

Jail Reform Summarized Recommendations

Introduction

In order to make the most productive use of the FGO's designated time for jail reforms discussion, the jail matrix recommendations have been grouped into larger Summarized Recommendations. Each Summarized Recommendation contains the summary, actions steps that have been taken and funding appropriations that have been made, the source(s) of the recommendation, and the matrix ID numbers. 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.

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.

The table in this report contain Summarized Recommendations for the following categories that the Finance and Government Operations Committee has reviewed: Suicide Prevention, Use of Force, and Inmate Classification Policies and Procedures.

Suicide Prevention

Suicide Prevention is a subject area that touches 3 of the categories: Jail Facilities, Custody Hiring, Staffing, and Training, and Inmate Healthcare. The Summarized Recommendations for Suicide Prevention are only related to jail facilities and the County Executive’s Office will return with additional updates in future special FGOC meetings on jail reforms.

Table of Summarized Recommendations for Suicide Prevention (SUI)

SUI 1	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.
Steps Taken/Budget Actions	<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"> • Remove upper bunk beds where they exist. Grind smooth, and patch holes/imperfections. • Remove clothes hangers. Grind smooth, and patch holes/imperfections. • Replace existing stainless steel sink/toilet combinations or plumbing so that there are no splash guards or anti-splash slits. • Remove lower bunk beds and replace with heavy molded plastic or solid concrete slab with rounded edges. • Remove stools, and beds will be used as a seat. • Triangular corner tables are preferred where existing tables do not meet requirements. • 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. <p><i>Estimated completion by Spring of 2017.</i></p>
Source Report(s)	Gap analysis by custody health experts

Master List Nos.	261-271, 280-286, 288-296, 302-303
-------------------------	------------------------------------

SUI 2	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.
Steps Taken/Budget Actions	This functionality will need to be considered as part of the larger future video surveillance project for the County jail system. Funding decisions for the surveillance project will be brought to the Board in Fall of 2016, and the Board already approved \$10 million to be placed in a reserve for this project. Phase 1 includes MJN and <i>Elmwood cameras and infrastructure and construction is expected to be completed by June 2017 for MJN and May 2017 for Elmwood.</i>
Source Report(s)	Gap analysis by custody health experts
Master List Nos.	276-279, 287

SUI 3	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.
Steps Taken/Budget Actions	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. <i>Estimated completion by Spring of 2017.</i>
Source Report(s)	Gap analysis by custody health experts
Master List Nos.	253-260, 297-299

SUI 4	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.
Steps Taken/Budget Actions	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>Estimated completion by Spring of 2017.</i>
Source Report(s)	Gap analysis by custody health experts
Master List Nos.	272-275

SUI 5	Ensure reasonable privacy during Custody Health screenings and assessments
Steps Taken/Budget Actions	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. <i>Estimated completion by Fall 2016.</i>
Source Report(s)	Gap analysis by custody health experts
Master List Nos.	300- 301

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)

UOF 1	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.
Steps Taken/Budget Actions	This recommendation is pending review of the revised policy with impacted unions.
Source Report(s)	Sheriff's Jail Reform Plan
Master List Nos.	472,473,475-477

UOF 2	Develop and implement training on the revised UOF policy for all staff and managers.
Steps Taken/Budget Actions	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.
Source Report(s)	Sheriff's Jail Reform Plan, Dept of Justice
Master List Nos.	195,466

UOF 3	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.
Steps Taken/Budget Actions	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.
Source Report(s)	Sheriff's Jail Reform Plan
Master List Nos.	467-469, 474, 481-484

UOF 4	Implement an automated system to track UOF investigations that will aid in the timely review and evaluation of UOF incidents.
Steps Taken/Budget Actions	The Sheriff's Office implemented a new tracking system in May 2016.
Source Report(s)	Sheriff's Jail Reform Plan
Master List Nos.	478,479

UOF 5	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.
Steps Taken/Budget Actions	Within the Sheriff's Office, the Jail Crimes Unit has been reviewing significant UOF incidents for the past several months.
Source Report(s)	Sheriff's Jail Reform Plan
Master List Nos.	470,471,480

Inmate Classification Policies and Procedures

Contained in the Summarized Recommendations below are the 36 recommendations related to inmate classification policies and procedures.

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

CLS 1	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.
Steps Taken/Budget Actions	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.
Source Report(s)	Blue Ribbon Commission on Improving Custody Operations, National Institute of Corrections, Human Relations Commission, Sheriff's Jail Reform Plan, JFA Institute Classification Study
Master List Nos.	130-132, 184, 310-311, 347-348, 637-639, 641-642

CLS 2	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.
Steps Taken/Budget Actions	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.
Source Report(s)	Blue Ribbon Commission on Improving Custody Operations, Emblidge Report, Sheriff's Jail Reform Plan
Master List Nos.	134-135, 212, 349, 352-356

CLS 3	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.
Steps Taken/Budget Actions	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.
Source Report(s)	Commission on the Status of Women
Master List Nos.	181, 544

CLS 4	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.
Steps Taken/Budget Actions	Implementation of these recommendations is dependent on facility modifications, and will be considered as part of the new classification system implementation.
Source Report(s)	National Institute of Corrections, Emblidge Report, Sheriff's Jail Reform Plan
Master List Nos.	183, 211, 351, 357

CLS 5	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.
Steps Taken/Budget Actions	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.
Source Report(s)	Sheriff's Jail Reform Plan
Master List Nos.	358-359

CLS 6	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.
Steps Taken/Budget Actions	The Board recently approved positions for Office of Standards and Inspection Unit within the Sheriff's Office Custody Bureau. These positions are responsible for updating all policies and procedures.
Source Report(s)	Civil Grand Jury
Master List Nos.	530

CLS 7	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. 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.
Steps Taken/Budget Actions	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.
Source Report(s)	JFA Institute Classification Study
Master List Nos.	640, 643-646