Lieutenant position and 2 Management Analyst positions (\$502,408) to track, investigate, and respond to grievances.</li> <li>• FY 2016 Adopted Budget: 1 Sheriff’s Correctional Sergeant position and 1 Sheriff’s Correctional Deputy position (\$314,500) were added for the Professional Compliance unit.</li> <li>• November 2015: Also for the Professional Compliance Unit, 1 Sheriff’s Correctional Lieutenant, 1 Sheriff’s Correctional Sergeant, and 2 Sheriff’s Correctional Deputy positions were added (\$741,000)</li> <li>• FY 2017 Adopted Budget: 5 Sheriff’s Correctional Deputy positions and 1 Clerk position (\$827,539) were added to the Office of Operational Standards and Inspection Unit to support policy and compliance work.</li> <li>• FY 2017 Adopted Budget: 10 Sheriff’s Correctional Deputy positions and 1 Sheriff’s Correctional Sergeant position (\$1.6 million) were added as Multi Support Deputies to support behavioral health teams.</li> <li>• November 2015: 1 Sheriff’s Correctional Lieutenant position and 1 Sheriff’s Correctional Sergeant position (\$454,834) to provide additional supervisory staffing to the Classification Unit</li> <li>• FY 2017 Adopted Budget: 1 Sheriff’s Correctional Captain position (\$290,402) and one of the responsibilities of this position was the new classification system.</li> <li>• November 2015: \$420,000 in ongoing funding for another correctional cadet academy.</li> </ul> <p>County Administration and the departments are evaluating to determine if additional resources are needed.</p>
<b>Source Report(s)</b>	Sheriff’s Jail Reform Plan, Civil Grand Jury, Department of Justice, Blue Ribbon Commission on Improving Custody Operations, Emblidge Report, Zisser
<b>Responsible Dept(s)</b>	Sheriff’s Office, Custody Health Services
<b>Master List Nos.</b>	107,117, 157, 158, 202, 440-446, 506, 509, 519, 531, 532
<b>Review Date</b>	FGOC reviewed on December 19, 2016.

<p><b>HST 6</b></p>	<p>With regard to staffing levels for custody healthcare positions, recommendations include:</p> <ul style="list-style-type: none"> <li>• Add substance abuse positions throughout facilities</li> <li>• Add sufficient dental staffing incrementally for urgent care, interceptive care, and routine care</li> <li>• Have sufficient staffing for mental health treatment, discharge planning, chronic care clinics</li> <li>• In Intake Booking, have sufficient staffing for continuity of care process and medication verification</li> <li>• Medical and mental health clinicians should be available 24 hours a day, 7 days a week</li> <li>• Create a triage function staffed with dedicated and trained triage nurse</li> </ul>
<p><b>Steps Taken</b></p>	<ul style="list-style-type: none"> <li>• For Intake Booking, 6 contract nurses have been added and recruitment for nurses is ongoing to accomplish screening and triage functions. Clinicians are staffed 24/7. Psychiatrists are staffed 10 to 16 hours per day to provide timely in depth evaluations and mental health treatment to new arrestees.</li> <li>• A second Dentist has been added and recruitment for support staff is in process to expand hours and days of availability.</li> <li>• Hiring has been ongoing with all Custody Health Services mental health staff with focus on the BHTs.</li> <li>• Mental health crisis clinicians are available at the Main Jail, Elmwood, and CCW 24 hours a day, 7 days a week. Ongoing recruitment is focused on both medical and mental health staff for 24/7 coverage.</li> <li>• Six Behavioral Health Teams have been launched at the Main Jail, Elmwood and CCW to provide behavioral health services to inmates with serious mental illness. The teams are providing services to over 900 inmates, about 28% of the total in custody population.</li> <li>• Through a contract with Family &amp; Children’s Services, a team of 10 substance use counselors, a clinical supervisor, and a program director work collaboratively with the Behavioral Health Teams at the Main Jail, Elmwood, and CCW for substance use screening, treatment engagement, and linkages to community services.</li> <li>• 20 of the 59 positions related to the Behavioral Health Teams have been filled.</li> </ul>

<b>Budget Status</b>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> <li>• FY 2017 Adopted Budget: 1 Dentist position and 1 Dental Assistant position (\$326,928)</li> <li>• FY 2017 Adopted Budget: 1 Psychiatric Social Worker II position (\$185,697) for night shift mental health staffing.</li> <li>• December 2015: 59 positions in Custody Health Services to provide multi-disciplinary healthcare staff and support staff (\$16.6 million) for mentally ill inmates for behavioral health services during incarceration and re-integration into the community.</li> <li>• FY 2017 Adopted Budget: 10 Sheriff’s Correctional Deputy positions and 1 Sheriff’s Correctional Sergeant position (\$1.6 million) were added as Multi Support Deputies to support behavioral health teams.</li> </ul> <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
<b>Source Report(s)</b>	Blue Ribbon Commission on Improving Custody Operations, Dental Gap Analysis – Shulman, Healthcare Gap Analysis-Wilcox, Civil Grand Jury,
<b>Responsible Department(s)</b>	Custody Health Services
<b>Master List Nos.</b>	108, 113, 533, 552, 580, 585, 586, 593, 594, 605
<b>Review Date</b>	FGOC reviewed on December 19, 2016.

Remaining Categories to be reviewed by the Finance and Government Operations Committee:

- Jail Environment and Culture
- Staff Accountability
- Inmate Healthcare
- Jail Facilities