

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)

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	<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>Designs were projected to be completed by February 2017, but now construction is estimated to start at a time later than November 2018 in order to incorporate and evaluate the incorporation of ADA features in suicide prevention cells and phase the work as housing units are available.</p>
Budget Status	This summarized recommendation was budgeted for design and construction in August 2016 in the amount of \$1.384 million.
Source Report(s)	Suicide Prevention Gap Analysis – Hayes
Responsible Department(s)	Facilities and Fleet
Master List Nos.	261-271, 280-286, 288-296, 302-303
Review Date	FGOC reviewed on August 26, 2016 and December 19, 2016

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	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. As of November 2017, staff is providing information to the Board about audio and video functionality for jail surveillance, and how much audio surveillance is reasonable to allow in medical and mental health treatment areas.
Budget Status	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.
Responsible Department(s)	Facilities and Fleet
Source Report(s)	Suicide Prevention Gap Analysis – Hayes
Master List Nos.	276-279, 287
Review Date	FGOC reviewed on August 26, 2016 and December 19, 2016

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	<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 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.</p> <p>Designs were projected to be completed by February 2017, but now construction is estimated to start at a time later than November 2018 in order to incorporate and evaluate the ADA features in suicide prevention cells and phase the work as housing units become available. On May 9, 2017, the Board approved a capital improvement project in the amount of \$1.6 million for design and construction of suicide prevention barriers in various jail housing units for inmates with serious mental illness. Installation of temporary suicide prevention barriers in various housing units has begun. Permanent suicide prevention barrier designs are complete and the construction contract was awarded in October 2017.</p> <p>Permanent suicide prevention barriers have been completed in several housing units at Elmwood, and the entire project is projected to be completed in December 2018, pending housing unit availability at Main Jail North.</p>
Budget Status	This summarized recommendation was budgeted for design and construction in August 2016 in the amount of \$1.384 million. An additional \$1.6 million was allocated in May 2017 to address additional suicide prevention issues.
Source Report(s)	Suicide Prevention Gap Analysis – Hayes
Responsible Department(s)	Facilities and Fleet
Master List Nos.	253-260, 297-299
Review Date	FGOC reviewed on August 26, 2016 and December 19, 2016

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	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. Designs were projected to be completed by February 2017, but now construction is estimated to start at a time later than November 2018 in order to incorporate and evaluate the ADA features in suicide prevention cells and phase the work as housing units become available.
Budget Status	This summarized recommendation was budgeted for design and construction in August 2016 in the amount of \$1.384 million.
Source Report(s)	Suicide Prevention Gap Analysis – Hayes
Responsible Department(s)	Facilities and Fleet
Master List Nos.	272-275
Review Date	FGOC reviewed on August 26, 2016 and December 19, 2016

SUI 5	Ensure reasonable privacy during Custody Health screenings and assessments
Steps Taken	<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. There are currently 3 separate capital projects related to privacy in the booking area. The first is men's intake counter, which was completed in February 2017. The second is the women's intake counter, which was completed Spring 2017.</p> <p>The third is the intake partitions and room configurations, which was completed in January 2018. Currently, staff are ensuring that assessments are conducted in a reasonably private location. This Summarized Recommendation has been completed.</p>
Budget Status	This summarized recommendation was budgeted for design and construction in the various capital projects described above in the amount of \$250,000.
Source Report(s)	Suicide Prevention Gap Analysis – Hayes
Responsible Department(s)	Facilities and Fleet
Master List Nos.	300- 301
Review Date	FGOC reviewed on August 26, 2016 and December 19, 2016

SUI 6	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.
Steps Taken	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. This Summarized Recommendation has been completed.
Budget Status	No additional resources are needed.
Source Report(s)	Suicide Prevention Gap Analysis – Hayes
Responsible Department(s)	Sheriff's Office, Custody Health Services, Facilities and Fleet
Master List Nos.	220, 221, 223, 224, 226, 238 - 240
Review Date	FGOC reviewed on December 19, 2016.

<p>SUI 7</p>	<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"> • Screening process at intake booking should include referral to medical or mental health staff • Permit both DOC and CHS staff to initiate suicide precautions, and the CHS can discontinue precautions only after conducting an assessment • Ensure inmates on suicide precautions are located in close proximity to staff • CHS staff perform an assessment before the scheduled release of an inmate on suicide precautions • Implement a continuous quality improvement plan • The behaviors that warrant an appropriate level of observation • Description of appropriate clothing for inmates on suicide precautions, and avoid if possible the use of restraints and cancellation of privileges • Training and mock drills for resuscitation with appropriate equipment available
<p>Steps Taken</p>	<p>The Sheriff’s Office has a protocol in place for initiating suicide precautions. For CHS, all of the above recommendations started as of October 24, 2016. This includes the start of data collection for the quality assessment/quality monitoring. The CHS policies have been updated. This Summarized Recommendation has been completed.</p>
<p>Budget Status</p>	<p>No additional resources are needed.</p>
<p>Source Report(s)</p>	<p>Suicide Prevention Gap Analysis – Hayes</p>
<p>Responsible Department(s)</p>	<p>Sheriff’s Office, Custody Health Services</p>
<p>Master List Nos.</p>	<p>132, 222, 225, 228 - 233, 235, 237, 244, 245, 396</p>
<p>Review Date</p>	<p>FGOC reviewed on December 19, 2016.</p>

SUI 8	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.
Steps Taken	<p>The CHS Triage System provides guidelines to clinicians and nurses concerning estimation of the time-sensitivity of an evaluation by an appropriate provider in an appropriate setting, according to a patient’s mental health conditions. The goal of triage is to rapidly assess and identify life threatening emergencies and to activate emergency responses in a timely fashion.</p> <p>Triage is a system for assigning prioritization to groups of patients according to the time-sensitivity of their health needs and the expected response. Patients with health needs may present to CHS staff through intake, self-referrals (e.g., white cards), and staff referrals. Triage is an iterative process since some health needs improve or worsen over time.</p> <p>Timeframes for current practice of clinician response:</p> <ul style="list-style-type: none"> • Emergent mental health (MH) conditions: patient requires a MH clinician to respond within 15 minutes and intervene within an hour. • Urgent mental health (MH) condition: patient requires a MH clinician to assess and to intervene within 2 hours. • Routine mental health (MH) condition: patient requires a MH clinician to assess and to intervene within 24 hours. <p>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.</p> <p>This Summarized Recommendation has been completed.</p>
Budget Status	No additional resources are needed.
Source Report(s)	Suicide Prevention Gap Analysis – Hayes
Responsible Department(s)	Custody Health Services

Master List Nos.	227, 234, 236, 241, 242
Review Date	FGOC reviewed on December 19, 2016.

SUI 9	<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>
Steps Taken	<p>Training for existing Custody Health staff on the new Suicide Risk Assessment tool is complete. New CHS employees will be trained as part of orientation, and refresher training will be provided to all staff.</p> <p>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> <p>This Summarized Recommendation has been completed.</p>
Budget Status	No additional resources are needed.
Source Report(s)	Suicide Prevention Gap Analysis – Hayes
Responsible Department(s)	Sheriff's Office, Custody Health Services
Master List Nos.	246, 249, 252, 304 – 309
Review Date	FGOC reviewed on December 19, 2016.

SUI 10	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.
Steps Taken	The Sheriff's Office and CHS have a quality committee to review suicide attempts and deaths that was implemented prior to August of 2016. This Summarized Recommendation has been completed.
Budget Status	No additional resources are needed.
Source Report(s)	Suicide Prevention Gap Analysis – Hayes
Responsible Department(s)	Sheriff's Office, Custody Health Services
Master List Nos.	217 - 219, 247, 248, 250, 251
Review Date	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)

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	The Sheriff's Office has finalized a revised Use of Force Policy which has been published on the Sheriff's website and will take effect on January 1, 2018 after all Custody Bureau staff have received training on the new policy. The Use of Force Review Committee (UFRC) is outlined beginning on page 9.01-31 of the revised policy. The composition and review standards are outlined in the policy. The UFRC will be established when the policy takes effect.
Budget Status	No additional resources are needed.
Source Report(s)	Sheriff's Jail Reform Plan
Responsible Department(s)	Sheriff's Office
Master List Nos.	472,473,475-477
Review Date	FGOC reviewed on August 26, 2016.

UOF 2	Develop and implement training on the revised UOF policy for all staff and managers.
Steps Taken	The train-the-trainer for the UOF policy was completed in July 2017. As a result of this course, the expert has suggested revisions to the policy and that the initial training will be extended to a ten-hour block. Training will commence on September 5, 2017 to ensure comprehension of the revised policy and to complete force-options training scenarios. and will be completed by December 21, 2017. Sergeants and Jail Training Officers will be trained first, followed by staff assigned to housing units within the jails. After the initial eight hours of training, Custody Bureau staff will be required to complete a two hour refresher training every other year.
Budget Status	County Administration and the department are evaluating to determine if additional resources are needed.
Source Report(s)	Sheriff's Jail Reform Plan, Department of Justice
Responsible Department(s)	Sheriff's Office
Master List Nos.	195,466
Review Date	FGOC reviewed on August 26, 2016.

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	The Sheriff's Office has been working with experts for months on revising the policy. All but one of these recommendations have been incorporated into the new Use of Force Policy, which is now available on the Sheriff's website. De-escalation training is being provided to all staff, not just a specialized team as recommended and the Sheriff's Office will continue to utilize special units such as the Emergency Response Team. This Summarized Recommendation has been completed.
Budget Status	No additional resources are needed.
Source Report(s)	Sheriff's Jail Reform Plan
Responsible Department(s)	Sheriff's Office

Master List Nos.	467-469, 474, 481-484, 487
Review Date	FGOC reviewed on August 26, 2016.

UOF 4	Implement an automated system to track UOF investigations that will aid in the timely review and evaluation of UOF incidents.
Steps Taken	The Sheriff's Office implemented a new tracking system in May 2016. This Summarized Recommendation has been completed.
Budget Status	No additional resources are needed.
Source Report(s)	Sheriff's Jail Reform Plan
Responsible Department(s)	Sheriff's Office
Master List Nos.	478,479
Review Date	FGOC reviewed on August 26, 2016.

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	Within the Sheriff's Office, the Jail Crimes Unit has been reviewing significant UOF incidents for the past several months. This Summarized Recommendation has been completed.
Budget Status	The Board approved the following: <ul style="list-style-type: none"> • FY 2015 Recommended Budget: 3 Deputy Sheriff positions to create a Jail Investigative Unit (\$427,080). • 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. • 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. No additional resources are needed.
Source Report(s)	Sheriff's Jail Reform Plan
Responsible Department(s)	Sheriff's Office
Master List Nos.	470,471,480
Review Date	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)

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	<p>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.</p> <p>On December 12, 2016 the Sheriff’s Office began using the tool designed by JFA Institute on females being booked into custody. Initial re-classification assessments were conducting in February. The tool was implemented with the male population beginning on March 9, 2017. In May 2017, use of the reclassification tool will begin. The JFA Institute will also conduct an on-site visit to complete reliability testing of the new tool. The Sheriff’s Office is on track for a 6-month evaluation report with JFA Institute at the end of July 2017.</p> <p>This Summarized Recommendation has been completed.</p>
Budget Status	<p>Board added \$30,000 in onetime funding in FY 2016 to implement a new classification system.</p> <p>Board added \$25,000 in onetime funding in FY 2017 to assist with the implementation of the jail classification system.</p> <p>No additional resources are needed.</p>
Source Report(s)	Blue Ribbon Commission on Improving Custody Operations, Department of Justice, Human Relations Commission, Sheriff’s Jail Reform Plan, JFA Institute Classification Study
Responsible Department(s)	Sheriff’s Office
Master List Nos.	130-132, 184, 310-311, 347-348, 637-639, 641-642
Review Date	FGOC reviewed on August 26, 2016.

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	<p>The Sheriff's Office is reviewing all of the specific recommendations related to this item for operational impact and feasibility. 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. As of March 8, 2017, the Sheriff's Office has been classifying all inmates with the new initial classification form. Within the first eight hours of arriving at the jail, inmates are assessed and housed. The reclassification interviews happen every 60 days via a face to face interview where the inmate also gains information on their file. The Sheriff's Office is utilizing the 60-day review process in lieu of an appeal process and inmates are not allowed access to their files, but complete face to face interviews with Classification deputies as part of the 60-day review process where they discuss their behavior and documented incidents.</p> <p>Inmates that entered custody prior to implementation of the new tool cannot currently be entered into the tool's program for 60-day reviews. Therefore, deputies assigned to Classification manually monitor compliance and complete review documents, including providing inmates with an advisement form outlining the 60-day review process and a copy of their custody score. The Sheriff's IT staff is working to identify a temporary solution and ensuring that JMS will have the ability to manually enter assessments.</p> <p>This Summarized Recommendation is completed to the extent the Sheriff's Office concurs with the recommendations.</p>
Budget Status	No additional resources are needed.
Source Report(s)	Blue Ribbon Commission on Improving Custody Operations, Emblidge Report, Sheriff's Jail Reform Plan
Responsible Department(s)	Sheriff's Office
Master List Nos.	134-135, 349, 352-356
Review Date	FGOC reviewed on August 26, 2016.

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	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. The Sheriff’s Office continues to work with the Commission on the Status of Women, the Office of Women’s Policy, and the Office of LGBTQ Affairs to develop gender responsive policies in the jails. The Sheriff’s Office has also included proposed changes from the Commission on the Status of Women in the 60 day reclassification tool. This Summarized Recommendation has been completed.
Budget Status	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. The Board added \$25,000 in onetime funding in FY 2017 to assist with the implementation of the jail classification system.
Source Report(s)	Commission on the Status of Women
Responsible Department(s)	Sheriff’s Office
Master List Nos.	181, 544
Review Date	FGOC reviewed on August 26, 2016.

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	<p>Implementation of these recommendations is dependent on facility modifications, and will be considered as part of the new classification system implementation. The Sheriff's Office has closed every maximum security tier at Main Jail South (MJS) and half of the remaining MJS facility. Since August of 2016, the Sheriff's Office has downclassified approximately 600 inmates who were previously maximum security. By downclassing, they are rehoused in areas where they can come out of their cells in groups, thus increasing unstructured out-of-cell time, and given increased access to structured programming. Inmates with mobility issues can be housed in any facility other than MJS. However, beds of all security levels are available for inmates with mobility issues in all other facilities.</p> <p>This Summarized Recommendation has been completed. The Sheriff's Office will continue to house inmates according to their classification that is based on their behaviors and allows for the greatest amount of out of cell time and access to programs.</p>
Budget Status	No additional resources are needed.
Source Report(s)	Department of Justice, Emblidge Report, Sheriff's Jail Reform Plan
Responsible Department(s)	Sheriff's Office
Master List Nos.	183, 351, 357
Review Date	FGOC reviewed on August 26, 2016.

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	<p>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. Under the new classification tool, general population pre-trial inmates who meet the criteria for minimum security housing will be housed at Elmwood. Daily reviews of inmate population and bed availability is conducted to ensure those eligible for minimum camp are accommodated swiftly. The Sheriff's Office has also submitted a request to FAF for improvements that can be made at Elmwood to securely increase capacity at the minimum camp.</p> <p>The current practice is to house all inmates according to their score utilizing the classification tool. As a result, any inmate, who scores at security level of one or two are directly housed at Elmwood. Minimum Camp improvements at Elmwood are ongoing and the Sheriff's Office is currently working through the Capital Projects process to provide a secure area for protective custody inmates.</p>
Budget Status	County Administration and the department are evaluating to determine if additional resources are needed.
Source Report(s)	Sheriff's Jail Reform Plan
Responsible Department(s)	Sheriff's Office
Master List Nos.	358-359
Review Date	FGOC reviewed on August 26, 2016.

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	<p>The Sheriff's Office has implemented two comprehensive management software systems into their business processes. The Sheriff's Office has been analyzing issues and compiling resource need requests for FY 2018 related to this Summarized Recommendation, which will focus on conducting research as well as tracking, monitoring, and implementing jail reforms. They will also evaluate external best practices to ensure the Sheriff's Office Custody and Enforcement Bureaus are remaining up to date and are consistent in both Bureaus. They will be tasked with developing management reports and recommendations to Executive Staff for areas of improvement. This will allow Office of Operational Standards and Inspection Unit within the Sheriff's Office Custody Bureau to focus on audits and policy compliance. They will also evaluate commissary options and establish the Vocational Training Program.</p> <p>This Summarized Recommendation has been completed.</p>
Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • 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. • 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) • 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. <p>No additional resources are needed.</p>
Source Report(s)	Civil Grand Jury
Responsible Department(s)	Sheriff's Office
Master List Nos.	530
Review Date	FGOC reviewed on August 26, 2016.

<p>CLS 7</p>	<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. 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>
<p>Steps Taken</p>	<p>The Sheriff’s Office has been analyzing issues and compiling resource need requests for FY 2018 related to this Summarized Recommendation, which will help to complete reclassification assessments and to complete integration of high security inmates into general population. To move this project forward, the Sheriff’s Office has had to shift existing personnel into the Classification Unit and is utilizing overtime to backfill positions in other areas of the facilities. The Sheriff’s Office is also evaluating duties of existing staff to create an Intervention Team for high needs female inmates and analyzing staffing needs. Currently, the Sheriff’s Office has assigned a dedicated classification deputy to the women’s facility. Other tasks are being handled as a collateral assignment. The Sheriff’s Office is aggressively recruiting to decrease the current vacancy rate.</p> <p>The Sheriff’s Office began implementation of the new system eight months ago. The new system requires additional staffing to conduct interviews with inmates, observe and assess inmate behaviors, and to prepare files, enter data, and analyze trends for reclassification reviews. Additional staffing will also assist with the Sheriff’s Office efforts to audit overrides and conduct proactive training based on usage of the system. Specific staffing needs were outlined in the Update on the Inmate Classification System presented to the Board at the August 15, 2017 Jail Reforms Study Session.</p> <p>The Sheriff’s Office has identified a need for significant staffing for Classification and submitted a preliminary analysis to the County Executive in February 2018.</p>

Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • 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 • 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. The position is also responsible for jail reforms, new jail construction, operational changes to existing facilities, coordination with Custody Health, and ADA issues.
Source Report(s)	JFA Institute Classification Study
Responsible Department(s)	Sheriff's Office
Master List Nos.	640, 643-646
Review Date	FGOC reviewed on August 26, 2016.

External Oversight, Reporting, and Organizational Accountability (OVR)

There are 46 recommendations in the category of External Oversight, Reporting, and Organizational Accountability (OVR) included in the Summarized Recommendations below.

Table of Summarized Recommendations for External Oversight, Reporting, and Organizational Accountability (OVR)

OVR 1	Regarding independent oversight body(ies), review options for, and then establish independent oversight for the Department of Correction and Sheriff’s Office that reports to the Board of Supervisors.
Steps Taken	<p>On September 7, 2016, related to oversight and inspector general models, the FGOC received a written overview report, a verbal report from the Office of the Sheriff, and conducted a panel discussion of experts.</p> <p>On September 12, 2017, the Board discussed a referral for consideration of an ordinance with possible charter amendment establishing an Office of Correction and Law Enforcement Oversight within Santa Clara County. FGOC has also held special meetings on October 5, October 24, November 20, 2017, and December 14, 2017 for additional discussions on this topic. On January 23, 2018, the Board approved actions to establish an Office of Correction and Law Enforcement Monitoring and provided direction to County Counsel on items to be brought back for adoption, including an ordinance for consideration on March 20, 2018.</p>
Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • FY 2017 Adopted Budget: \$2.5 million reserve for jail reform and oversight. <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Blue Ribbon Commission, Human Relations Commission, Sheriff’s Jail Reform Plan
Responsible Department(s)	County Counsel
Master List Nos.	4, 57, 59, 61, 332, 404
Review Date	FGOC reviewed on September 30, 2016.

OVR 2	Regarding an independent civilian oversight commission, establish a nine member volunteer commission guided by a scope and that has specific roles and responsibilities. Commission would publish reports on statistics and complaints.
Steps Taken	<p>The Sheriff's Office has been investigating and researching options for independent civilian oversight. The Sheriff's Office attended the National Association for Civilian Oversight of Law Enforcement conference to continue learning more about independent civilian oversight models.</p> <p>On September 12, 2017, the Board discussed a referral for consideration of an ordinance with possible charter amendment establishing an Office of Correction and Law Enforcement Oversight within Santa Clara County, including a civilian oversight commission. FGOC has also held special meetings on October 5, October 24, November 20, 2017, and December 14, 2017 for additional discussions on this topic. On January 23, 2018, the Board approved actions to establish an Office of Correction and Law Enforcement Monitoring and provided direction to County Counsel on items to be brought back for adoption, including an ordinance for consideration on March 20, 2018.</p>
Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • FY 2017 Adopted Budget: \$2.5 million reserve for jail reform and oversight. <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Sheriff's Jail Reform Plan
Responsible Department(s)	County Counsel
Master List Nos.	402, 403, 405
Review Date	FGOC reviewed on September 30, 2016.

OVR 3	Create an ombudsman office out of the existing Jail Observer Program as a neutral, outside resource. Ensure that this Office has enough staff to address concerns. Expand existing MOUs and add new ones with County entities that provide services to inmates.
Steps Taken	
Budget Status	The Board approved the following: <ul style="list-style-type: none"> • FY 2017 Adopted Budget: \$2.5 million reserve for jail reform and oversight. County Administration and the department are evaluating to determine if additional resources are needed.
Source Report(s)	Blue Ribbon Commission, Human Relations Commission, Commission on the Status of Women, and Zisser
Responsible Department(s)	County Counsel , County Executive's Office
Master List Nos.	2, 146-151, 312-314, 522, 546
Review Date	FGOC reviewed on September 30, 2016.

OVR 4	Consider leadership options for the jail system and whether the Department of Correction should be independent. Establish who is responsible for jail operations. Look at the need for multiple individuals to oversee the care of inmates. Create a committee of experts and community stakeholders to study leadership and oversight models.
Steps Taken	The Board of Supervisors reviewed legally permissible options for jail structure for the Department of Correction at their study session on December 20, 2016, and again during their meeting on February 7, 2017. The Board has directed Administration work to find a consultant to evaluate the legally permissible options and make recommendations. An RFP was released in Fall 2017 and a contract was approved by the Board on December 5, 2017 with CGL Companies, LLC. A report from CGL is expected for the March 20, 2018 Board meeting.
Budget Status	The Board approved the following: <ul style="list-style-type: none"> • FY 2017 Adopted Budget: \$2.5 million reserve for jail reform and oversight. County Administration and the department are evaluating to determine if additional resources are needed.
Source Report(s)	Blue Ribbon Commission, Human Relations Commission, and Healthcare Gap Analysis - Wilcox
Responsible Department(s)	Sheriff's Office, County Counsel , County Executive's Office
Master List Nos.	3, 7, 58, 60, 315, 316, 333, 601
Review Date	FGOC reviewed on September 30, 2016.

OVR 5	With regard to jail reforms, ensure that recommendations are implemented in a timely manner. Include input from diverse groups of community stakeholders and inmates, as well as experts from Blue Ribbon Commission. Publicize and review reports that include issues for inmates with disabilities, and Prison Rape Elimination Act (PREA) audit findings.
Steps Taken	The Sheriff's Office has published the results of PREA audits and other inspections on their Jail Reforms webpage. They have also started convening Inmate Advisory Councils at Elmwood and will soon at Main Jail in order to provide another opportunity for inmate input. This Summarized Recommendation has been completed.
Budget Status	The Board approved the following: <ul style="list-style-type: none"> • FY 2017 Adopted Budget: \$2.5 million reserve for jail reform and oversight. No additional resources are needed.
Source Report(s)	Blue Ribbon Commission, Zisser
Responsible Department(s)	Sheriff's Office
Master List Nos.	1, 6, 517, 524, 526, 528
Review Date	FGOC reviewed on September 30, 2016.

OVR 6	Ensure recommendations are implemented within custody and custody health by: <ul style="list-style-type: none">• Conducting audits and studies.• Developing scope, rules, and policies for departments and oversight bodies.• Monitoring custody and custody health policies, procedures• Reviewing and making recommendations on incidents like use of force events and internal affairs investigations• Providing project management and outside assistance to prioritize recommendations• Providing management reports and conducting quality improvement studies
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<p>Steps Taken</p>	<p>The Sheriff’s Office has been analyzing issues and compiling resource need requests related to this Summarized Recommendation, which will help to conduct research and policy development for both Custody and Enforcement. The primary function of these positions will be to track, monitor and implement jail reforms. They will also evaluate external best practices to ensure the Sheriff’s Office Custody and Enforcement Bureaus are remaining up to date and are consistent in both Bureaus. They will be tasked with developing management reports to recommendations to Executive Staff for areas of improvement. This will allow Office of Operational Standards and Inspection Unit within the Sheriff’s Office Custody Bureau to focus on audits and policy compliance. They will evaluate commissary options and establish the Vocational Training Program.</p> <p>The Director of Custody Health Services (CHS) regularly meets with the Jail Reform Workgroup and is responsible for providing project management and prioritizing recommendations to ensure the implementation of various jail reform efforts.</p> <p>CHS has two full-time Quality Improvement Managers who continually conduct audits and studies; review critical incidents; provide recommendations; and monitor compliance with and consistent application of Custody Health policies and procedures.</p> <p>With the implementation of HealthLink, productivity and other relevant information are tracked and measured to develop a clearer picture of CHS operations, pinpoint areas that may require service or staffing level adjustments, and identify areas of need.</p> <p>The CHS component of this Summarized Recommendation has been completed. However, CHS will continue to monitor services to adapt to the evolving needs of inmates.</p>
<p>Budget Status</p>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • FY 2017 Adopted Budget: \$2.5 million reserve for jail reform and oversight. <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
<p>Source Report(s)</p>	<p>Sheriff’s Reform Plan, Blue Ribbon Commission, Civil Grand Jury, Dental Gap Analysis - Shulman, Healthcare Gap Analysis - Wilcox, Zisser</p>
<p>Responsible Department(s)</p>	<p>Sheriff’s Office, Custody Health Services</p>
<p>Master List Nos.</p>	<p>5, 404, 516, 521, 527, 534, 536, 561, 602-604, 606</p>

Review Date	FGOC reviewed on September 30, 2016.
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Americans with Disabilities Act (ADA) Facility and Programs

There are 14 recommendations in the category of Programs that are included in the Summarized Recommendations below.

Table of Summarized Recommendations for Americans with Disabilities Act Facility and Programs (ADA)

ADA 1	Programming should accommodate inmates’ capacity for learning, linguistic needs, and ADA requirements, and should provide certification(s) of completion.
Steps Taken	Facility improvements are being done to ensure ADA inmates can be housed in more housing units so they can have better access to programming. The Board approved a contract with San Jose State University to provide in-custody education services at Elmwood and Main Jail.
Budget Status	<p>December 15, 2015: Board approved \$500,000 for Main Jail and Elmwood ADA improvements.</p> <p>April 12, 2016: Board approved \$2.4 million in funding for Main Jail North ADA repairs, \$500,000 in funding for Main Jail North and Elmwood ADA assessments, and \$1 million for Elmwood ADA improvements.</p> <p>November 15, 2016: Board approved \$900,000 for Elmwood Women’s Housing ADA improvements.</p> <p>April 11, 2017: Board approved \$1.5 million for Elmwood Men’s Housing ADA improvements.</p> <p>FY 2018 Adopted Budget: \$3 million reserve for Main Jail ADA Repairs and \$4.75 million reserve for Elmwood Complex ADA Repairs.</p> <p>October 3, 2017: Board approved transfer from Elmwood Complex ADA Repairs Reserve of \$1.8 million to provide funding for the design phase for the American Disabilities Act (ADA) Path of Travel routes at the Elmwood Correctional Facility campus and the design phase for the Elmwood Barracks 2 ADA Improvements, and funding to complete the Elmwood ADA assessment tasks.</p> <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Human Relations Commission
Responsible Department(s)	Sheriff’s Office
Master List Nos.	341

Review Date	FGOC reviewed on September 30, 2016.
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ADA 2	Following the initial screening, Custody staff will determine the need for mental health housing, Housing Accommodation (ADA), Protective Custody, Administrative Segregation housing and/or possible program needs.
Steps Taken	The Sheriff's Office has incorporated a cognitive evaluation in the initial screening process. CHS staff provides recommendations on housing to Custody staff, which is taken into consideration for placement. This Summarized Recommendation has been completed.
Budget Status	County Administration and the department are evaluating to determine if additional resources are needed.
Source Report(s)	Sheriff's Jail Reform Plan
Responsible Department(s)	Sheriff's Office
Master List Nos.	350
Review Date	FGOC reviewed on September 30, 2016.

ADA 3	Revise all Custody and Custody Health policies, procedures, practices, forms and inmate handbook to ensure compliance with current ADA mandates.
Steps Taken	County Counsel's Office is reviewing revised policies and procedures before they are finalized. The inmate rulebook is in the process of being re-written and will include ADA information as well. The revised Inmate Grievance Form and the new Inmate Grievance Appeal Form have both been created in compliance with ADA requirements, which include increased font size and easy to understand verbiage. Additionally, there is a check box for the inmate if he/she requires and ADA accommodation. Lastly, when serving the inmate the final grievance response he/she must indicate in the ADA tracking system if "Effective Communication" was used in explaining the response.
Budget Status	County Administration and the department are evaluating to determine if additional resources are needed.
Source Report(s)	Sheriff's Jail Reform Plan
Responsible Department(s)	Sheriff's Office
Master List Nos.	363
Review Date	FGOC reviewed on September 30, 2016.

ADA 4	Update and eliminate existing structural access barriers in aging jail facilities. Implement structural modification plans to remove barriers to access and ensure appropriate accommodations are provided for all inmates. Design the proposed Main Jail East to maximize space and program access for inmates with disabilities.
Steps Taken	The Sheriff's Office and Facilities and Fleet Department have been working to remedy items that need to be fixed. \$11.6 million of funding has been allocated for study, design, and remodel and construction of various ADA issues in the jail facilities. A plan is being developed to scope out the cost and plan to make the necessary longer term fixes, which will likely involve cell reconfiguration, while other ADA modifications are already under way. New Main Jail South is being designed to maximize space and program access for inmates with disabilities and the goal is to have more than 3% of cells with ADA access.
Budget Status	<p>December 15, 2015: Board approved \$500,000 for Main Jail and Elmwood ADA improvements.</p> <p>April 12, 2016: Board approved \$2.4 million in funding for Main Jail North ADA repairs, \$500,000 in funding for Main Jail North and Elmwood ADA assessments, and \$1 million for Elmwood ADA improvements.</p> <p>November 15, 2016: Board approved \$900,000 for Elmwood Women's Housing ADA improvements.</p> <p>April 11, 2017: Board approved \$1.5 million for Elmwood Men's Housing ADA improvements.</p> <p>FY 2018 Adopted Budget: \$3 million reserve for Main Jail ADA Repairs and \$4.75 million reserve for Elmwood Complex ADA Repairs.</p> <p>October 3, 2017: Board approved transfer from Elmwood Complex ADA Repairs Reserve of \$1.8 million to provide funding for the design phase for the American Disabilities Act (ADA) at Elmwood.</p> <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Sheriff's Jail Reform Plan
Responsible Department(s)	Sheriff's Office
Master List Nos.	414, 415, 416, 420, 421
Review Date	FGOC reviewed on September 30, 2016.

ADA 5	Implement ADA tracking software program to ensure inmates with disabilities receive reasonable accommodations, have appropriate housing, and equal program access. The software should track grievances so that they are resolved in a timely manner. ADA experts should monitor compliance with current ADA mandates and facility modifications on an ongoing basis.
Steps Taken	The Sheriff's Office has purchased and configured ADA tracking software and is in the process of training end users. The County Executive's Office has a contract with Sabot Consulting to monitor compliance for ADA mandates and facility modifications and to ensure timely implementation. This Summarized Recommendation has been completed.
Budget Status	No additional resources are needed.
Source Report(s)	Sheriff's Jail Reform Plan
Responsible Department(s)	Sheriff's Office
Master List Nos.	417, 418
Review Date	FGOC reviewed on September 30, 2016.

ADA 6	Provide comprehensive eight hour ADA training for all Custody and Custody Health staff, complete initial comprehensive ADA training by May 2016, and train appropriate staff on ADA tracking system beginning July 2016.
Steps Taken	Comprehensive ADA training has been provided for all Custody and Custody Health staff by Sabot Consulting. When the updated policies are complete, Sabot Consulting will provide refresher training, and Riley Consulting will be providing training on the ADA tracking system. This Summarized Recommendation has been completed.
Budget Status	No additional resources are needed.
Source Report(s)	Sheriff's Jail Reform Plan
Responsible Department(s)	Sheriff's Office
Master List Nos.	450, 451, 452, 456
Review Date	FGOC reviewed on September 30, 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)

PGM 1	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.
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<p>Steps Taken</p>	<p>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. Custody Health provides discharge planning for inmates who require more complex case management. Both departments work with the Re-entry Resource Center for discharge planning of mental health inmates.</p> <p>Custody Health Services (CHS) currently has 10 Behavioral Health Teams working at the Main Jail and Elmwood Complex—including the Correctional Center for Women. They continue to provide crisis intervention, psychiatric assessment, medication management, case management, discharge planning and individual/group therapy.</p> <p>With the ongoing construction and subsequent housing changes at the Main Jail and Elmwood Complex, CHS continues to collaborate with the Sheriff’s Office to optimize supervision and use of existing space for groups. There are approximately 26 group treatment sessions conducted weekly by CHS clinicians and STEP (Supportive Transitional Empowerment Program) counselors.</p> <p>In addition, CHS staff attend the weekly Community Awaiting Placement Supervision (CAPS) meeting with a multi-departmental team that plans for and arranges program releases for inmates who have been ordered to participate in programs that address their treatment and/or recovery needs. CHS also continues to meet with the Behavioral Health Services Leadership to improve patient transition into the community.</p> <p>The CHS component of this Summarized Recommendation has been completed. However, CHS will continue to monitor services to adapt to the evolving needs of inmates.</p> <p>The Sheriff’s Office has been utilizing staff on an “on-loan” basis and has increased the number of Multi Support-Deputies to 22 deputies, with 8 Behavioral Health Teams. Additionally, 5 addition Rehabilitation Officers are completing the hiring process and will begin in August 2017.</p>
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Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • 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. • 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. • FY 2017 Adopted Budget: 6 Rehabilitation Officer positions and 1 Senior Management Analyst (\$1.1 million) for programming and discharge planning. • FY 2018 Adopted Budget: Added new Psychiatrist position to provide on-site clinical oversight of behavioral health services, and Hospital Services Assistant position, 2 Clinical Nurse III positions, and one Staff Developer position to support jail reform efforts (\$1.4 million). • January 23, 2018: Added new Director, Custody Behavioral Services Positions, in Custody Health Services to provide oversight of all Custody Health behavioral health staff and services. <p>County Administration and the departments are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Blue Ribbon Commission on Improving Custody Operations
Responsible Department(s)	Sheriff’s Office, Custody Health Services
Master List Nos.	94, 105, 106, 116
Review Date	FGOC reviewed on November 10, 2016.

PGM 2	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.
Steps Taken	<p>Through industries and in-reach programming with San Jose and Goodwill, the Sheriff's Office has expanded these areas since February 2016.</p> <p>In collaboration with the Office of Re-Entry Services, Sheriff's Programs Unit and Rehabilitation Officers conduct monthly meetings to discuss and explore programs and services that will increase the ability to reduce recidivism, with an emphasis on programs that provide development, training, and educational services.</p>

Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • August 2016: 3-year contract for \$325,000 with San Jose State University Research Foundation for in-custody education services. • FY 2017 Adopted Budget: 6 Rehabilitation Officer positions and 1 Senior Management Analyst (\$1.1 million) for programming and discharge planning. • FY 2018 Adopted Budget: \$250,000 in ongoing funding for the Department of Correction to obtain contract instructors for a Vocational Training Program at both Main Jail and Elmwood <p>County Administration and the department are evaluating to determine if additional resources are needed.</p> <p>The Sheriff’s Office has been analyzing issues and compiling resource need requests related to this Summarized Recommendation, which will help to conduct research and policy development for both Custody and Enforcement. The primary function of these positions will be to track, monitor and implement jail reforms. They will also evaluate external best practices to ensure the Sheriff’s Office Custody and Enforcement Bureaus are remaining up to date and are consistent in both Bureaus. They will be tasked with developing management reports to recommendations to Executive Staff for areas of improvement. This will allow Office of Operational Standards and Inspection Unit within the Sheriff’s Office Custody Bureau to focus on audits and policy compliance. They will evaluate commissary options and establish the Vocational Training Program.</p>
Source Report(s)	Sheriff’s Jail Reform Plan, Blue Ribbon Commission on Improving Custody Operations
Responsible Department(s)	Sheriff’s Office
Master List Nos.	115, 128, 432, 435, 437, 438
Review Date	FGOC reviewed on November 10, 2016.

PGM 3	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.
Steps Taken	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. The Programs Unit has collaborated with the Office of Re-Entry Services to conduct an independent review of programs. These efforts are ongoing and include additional programs and services.
Budget Status	The Board approved the following: <ul style="list-style-type: none"> • FY 2017 Adopted Budget: 6 Rehabilitation Officer positions and 1 Senior Management Analyst (\$1.1 million) for programming and discharge planning County Administration and the department are evaluating to determine if additional resources are needed.
Source Report(s)	Commission on the Status of Women, Human Relations Commission, Blue Ribbon Commission on Improving Custody Operations
Responsible Department(s)	Sheriff's Office
Master List Nos.	114, 182, 340, 435
Review Date	FGOC reviewed on November 10, 2016.

PGM 4	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.
Steps Taken	<p>These are all ongoing efforts by the Sheriff’s Office. The Sheriff’s Office is also working with County Procurement and County Information Services Department to release an RFP for tablets that will enable inmates to have more access to educational materials.</p> <p>There are 8 Behavioral Health Teams working at Main Jail and Elmwood. They provide crisis intervention, case management, discharge planning, and individual and group therapy. Behavioral Health Team group sessions have also expanded to include 13 weekly STEP group sessions in addition to the 25 weekly BHT group sessions. As of April 2017, there are 23 sessions being held each week, with a plan to increase group offerings over the next few months. Each group session accommodates between 5 and 10 inmates. Class offerings include: Illness, Management and Recovery; Anger Management; Seeking Safety; Emotion Management; Thinking for a Change; Healthy Relationships; Dialectical Behavior Therapy (DBT) Skills.</p> <p>In addition, there are 12 weekly sessions related to Substance Use offered.</p> <p>From the Sheriff’s Office, blended learning has been incorporated in several housing areas via the use of portable media carts and additional interns/volunteers have been selected to assist in expanding services.</p> <p>The Sheriff’s Office has also begun reviewing educational providers that other counties are utilizing to conduct one-on-one and tablet educational instruction.</p> <p>The Inmate Telephones and Tablets RFP has also been finalized by a multi-departmental team, and it was published on BidSys on November 22, 2017.</p>

Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • FY 2017 Adopted Budget: 6 Rehabilitation Officer positions and 1 Senior Management Analyst (\$1.1 million) for programming and discharge planning. • December 2016: Agreements for chaplaincy services within the jails <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Sheriff's Jail Reform Plan, Commission on the Status of Women, Human Relations Commission, Blue Ribbon Commission on Improving Custody Operations
Responsible Department(s)	Sheriff's Office
Master List Nos.	93, 118 - 122, 126, 127, 180, 339, 433, 434, 436, 439
Review Date	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)

GRV 1	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.
Steps Taken	A Grievance Unit has been established by the Sheriff’s Office. The Sheriff’s new Grievance Policy has been finalized and posted on the Sheriff’s website. Revised forms are also now being used in all facilities. Custody staff was trained on how to use the new system and the Grievance Unit will conduct follow-up at squad meetings. Inmates also received information and instructions on the new grievance process and forms via an informational video that was played on loop in the housing units and intake areas as part of the Inmate Information Bulletin. This Summarized Recommendation has been completed.
Budget Status	The Board approved the following: <ul style="list-style-type: none"> • FY 2017 Adopted Budget: 1 Sheriff’s Correctional Lieutenant position and 2 Management Analyst positions (\$502,408) to track, investigate, and respond to grievances. • FY 2018 Adopted Budget: 2 Senior Management Analyst positions (\$338,062) to conduct audits, provide quality assurance of grievance responses, identify trends, and produce training materials regarding grievances.
Source Report(s)	Human Relations Commission, Blue Ribbon Commission on Improving Custody Operations
Responsible Department(s)	Sheriff’s Office
Master List Nos.	23, 25, 27, 29, 33, 40, 41, 43, 327, 328, 488, 489, 495, 497
Review Date	FGOC reviewed on November 10, 2016.

GRV 2	<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>
Steps Taken	<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> <p>This Summarized Recommendation has been completed.</p>
Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • FY 2017 Adopted Budget: 1 Sheriff's Correctional Lieutenant position and 2 Management Analyst positions (\$502,408) to track, investigate, and respond to grievances. • FY 2018 Adopted Budget: 2 Senior Management Analyst positions (\$338,062) to conduct audits, provide quality assurance of grievance responses, identify trends, and produce training materials regarding grievances.
Source Report(s)	Sheriff's Jail Reform Plan, Blue Ribbon Commission on Improving Custody Operations, Zisser
Responsible Department(s)	Sheriff's Office
Master List Nos.	28, 32, 34 - 39, 379 - 381, 383, 384, 496, 498, 511, 514
Review Date	FGOC reviewed on November 10, 2016.

GRV 3	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.
Steps Taken	<p>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.</p> <p>The PREA video continuously plays in the following areas: Men's and Women's Intake/Booking, Main Jail Classification, and Elmwood Processing. Inmates have access to the important information relayed through this video.</p> <p>This Summarized Recommendation is complete to the extent the Sheriff's Office concurs with the recommendations.</p>
Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • 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. • 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) • 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. <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Zisser
Responsible Department(s)	Sheriff's Office
Master List Nos.	493- 494
Review Date	FGOC reviewed on November 10, 2016.

GRV 4	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.
Steps Taken	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. This Summarized Recommendation has been completed.
Budget Status	The Board approved the following: <ul style="list-style-type: none"> • February 2016: 1 Sheriff's Sergeant for the Internal Affairs Unit (\$229,610). • FY 2017 Adopted Budget: 2 Sheriff's Sergeant positions and 1 Management Analyst position to the Internal Affairs Unit (\$591,854). • FY 2017 Adopted Budget: 1 Sheriff's Correctional Lieutenant position and 2 Management Analyst positions (\$502,408) to track, investigate, and respond to grievances. • FY 2018 Adopted Budget: 2 Senior Management Analyst positions (\$338,062) to conduct audits, provide quality assurance of grievance responses, identify trends, and produce training materials regarding grievances.
Source Report(s)	Sheriff's Jail Reform Plan, Blue Ribbon Commission on Improving Custody Operations, Zisser
Responsible Department(s)	Sheriff's Office
Master List Nos.	24, 490, 499 – 501
Review Date	FGOC reviewed on November 10, 2016.

GRV 5	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.
Steps Taken	<p>The new Grievance Unit is working to address these recommendations.</p> <p>The Grievance Unit has been working with the vendor for ADA/Grievance tracking so the system provides better data which will assist staff in creating more comprehensive reports. The Grievance Unit will be requesting additional staff to assist in processing the daily workload to free up analysts to provide meaningful statistical and trend reports. The Sheriff's Office prepared a staffing proposal and it is under review by Administration.</p>
Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • FY 2017 Adopted Budget: 1 Sheriff's Correctional Lieutenant position and 2 Management Analyst positions (\$502,408) to track, investigate, and respond to grievances. • FY 2018 Adopted Budget: 2 Senior Management Analyst positions (\$338,062) to conduct audits, provide quality assurance of grievance responses, identify trends, and produce training materials regarding grievances. <p>County Administration and the department are evaluating to determine if additional resources are needed.</p> <p>The Sheriff's Office has been analyzing issues and compiling resource need requests for FY 2018 related to this Summarized Recommendation, which will help to create regular reports regarding grievances. With current staffing, it has been difficult to conduct proper analysis and follow-up for grievances. In FY 2016, the Grievance Unit received a total of 12,851 grievances, a 27% increase from FY 2015. Grievances continue to increase in FY 2017, and are exceeding FY 2016 statistics.</p>
Source Report(s)	Sheriff's Jail Reform Plan, Blue Ribbon Commission on Improving Custody Operations, Zisser
Responsible Department(s)	Sheriff's Office
Master List Nos.	42, 382, 385, 386, 491
Review Date	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)*

ISV 1	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.
Steps Taken	<p>The Sheriff’s Office is working on this analysis, and will provide more information on the number and location of telephones.</p> <p>The Sheriff’s Office brought an action to the Board on February 28, 2017 relating to the Inmate Welfare Fund and inmate services. As part of that action, the Board approved the following objectives for the RFP for telephone services previously approved by the Board’s Finance and Government Operations Committee:</p> <ul style="list-style-type: none"> (1) The best value to the County in the form of an inmate telephone security system and security support, including call monitoring, call recording and storage, and call recording management and retrieval system. (2) The lowest possible per-minute inmate telephone call cost. (3) No IWF commission. (4) The lowest possible called party costs. (5) Full cost recovery only. (6) No County subsidy. <p>The Sheriff’s Office has also added phones to the 6th and 7th floors at Main Jail North and will continue to add phones until the overall number of phones at Main Jail North has doubled.</p> <p>The Sheriff’s Office is presenting a 1 year extension of the contract with the current telephone vendor at the August 2017 Jail Reforms Study Session.</p> <p>This Summarized Recommendation has been completed.</p>

Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • 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. • February 28, 2017: The Board approved changes to the Inmate Welfare Fund, which will have an impact of \$484,202 during FY 2017, and approximately \$2.3 million of impacts to the General Fund • The Board approved a one-year extension of the contract with the current telephone vendor at the August 15, 2017 Jail Reforms Study Session. <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Human Relations Commission, Blue Ribbon Commission on Improving Custody Operations
Responsible Department(s)	Sheriff's Office
Master List Nos.	99, 163, 164, 335
Review Date	FGOC reviewed on December 19, 2016.

ISV 2	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.
Steps Taken	<p>Visiting hours have increased and the Sheriff's Office is looking for continued expansion opportunities.</p> <p>The Online Visiting system is a user-friendly visitation and cancellation system. Visiting sign-in requirement was reduced to 30-minutes, rather than 45-minutes, so visitors have 15-minutes extra to arrive for check-in. A new visiting rejection form is being created and implemented to provide the public with a time-stamped receipt explaining why a visit/visitor was denied. A user-friendly 'complaint' kiosk is located in the lobby of each jail facility, located just outside the visiting sign-in area.</p> <p>The Sheriff's Office is also researching available technology that will allow visitors to utilize an app for instant scheduling and confirmation of visits, which can also send email and/or text reminders.</p>
Budget Status	County Administration and the department are evaluating to determine if additional resources are needed.
Source Report(s)	Human Relations Commission, Blue Ribbon Commission on Improving Custody Operations
Responsible Department(s)	Sheriff's Office
Master List Nos.	166 - 169, 334
Review Date	FGOC reviewed on December 19, 2016.

ISV 3	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.
Steps Taken	<p>The IWFC convened a subcommittee to evaluate the recommendations from the Blue Ribbon Commission.</p> <p>The Sheriff's Office brought an action to the Board on February 28, 2017 relating to the Inmate Welfare Fund and inmate services. As part of that action, the Board voted to end commissary commissions, which was an overall price reduction of 52.5% effective March 1, 2017. Since the current contract with Aramark Commissary Network will expire on June 30, 2017, staff will vigorously renegotiate the contract to lower prices even further beginning July 1, 2017. Staff will also draft a two-year extension with Aramark to lock in the reduced prices while studying alternative models and preparing an RFP for commissary services. An analysis of the cost was completed and commissary prices were reduced. The Sheriff's Office will continue to evaluate the costs and benefits associated with an in-house commissary.</p>
Budget Status	<p>The Board approved the following</p> <ul style="list-style-type: none"> • 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. • February 28, 2017: The Board approved changes to the Inmate Welfare Fund, which will have an impact of \$484,202 during FY 2017, and approximately \$2.3 million of impacts to the General Fund. <p>County Administration and the department are evaluating to determine if additional resources are needed.</p> <p>The Sheriff's Office has been analyzing issues and compiling resource need requests for FY 2018 related to this Summarized Recommendation, which will help to assist with evaluating commissary models.</p>
Source Report(s)	Blue Ribbon Commission on Improving Custody Operations
Responsible Department(s)	Sheriff's Office
Master List Nos.	72 - 74, 84 - 88, 174

Review Date	FGOC reviewed on December 19, 2016.
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ISV 4	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. 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.
Steps Taken	The IWFC convened a subcommittee to evaluate the recommendations from the Blue Ribbon Commission.
Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • 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. • February 28, 2017: The Board approved changes to the Inmate Welfare Fund, which will have an impact of \$484,202 during FY 2017, and approximately \$2.3 million of impacts to the General Fund. <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Blue Ribbon Commission on Improving Custody Operations
Responsible Department(s)	Sheriff's Office
Master List Nos.	75 - 83, 89 - 92, 95 - 98
Review Date	FGOC reviewed on December 19, 2016.

ISV 5	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 by 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.
Steps Taken	<p>The Sheriff's Office is in process of conducting these revisions and additional information will be provided in future reports.</p> <p>The Sheriff's Office recently began utilizing slide presentations and short informational videos that are played in the facilities and communicate operational changes and disseminate minutes from the Inmate Advisory Council meetings.</p> <p>The Inmate Orientation video continuously plays in the following areas: Men's and Women's Intake/Booking, Main Jail Classification, and Elmwood Processing. Inmates have access to the important information this video provides.</p>
Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • 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. • 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) • 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. <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Sheriff's Jail Reform Plan, Human Relations Commission, Blue Ribbon Commission on Improving Custody Operations
Responsible Department(s)	Sheriff's Office
Master List Nos.	66 - 71, 336, 407, 408, 409 - 413
Review Date	FGOC reviewed on December 19, 2016.

<p>ISV 6</p>	<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"> ● Create a venue for inmates, families, friends, and advocates to present concerns ● Establish inmate committees to provide ongoing input ● For mentally ill inmates, provide discharge planning and linkages between the jail and community based programs <p>For new ways to access programs:</p> <ul style="list-style-type: none"> ● Ensure equal access to programs for men and women ● Create incentives for pro-social behavior ● Provide services for young adults segregated from the adult population ● Utilize data from inmate surveys and grievance tracking to assess operations and better understand inmate perceptions
<p>Steps Taken</p>	<p>The Sheriff’s Office has established Inmate Advisory Councils to assist with communication between inmates and jail administration. The Sheriff’s Office has held two Inmate Advisory Council (IAC) meetings at Elmwood and one at Main Jail. The next meetings will be in July 2017. The Sheriff’s Office has also begun regular meetings with advocacy groups to discuss operational changes so that they can help to communicate information to inmates and their families.</p> <p>In March, the Sheriff’s Office began utilizing Monthly Inmate Information Bulletins in the facilities. Updates are broadcasted on the televisions in the housing units to assist with disseminating information to inmates.</p> <p>Quarterly Inmate Advisory Council (IAC) meetings were scheduled for January, April, July and October 2017.</p> <p style="padding-left: 40px;">Q1) January 9, 2017 Q2) April 24, 2017 Q3) July 17, 2017 Q4) October 16, 2017</p> <p>Prior to each meeting, IAC participation rules of conduct are reviewed, and administration and participants discuss all agenda items submitted by inmates. Meeting minutes are shared with inmates (inmate video loop) and a copy is sent to the Jail Observer Program.</p>

Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • 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. • February 28, 2017: The Board approved changes to the Inmate Welfare Fund, which will have an impact of \$484,202 during FY 2017, and approximately \$2.3 million of impacts to the General Fund. <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
Source Report(s)	<p>Sheriff's Jail Reform Plan, Blue Ribbon Commission on Improving Custody Operations, Department of Justice, Civil Grand Jury, Zisser</p>
Responsible Department(s)	<p>Sheriff's Office</p>
Master List Nos.	<p>62 - 65, 110, 165, 171, 175, 191, 197, 406, 523, 535</p>
Review Date	<p>FGOC reviewed on December 19, 2016.</p>

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)

HST 1	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.
Steps Taken	The Sheriff's Office agrees with this recommendation and is in the process of implementing these reforms. Projected completion date is January 2017. The Sheriff's Office continues to monitor this item and is providing quarterly updates to PSJC.
Budget Status	The Board approved the following: <ul style="list-style-type: none"> • November 2015: \$200,000 in ongoing funding for background investigation contracts for recruiting and \$420,000 in ongoing funding for another correctional cadet academy. County Administration and the department are evaluating to determine if additional resources are needed.
Source Report(s)	Sheriff's Jail Reform Plan
Responsible Department(s)	Sheriff's Office
Master List Nos.	398-401
Review Date	FGOC reviewed on December 19, 2016.

HST 2	In order to prioritize staffing resources as well as safety and security, conduct staffing studies that also include supervisor to staff ratios.
Steps Taken	<p>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. Given law changes and County diversion efforts, the inmate population has been fluctuating. Once the inmate population stabilizes, and numerous facility improvement projects are complete, the Sheriff's Office will do a full assessment of where to deploy staff effectively and the corresponding staffing levels that are needed.</p> <p>The Sheriff's Office submitted a preliminary staffing analysis to the County Executive in February 2018.</p>
Budget Status	County Administration and the department are evaluating to determine if additional resources are needed.
Source Report(s)	Department of Justice, Blue Ribbon Commission on Improving Custody Operations
Responsible Department(s)	Sheriff's Office
Master List Nos.	155, 156, 199, 200
Review Date	FGOC reviewed on December 19, 2016.

HST 3	<p>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.</p>
Steps Taken	<p>Custody Health Services has re-designed the assessment and re-assessment protocols to increase the intensity and depth of assessments for all inmates booked into the Santa Clara County jail facilities. As in the past, nurses continue to be patient advocates and receive ongoing training to apply best practices related to patient care.</p> <p>The CHS component of this Summarized Recommendation has been completed. However, CHS will continue to monitor and update/apply best practices as necessary.</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> <p>Per the Sheriff’s Office, they have fostered a culture based on sharing information and best-practices with other law enforcement agencies. They will continue to actively participate in information sharing activities and site visits with other agencies to learn from other agencies.</p> <p>This Summarized Recommendation has been completed.</p>
Budget Status	<p>County Administration and the departments are evaluating to determine if additional resources are needed.</p>
Source Report(s)	<p>Department of Justice, Healthcare Gap Analysis – Wilcox, Human Relations Commission</p>

Responsible Department(s)	Sheriff's Office, Custody Health Services
Master List Nos.	201, 205, 206, 342, 592, 600
Review Date	FGOC reviewed on December 19, 2016.

<p>HST 4</p>	<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>
<p>Steps Taken</p>	<p>For Custody Health Services, 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 & 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. Suicide prevention and assessment training was provided to Custody Health staff in October of 2016, with video refreshers for new and existing staff. 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 CHS component of this Summarized Recommendation is complete.</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>
<p>Budget Status</p>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • 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. • May 2016: Agreement with Sabot Consulting to provide ADA training and use of force training to DOC and Custody Health Services staff. <p>County Administration and the departments are evaluating to determine if additional resources are needed.</p>

Source Report(s)	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
Responsible Department(s)	Sheriff's Office, Custody Health Services
Master List Nos.	109, 133, 136 – 145, 179, 203, 204, 343-346, 453 – 455, 457- 465, 503, 507, 538 - 542
Review Date	FGOC reviewed on December 19, 2016.

HST 5	<p>With regard to staffing levels for custody positions, recommendations include:</p> <ul style="list-style-type: none">• 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• Assign a relief officer for each floor of the Main Jail• Increase staffing for Internal Affairs• Add Correctional Deputy to each facility to conduct training for inmates on expected behavior and add analyst staff to review behavior trends• Add a Sheriff's Correctional Lieutenant and analyst staff for Grievances• Establish a crisis response teams for mental health, crisis, and tactical situations and conduct critical incident reviews• Add staff to multi-disciplinary health teams• Ensure that Prison Rape Elimination Act (PREA) staff are assigned to each facility• Establish policies regarding solo assignments for trainee Correctional Deputies
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<p>Steps Taken</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> <p>Custody Health Services (CHS) has an existing Crisis Response Team available 24/7 to respond to both urgent and non-urgent referrals from staff, including making acute psychiatric placement for patients when necessary. CHS also has 10 multi-disciplinary Behavioral Health Teams (BHT) that provide crisis intervention, psychiatric assessment, medication management, individual/group therapy, case management, and discharge planning. Staff continues to monitor service level needs to determine if the number of BHTs should be increased. CHS also works closely with the Department of Correction to review critical incidents to determine if system improvements can be made.</p> <p>The CHS component of this Summarized Recommendation has been completed. However, CHS will continue to monitor services to adapt to the evolving needs of inmates.</p>
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<p>Budget Status</p>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • 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. • February 2016: 1 Sheriff's Sergeant for the Internal Affairs Unit (\$229,610). • FY 2017 Adopted Budget: 1 Psychiatric Social Worker II position (\$185,697) for night shift mental health staffing. • FY 2017 Adopted Budget: 2 Sheriff's Sergeant positions and 1 Management Analyst position to the Internal Affairs Unit (\$591,854). • FY 2017 Adopted Budget: 1 Sheriff's Correctional Lieutenant position and 2 Management Analyst positions (\$502,408) to track, investigate, and respond to grievances. • 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. • 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) • 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. • 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. • 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 • 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. • November 2015: \$420,000 in ongoing funding for another correctional cadet academy. • FY 2018 Adopted Budget: 2 Senior Management Analyst positions (\$338,062) to conduct audits, provide quality
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	<p>assurance of grievance responses, identify trends, and produce training materials regarding grievances.</p> <p>County Administration and the departments are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Sheriff's Jail Reform Plan, Civil Grand Jury, Department of Justice, Blue Ribbon Commission on Improving Custody Operations, Emblidge Report, Zisser
Responsible Dept(s)	Sheriff's Office, Custody Health Services
Master List Nos.	107,117, 157, 158, 202, 440-446, 506, 509, 519, 531, 532
Review Date	FGOC reviewed on December 19, 2016.

HST 6	<p>With regard to staffing levels for custody healthcare positions, recommendations include:</p> <ul style="list-style-type: none">• Add substance abuse positions throughout facilities• Add sufficient dental staffing incrementally for urgent care, interceptive care, and routine care• Have sufficient staffing for mental health treatment, discharge planning, chronic care clinics• In Intake Booking, have sufficient staffing for continuity of care process and medication verification• Medical and mental health clinicians should be available 24 hours a day, 7 days a week• Create a triage function staffed with dedicated and trained triage nurse
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<p>Steps Taken</p>	<ul style="list-style-type: none"> • Both mental health and medical staff are available at Intake Booking twenty-four (24) hours a day, seven (7) days per week. Staff includes registered nurses, mental health clinicians, and psychiatrists. The registered nurses and mental health clinicians are available 24/7, while the psychiatrists are available sixteen (16) hours a day, seven (7) days per week. • CHS has implemented a two-tier triage screening at Intake Booking. The initial screening is conducted by a registered nurse who takes individuals through a series of standardized intake admission and screening questions while obtaining baseline vital signs. Those assessed with a severe medical condition are sent to the hospital. Those assessed to have an increased risk for medical or behavioral needs are referred to a medical or mental health physician or a mental health clinician for further evaluation. Following the evaluation, a treatment plan and discharge planning are initiated based on standardized protocols. • A second Dentist has been added to expand hours and days of availability. • CHS offers a comprehensive range of mental health services and provides both acute and outpatient mental health services to the jail facilities. Mental health crisis clinicians are available at the jail facilities 24 hours a day, 7 days a week. • There are currently ten (10) Behavioral Health Teams (BHT) in operation. Each BHT is comprised of a psychiatrist, psychologist, and a mental health clinician. They provide care coordination in special management units that house patients with intellectual disabilities, serious mental illness, and/or substance use issues. Services include psycho social assessments, individual/group therapy, and discharge planning. The BHTs are supported by Multi-Support Deputies who assist with custody-related issues. • Through a contract with Family & 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. • CHS utilizes a model of care that integrates Clinical Staff across cost centers for more robust and efficient services across facilities. • A Special Populations RN case manager who works in cooperation with Mental Health Social Workers and outside
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	<p>agencies has been added to assist with ensuring that the continuity of care needs of CHS clients are met, both in and out of the jail system. Continuity of care includes identifying special housing needs and providing assistance with missing benefits or legal status, as necessary, to ensure that clients receive the most appropriate assistance as possible.</p> <p>This Summarized Recommendation has been completed. However, CHS will continue to monitor staffing levels to meet the evolving needs of inmates.</p>
Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • FY 2017 Adopted Budget: 1 Dentist position and 1 Dental Assistant position (\$326,928) • FY 2017 Adopted Budget: 1 Psychiatric Social Worker II position (\$185,697) for night shift mental health staffing. • 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. • 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. • FY 2018 Adopted Budget: Added new Psychiatrist position to provide on-site clinical oversight of behavioral health services, and Hospital Services Assistant position, 2 Clinical Nurse III positions, and one Staff Developer position to support jail reform efforts (\$1.4 million). • January 23, 2018: Added new Director, Custody Behavioral Services Positions, in Custody Health Services to provide oversight of all Custody Health behavioral health staff and services. <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Blue Ribbon Commission on Improving Custody Operations, Dental Gap Analysis – Shulman, Healthcare Gap Analysis-Wilcox, Civil Grand Jury,
Responsible Department(s)	Custody Health Services
Master List Nos.	108, 113, 533, 552, 580, 585, 586, 593, 594, 605
Review Date	FGOC reviewed on December 19, 2016.

Jail Culture and Environment

There are 36 recommendations in the category of Programs that are included in the Summarized Recommendations below.

*Table of Summarized Recommendations for
Jail Culture and Environment (JCE)*

JCE 1	With regard to inmate and staff interaction, shift the organizational philosophy to best practices that promote a positive and safe working and living environment for staff and inmates. Ensure staffing levels support programming and service delivery. The organizational philosophy would include no tolerance for intimidation or retaliation from staff or inmates.
Steps Taken	The Sheriff's Office has been reaching out to other agencies to learn about best practices and revamping the Jail Training Officer program to identify new training to affirm an organizational philosophy of zero tolerance of excessive use of force, intimidation or retaliation from staff or inmates. These philosophies will also be incorporated into the revised Inmate Rulebook.
Budget Status	The Board approved the following: <ul style="list-style-type: none"> • 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 multi-disciplinary healthcare staff and support staff teams. • FY 2017 Adopted Budget: 6 Rehabilitation Officer positions and 1 Senior Management Analyst (\$1.1 million) for programming and discharge planning. <p>County Administration and the departments are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Sheriff's Jail Reform Plan, Human Relations Commission
Responsible Department(s)	Sheriff's Office
Master List Nos.	317, 321, 322, 362
Review Date	FGOC reviewed on December 19, 2016.

JCE 2	With regard to policies and procedures within the Internal Affairs Unit, review all policies and prioritize those dealing with serious allegations. Conduct preliminary inquiries rather than a full investigation. Develop and implement a conflict of interest policy for the investigation of incidents involving coworkers.
Steps Taken	The Sheriff's Office agrees and is evaluating policies of IA investigators from other jurisdictions in addition to existing Sheriff's Office policies. The Sheriff's Office has also been working with the Employee Services Agency (ESA) for a year and a half to establish a special investigator classification that could help to expedite Internal Affairs investigations. Currently, the Special Investigator duties have been fulfilled by eight (8) Contractors, whose contracts are due to expire in March, 2017. The Sheriff's Office is awaiting additional information from ESA on the Special Investigator classification.
Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • February 2016: 1 Sheriff's Sergeant for the Internal Affairs Unit (\$229,610). • FY 2017 Adopted Budget: 2 Sheriff's Sergeant positions and 1 Management Analyst position to the Internal Affairs Unit (\$591,854). • FY 2017 Adopted Budget: 1 Sheriff's Correctional Lieutenant position and 2 Management Analyst positions (\$502,408) to track, investigate, and respond to grievances. • FY 2018 Adopted Budget: 2 Senior Management Analyst positions (\$338,062) to conduct audits, provide quality assurance of grievance responses, identify trends, and produce training materials regarding grievances. <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Zisser
Responsible Department(s)	Sheriff's Office
Master List Nos.	508, 512, 513
Review Date	FGOC reviewed on December 19, 2016.

JCE 3	Use data and information systems for strategic planning and examining organizational culture. As these systems are developed, carefully plan for the desired data needed for success and regular management reports that reinforce desired trends. Communicate outcomes and goals to staff and the public, and publish the jail operations manual online.
Steps Taken	<p>On January 3, 2017 the Sheriff's Office released the RFP for the Jail Management System project. The new JMS will replace various disparate and outdated systems, increase the safety of inmates and staff and enhance jail operations, inmate management and data management. The Operations Manual is currently under review for update. Unrestricted Operations plans are currently available at West Gate and North Information Desk. When the Operations Manual is updated, unrestricted sections, such as the Use of Force and Body Worn Cameras General Orders will be posted online.</p> <p>The Sheriff's Office has been analyzing issues and compiling resource need requests for FY 2018 related to this Summarized Recommendation, which will help to conduct research and policy development for both Custody and Enforcement. The primary function of these positions will be to track, monitor and implement jail reforms. They will also evaluate external best practices to ensure the Sheriff's Office Custody and Enforcement Bureaus are remaining up to date and are consistent in both Bureaus. They will be tasked with developing management reports to recommendations to Executive Staff for areas of improvement. This will allow Office of Operational Standards and Inspection Unit within the Sheriff's Office Custody Bureau to focus on audits and policy compliance. They will evaluate commissary options and establish the Vocational Training Program.</p> <p>The Sheriff's Office is working on establishing a contract with Gary Raney, who conducted the NIC report on organizational culture, to assist with developing measures of success and methods for collecting data in a meaningful way that can inform and guide management decisions.</p>

Budget Status	<p>The Board approved the following that could have an impact on strategic planning:</p> <ul style="list-style-type: none"> • FY 2017 Adopted Budget: 1 IS Manager II position, 1 IS Analyst II position, and 1 IS Technician III position to support IT projects in the Sheriff's Office (\$456,419). • FY 2017 Adopted Budget: \$7.5 million for a Jail Management System to track and manage the jail population. • FY 2018 Adopted Budget: Additional \$5.4 million for the Jail Management System to track and manage the jail population. • On September 12, 2017, the Board approved an agreement with Tribridge Holdings, LLC, relating to providing a Jail Management System and Services
Source Report(s)	Sheriff's Jail Reform Plan, Blue Ribbon Commission on Improving Custody Operations, Department of Justice,
Responsible Department(s)	Sheriff's Office
Master List Nos.	9, 10, 170, 189, 190, 193, 361
Review Date	FGOC reviewed on December 19, 2016.

JCE 4	<p>Develop promotional process for supervisors that includes job knowledge, communication, and effective supervision practices with inmates and staff. Create a professional development program that includes standards and rules, inmate rights, operational concepts for the jail, effective communication, positive messaging, and coaching. Create a safe environment for supervisors to share ideas and concerns in order to instill peer association and support. Analyze job responsibilities of the Sergeants to ensure adequate time to supervise, and include staff in decision making.</p>
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Steps Taken	The Sheriff's Office agrees with this recommendation. Supervisory staff has been provided with a memorandum outlining their roles and responsibilities. They meet with lieutenants regularly, and have access to policies/procedures. Employee evaluations, special assignments, letters of recommendation, and employee of the month awards ensure staff incentives demonstrate the importance of staff culture. Currently the Facility Commanders conduct quarterly Management and Supervision meetings to ensure thoughts, concerns and ideas are shared. The process allows for management to express expectations to supervisory staff and also provide on-going coaching and mentoring sessions. The Sheriff's Office will be holding training in February for sergeants that will include a session on Jail Reforms
Budget Status	County Administration and the department are evaluating to determine if additional resources are needed.
Source Report(s)	Department of Justice, Human Relations Commission
Responsible Department(s)	Sheriff's Office
Master List Nos.	186-188, 192, 194, 196, 318
Review Date	FGOC reviewed on December 19, 2016.

<p>JCE 5</p>	<p>Develop policies and procedures about the Jail Culture and Environment that include:</p> <ul style="list-style-type: none"> ● Communication procedures during staff shift change ● Making policies and procedures more accessible ● Helping staff understand the reason for the policy within the culture of a learning environment ● Providing discharge information to treatment providers and family, and providing transportation for the inmate to the program. ● Cleaning of hazardous materials ● Ways to address the needs of developmentally disabled inmates ● Higher priority issues such as lockdowns and restrictive housing.
<p>Steps Taken</p>	<p>The Sheriff’s Office agrees with these recommendations and is working to address each area. Many of these areas are currently addressed by way of daily briefings, deputy to deputy shift-change information-exchange, and all sworn staff having access to share-drive (memos) and email accounts for direct communication. A new jail management system (JMS) system will further improve upon this endeavor. A Discharge/Transition Work Group, which consists of the Sheriff/Probation/Custody Health/Ambulatory Care/Behavioral Health Services, RRC Behavioral Health and Faith-based staff, Office of Reentry Services, and Office of Supportive Housing, meets monthly to address the challenges of the transitional population. In the case of unexpected court releases or bail outs, there is a limited amount of time to implement a case plan. For those with known release dates, the Rehabilitation Officer communicates with RRC to make the necessary connections with services.</p>

Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • 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, now known as the Operational Standards and Inspection Unit (OSIU). • November 2015: Also for the Professional Compliance Unit, now known as the Operational Standards and Inspection Unit (OSIU), 1 Sheriff’s Correctional Lieutenant, 1 Sheriff’s Correctional Sergeant, and 2 Sheriff’s Correctional Deputy positions were added (\$741,000) • FY 2017 Adopted Budget: 5 Sheriff’s Correctional Deputy positions and 1 Clerk position (\$827,539) were added to the Operational Standards and Inspection Unit to support policy and compliance work. <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Department of Justice, Human Relations Commission, Blue Ribbon Commission on Improving Custody Operations, Commission on the Status of Women, Zisser
Responsible Department(s)	Sheriff’s Office
Master List Nos.	124, 125, 162, 173, 176, 185, 319, 320, 515, 525, 543
Review Date	FGOC reviewed on December 19, 2016.

Staff Accountability

There are 30 recommendations in the category of Staff Accountability that are included in the Summarized Recommendations below.

Table of Summarized Recommendations for Staff Accountability (STF)

STF 1	The Internal Affairs unit should investigate all jail-related complaints and allegations of misconduct, and discontinue investigations by facility staff. The Sheriff’s Office should strengthen the process and timely investigations of complaints.
Steps Taken	The Sheriff’s Office has implemented a policy by which all complaints are reviewed by the Internal Affairs Unit (IAU) first for investigation, before determining which matters can be sent back to the division of origin for investigation if the matter is operational in nature. IAU investigates all moderate and major complaint matters. IAU has increased staffing to process and investigate complaints in a timelier manner.
Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • February 2016: 1 Sheriff’s Sergeant for the Internal Affairs Unit (\$229,610). • FY 2017 Adopted Budget: 2 Sheriff’s Sergeant positions and 1 Management Analyst position to the Internal Affairs Unit (\$591,854). • FY 2017 Adopted Budget: 1 Sheriff’s Correctional Lieutenant position and 2 Management Analyst positions (\$502,408) to track, investigate, and respond to grievances. • FY 2018 Adopted Budget: 2 Senior Management Analyst positions (\$338,062) to conduct audits, provide quality assurance of grievance responses, identify trends, and produce training materials regarding grievances. <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Sheriff’s Jail Reform Plan, Zisser
Responsible Department(s)	Sheriff’s Office
Master List Nos.	370, 371, 502, 504, 505
Review Date	FGOC reviewed on December 19, 2016.

STF 2	Implement an Early Warning System (EWS) that proactively identifies trends such as Use of Force incidents and grievances. EWS should provide reports that will allow for timely intervention of staff conduct, identification of training needs, and policy changes.
Steps Taken	The Sheriff's Office has implemented an Early Warning System that identifies trends and produces reports for management to address conduct, training or policy issues proactively. This Summarized Recommendation has been completed.
Budget Status	The Board approved the following: <ul style="list-style-type: none"> • February 2016: 1 Sheriff's Sergeant for the Internal Affairs Unit (\$229,610). • FY 2017 Adopted Budget: 2 Sheriff's Sergeant positions and 1 Management Analyst position to the Internal Affairs Unit (\$591,854). • FY 2017 Adopted Budget: 1 Sheriff's Correctional Lieutenant position and 2 Management Analyst positions (\$502,408) to track, investigate, and respond to grievances. • FY 2018 Adopted Budget: 2 Senior Management Analyst positions (\$338,062) to conduct audits, provide quality assurance of grievance responses, identify trends, and produce training materials regarding grievances. <p>No additional resources are needed.</p>
Source Report(s)	Sheriff's Jail Reform Plan, Blue Ribbon Commission on Improving Custody Operations
Responsible Department(s)	Sheriff's Office
Master List Nos.	11-13, 365, 366, 375
Review Date	FGOC reviewed on December 19, 2016.

STF 3	With regard to dental care, develop treatment timelines and a monitoring program to ensure stability and minimum standards of care. Develop a data collection and audit process.
Steps Taken	<p>The addition of a new dentist has given the Custody Dentistry Director more flexibility in increasing dental hours at Main Jail and Elmwood, as necessary. Wait times are also constantly monitored so that the dentists' schedules can be adjusted to minimize wait times.</p> <p>FAF is currently in the process of designing the new dental office at Main Jail. The new dental office would accommodate an additional dental chair and have an area for lab work.</p> <p>With the implementation of HealthLink, Custody Health Services (CHS) now has a single, integrated record system that allows caregivers to securely and efficiently document and view relevant patient information from all episodes of care to promote consistent patient care. CHS also monitors various reports from HealthLink to track and measure productivity and pinpoint areas of need.</p> <p>This Summarized Recommendation has been completed.</p>
Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • FY 2017 Adopted Budget: 1 Dentist position and 1 Dental Assistant position to support Dental Services in the Jail (\$326,928). <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Dental Gap Analysis - Shulman
Responsible Department(s)	Custody Health Services
Master List Nos.	559, 562, 570
Review Date	FGOC reviewed on December 19, 2016.

STF 4	With regard to transparency for employee disciplines in the Sheriff's Office, post regular public reports on disciplinary actions taken involving staff. Publish a matrix so that employees know the level of discipline for specific policy violations. Provide access to records to any potential oversight body.
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Steps Taken	The Sheriff's Office has evaluated best practices and developed a draft matrix of discipline that resembles the model being utilized by the California Department of Rehabilitation and Corrections (CDCR). The draft needs to be reviewed by Sheriff's Office stakeholders prior to implementation. The Sheriff's Office will work with potential oversight bodies to provide access to records that is consistent with the law, especially with the Peace Officer's Bill of Rights (POBAR).
Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • February 2016: 1 Sheriff's Sergeant for the Internal Affairs Unit (\$229,610). • FY 2017 Adopted Budget: 2 Sheriff's Sergeant positions and 1 Management Analyst position to the Internal Affairs Unit (\$591,854). • FY 2017 Adopted Budget: 1 Sheriff's Correctional Lieutenant position and 2 Management Analyst positions (\$502,408) to track, investigate, and respond to grievances. • FY 2018 Adopted Budget: 2 Senior Management Analyst positions (\$338,062) to conduct audits, provide quality assurance of grievance responses, identify trends, and produce training materials regarding grievances. <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Sheriff's Jail Reform Plan, Blue Ribbon Commission on Improving Custody Operations
Responsible Department(s)	Sheriff's Office
Master List Nos.	14, 15, 367-369
Review Date	FGOC reviewed on December 19, 2016.

<p>STF 5</p>	<p>Update the employee discipline policy while ensuring that it complies with the Peace Officer Bill of Rights. Ensure policies and training are responsive to gender and mental health issues. Conduct appropriate training on policies. Re-institute squad meetings before each shift.</p>
<p>Steps Taken</p>	<p>For the Sheriff’s Office, Custody squad meetings were re-instituted in February 2016. The Office of Standards and Inspection Unit (OSIU) is in the process of developing a training plan that include a variety of learning paths for long term development. Staff assigned to the Elmwood Women's facility receives gender-sensitivity training. A department-wide protocol will be developed after further input from stakeholders such as the Commission on the Status of Women and the Office of LGBTQ Affairs.</p> <p>Custody Health (CHS) staff has reviewed all policies for gender responsiveness and appropriate changes were implemented. A two-tiered mental and physical health screening system was developed and implemented in Intake Booking. All policies have been distributed to staff, reviewed, trained to, and implemented.</p> <p>CHS conducts annual eight hour “8A Officer Training,” which provides an overview of mental illness, developmental disabilities, psychotropic medications, legal issues/patients’ rights, suicide prevention, and de-escalation strategies.</p> <p>The CHS component of this Summarized Recommendation has been completed.</p>
<p>Budget Status</p>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> ● 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, now known as the Operational Standards and Inspection Unit (OSIU). ● November 2015: Also for the Professional Compliance Unit, now known as the Operational Standards and Inspection Unit (OSIU), 1 Sheriff’s Correctional Lieutenant, 1 Sheriff’s Correctional Sergeant, and 2 Sheriff’s Correctional Deputy positions were added (\$741,000) ● FY 2017 Adopted Budget: 5 Sheriff’s Correctional Deputy positions and 1 Clerk position (\$827,539) were added to the Operational Standards and Inspection Unit to support policy and compliance work. <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>

Source Report(s)	Blue Ribbon Commission on Improving Custody Operations, Human Relations Commission, Commission on the Status of Women, Civil Grand Jury
Responsible Department(s)	Sheriff's Office, Custody Health Services
Master List Nos.	16-21, 178, 326, 537
Review Date	FGOC reviewed on December 19, 2016.

Jail Facilities

There are 93 recommendations in the category of Jail Facilities that are included in the Summarized Recommendations below. Of the 93 recommendations, 55 have been reviewed already as part of Suicide Prevention. The remaining 38 recommendations are summarized below.

*Table of Summarized Recommendations for
Jail Facilities (JAF)*

<p>JAF 1</p>	<p>Reconfigure the Main Jail North intake booking area to ensure reasonable privacy for medical and mental health screening and compliance with HIPAA. Also in the intake booking area, add additional room functionalities such as isolation, padded, and biohazard cells, along with a medical area for physical examinations. Open an Assessment and Observation Center at the jail for the first 24 hours for medical and mental health issues. Make physical improvement to Elmwood’s M-1 medical facility to increase the number of medical beds. Ensure the 8A acute psychiatric housing unit develops into a therapeutic and programming environment. Develop a tracking method for requests for outside medical records.</p>
<p>Steps Taken</p>	<p>With regard to facilities, Main Jail North men’s booking area counters are 100% complete, and designs for women’s booking area are approved and construction was completed in Spring 2017. M-1 construction was completed in October 2017, and BSCC has requested modifications to areas outside scope of the project and are under evaluation by County staff.</p> <p>For CHS, programming has been increased for inmates in 8A. A tracking method for outside medical records exists through VMC Health Information Management (HIM).</p> <p>This Summarized Recommendation is completed to the extent the CHS concurs with the recommendations, and the FAF component is complete.</p>

Budget Status	<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. Currently, staff is ensuring that assessments are conducted in a reasonably private location.</p> <p>As part of the FY 2016 Adopted Budget, the Board approved \$3 million in funding for M-1 Renovations to open the unit and increase the number of medical beds. On March 22, 2016, the Board approved an additional \$1.4 million to complete funding for this project.</p> <p>The Board approved the following staff to assist in creating a therapeutic and programming environment:</p> <ul style="list-style-type: none"> • December 2015: 59 positions in Custody Health Services to provide multi-disciplinary healthcare staff and support staff (\$16.6 million) for mentally ill inmates in need of behavioral health services during incarceration and re-integration into the community. • 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. • FY 2018 Adopted Budget: Added new Psychiatrist position to provide on-site clinical oversight of behavioral health services, and Hospital Services Assistant position, 2 Clinical Nurse III positions, and one Staff Developer position to support jail reform efforts (\$1.4 million). • January 23, 2018: Added new Director, Custody Behavioral Services Positions, in Custody Health Services to provide oversight of all Custody Health behavioral health staff and services. <p>County Administration and the departments are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Sheriff’s Jail Reform Plan, Blue Ribbon Commission on Improving Custody Operations, Healthcare Gap Analysis – Wilcox
Responsible Department(s)	Custody Health Services, Facilities and Fleet
Master List Nos.	100, 104, 422, 423, 424, 573, 576, 581, 582
Review Date	FGOC reviewed on January 26, 2017.

JAF 2	Increase and modernize the video surveillance system throughout the jail facilities. Develop policies and procedures for reviewing and storing the video records, and consider process for review by correctional staff and the public.
Steps Taken	Facilities and Fleet Department has completed designs for the surveillance systems at Main Jail North and Elmwood complexes. The Board approved the construction contract and funding for the project in February 2017. Construction started April 2017 and installation was substantially done by January 2018, although final work is being done to ensure functionality and to complete installation in remaining housing units at Main Jail North. This action includes the Anticipated Impact Report and Use Policy which outline the procedures for reviewing and storing records. The Sheriff's Office has also drafted policies and procedures for Body Worn Cameras, which were approved by the Board in January 2017.
Budget Status	<p>February 9, 2016: Board approved \$820,000 in funding to design the video surveillance system for Main Jail North and Elmwood.</p> <p>FY 2017 Adopted Budget: Board approved \$10 million in funding for jail video surveillance systems for Main Jail North and Elmwood.</p> <p>December 6, 2016: the Board approved \$300,000 in funding for a video surveillance system for Main Jail South.</p> <p>February 7, 2017: The Board approved a transfer of \$9.2 million from a reserve established for jail surveillance cameras as part of the FY 2017 Adopted Budget, and transferred the funds into the capital project for the Main Jail North and Elmwood video surveillance systems.</p> <p>June 20, 2017: The Board approved a transfer of \$800,000 from a reserve established for jail surveillance cameras as part of the FY 2017 Adopted Budget, and transferred the funds into the capital project for the Main Jail North and Elmwood video surveillance systems. This additional funding will allow the existing contractor to integrate the proposed Elmwood perimeter fence detection systems and lighting upgrades work.</p>
Source Report(s)	Sheriff's Jail Reform Plan, Human Relations Commission, Blue Ribbon Commission on Improving Custody Operations
Responsible Department(s)	Sheriff's Office, Facilities and Fleet
Master List Nos.	160, 161, 323, 324, 364
Review Date	FGOC reviewed on January 26, 2017.

JAF 3	With regard to dental facilities, expand clinic size and hours for treatment of inmates. To accomplish this, increase custody and custody health staffing for dental appointments and the frequency of inmate movement, as well as increasing the capacity of the holding cells. Give responsibility of dental tool control to custody deputies. Ensure that there is capacity for space to make study models and minor denture repairs. Ensure access to x-ray equipment. Include dental component in future electronic medical record system.
Steps Taken	<p>Additional positions for dental staff have been approved and the new dentist position has been filled. Custody Health (CHS) has increased the clinic hours to accommodate more inmates.</p> <p>The CHS staffing component of this Summarized Recommendation has been completed. However, CHS will consider additional services when the new dental office has been completed.</p> <p>Construction of the new Main Jail dental office is anticipated to begin in November 2018, with an anticipated completion date of September 2019.</p> <p>The Sheriff's Office agrees with this recommendation. M-1 is a medical housing area currently under construction. Moving medical staff to this area will increase the probability that 'old' medical exam rooms/offices will be vacated and available to expand dental services. Access to laboratory services can be made available at VMC because space at the Main Jail is limited. The New Jail Facility will provide a large and comprehensive medical clinic with the following services: dental, ophthalmology, post/pre op center, dialysis, physical therapy, and a lab.</p>
Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • FY 2017 Adopted Budget: 1 Dentist position and 1 Dental Assistant position to support Dental Services in the Jail (\$326,928). <p>County Administration and the departments are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Dental Gap Analysis – Shulman
Responsible Department(s)	Sheriff's Office, Custody Health Services, Facilities and Fleet
Master List Nos.	558, 563, 564, 565, 566, 567, 569
Review Date	FGOC reviewed on January 26, 2017.

JAF 4	Implement a new Jail Management System that tracks and reports on processes such as booking and release, programs, investigations, and management reports, as well as tracks infractions.
Steps Taken	<p>The Sheriff's Office is in the process of procuring a new Jail Management System. It will address many of these needs. However, grievances will be tracked in the American's with Disabilities Act database (ACeS). The Sheriff's Office is in the process of adding the grievance tracking component to ACeS now.</p> <p>The ADA and Grievance Tracking/Management System went live on June 5, 2017. A vendor for the new JMS has been selected and is in contract with the County. A multi-departmental team is currently in the data/work flow discovery phase of the project.</p>
Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • FY 2017 Adopted Budget: 1 Information Systems Manager II position, 1 Information Systems Analyst II position, and 1 Information Systems Technician III position to support IT projects in the Sheriff's Office (\$456,419). • FY 2017 Adopted Budget: \$7.5 million for a Jail Management System to track and manage the jail population. • FY 2018 Adopted Budget: Additional \$5.4 million for the Jail Management System to track and manage the jail population. • On September 12, 2017, the Board approved an agreement with Tribridge Holdings, LLC, relating to providing a Jail Management System and Services <p>County Administration and the departments are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Sheriff's Jail Reform Plan, Department of Justice, Zisser, Human Relations Commission
Responsible Department(s)	Sheriff's Office, Custody Health Services, Facilities and Fleet
Master List Nos.	198, 325, 429, 430, 431, 510
Review Date	FGOC reviewed on January 26, 2017.

<p>JAF 5</p>	<p>Improve conditions in the jail by</p> <ul style="list-style-type: none"> ● Moving inmates from Main Jail to Elmwood ● Increasing out of cell time by making physical plant improvements to housing units that have been closed due to aging. ● Continuing capital improvements at Main Jail and Elmwood. ● Ensuring inmates have adequate cleaning supplies, hygiene items, barber services, and changes of clothing and towels ● Replacing Main Jail South with a new jail that has increased programming and healthcare ● Providing a staff break room to help reduce stress ● Establishing dedicated maintenance and repair teams to work directly with custody staff for quicker resolution of facility issues.
<p>Steps Taken</p>	<p>Work is underway to prepare for and design New Main Jail South, which will allow the County to discontinue the use of Main Jail South.</p> <p>The Sheriff’s Office has been aggressively down classing inmates and grouping inmates in housing areas where they can maximize out of cell time. Staff has also been diligent in ensuring adequate supplies are available to inmates.</p> <p>This process has been challenged by continual capital improvement projects that are required to maintain aging facilities.</p> <p>The New Jail facility project is currently in the Bridging Document phase. This project does include increased medical and mental health treatment space, as well as, increased educational and rehabilitation programming space.</p>
<p>Budget Status</p>	<p>The Board approved a resolution on February 23, 2016 that committed to accept the State funding and fund the remainder of the facility with County financing. To date, \$54 million has been allocated to fund the design and construction of New Main Jail South from the General Fund. The Board approved numerous capital projects as part of the FY 2017 capital budget that achieve fire alarm and cell door replacement, Elmwood perimeter design, New Main Jail South design and construction, Main Jail North and Elmwood surveillance camera system, jail repairs and maintenance, and suicide prevention cell retrofits for a total amount of \$49.6 million. In FY 2017, an additional \$5.9 million was budgeted towards jail capital projects and \$14.2 million was moved from a jail surveillance reserve and a jail facility project reserve to support jail projects. The FY 2018 Adopted Budget includes an additional \$25.6 million for various jail capital projects.</p>

Source Report(s)	Sheriff's Jail Reform Plan, Blue Ribbon Commission on Improving Custody Operations, Human Relations Commission, Zisser,
Responsible Department(s)	Sheriff's Office, Facilities and Fleet
Master List Nos.	152, 153, 154, 159, 177, 337, 338, 419, 425, 426, 427, 428, 520
Review Date	FGOC reviewed on January 26, 2017.

Inmate Healthcare

There are 146 recommendations in the category of Inmate Healthcare that are included in the Summarized Recommendations below. Of the 146 recommendations, 39 have been reviewed already as part of Suicide Prevention. The remaining 107 recommendations are summarized below.

*Table of Summarized Recommendations for
Inmate Healthcare (HLC)*

<p>HLC 1</p>	<p>Medication administration to include identification checks and mouth checks for adherence, safety, and security. Develop a system so that when inmates are released, they receive a summary of their care, discharge medications, and diagnostic information. Staff should use laboratory tests to monitor prescribed antipsychotics, and review options for involuntary medications. Review feasibility of Keep On Person medications for inmates.</p>
<p>Steps Taken</p>	<p>With the implementation of HealthLink, staff can identify medical and behavioral health issues during the booking process, provide appropriate intervention throughout an inmate’s incarceration period and when necessary, provide assistance upon an inmate’s release.</p> <p>Medication administration has always included identification checks and mouth checks. Staff will ensure continuous adherence to this policy.</p> <p>Inmates receive a discharge summary (HealthLink report) that includes their care needs and medication(s).</p> <p>Medications for medical and behavioral health are monitored using lab testing as appropriate to determine levels as per the recommendation of the manufacturer and medical decision making.</p> <p>Voluntary versus involuntary medication use is reviewed on a case by cases basis and is dependent on review by a physician or psychiatrist.</p> <p>The list of medications has been completed and staff has been trained on the policies regarding Keep on Person medications.</p> <p>This Summarized Recommendation has been completed.</p>

Budget Status	The Board allocated \$2.5 million as part of the FY 2016 Adopted Budget and \$2.0 Million as part of the FY 2017 Adopted Budget for HealthLink to be implemented in Custody Health. County Administration and the department are evaluating to determine if additional resources are needed.
Source Report(s)	Blue Ribbon Commission on Improving Custody Operations, Healthcare Gap Analysis – Wilcox, Mental Health Gap Analysis – Gage
Responsible Department(s)	Custody Health Services
Master List Nos.	46, 608, 610, 611, 619, 624, 625
Review Date	FGOC reviewed on January 26, 2017.

<p>HLC 2</p>	<p>For dental care, broaden the scope of services for longer term inmates based on categorizing treatment as Urgent Care, Interceptive Care, Routine Rehabilitative Care, No Dental Care Needed, and Special Needs Care.</p> <p>Revise policy related to:</p> <ul style="list-style-type: none"> • Dentures for inmates who are in custody for a long time that addresses when soft diets are prescribed • Dental prosthesis and fixed orthodontic appliances • Developing wider scope of services (such as denture fabrication) and clinical administrative procedures (such as record keeping) • Dental floss and when it will be denied for security reasons <p>Change the principal evaluation metric for the dental program from number of patient encounters to number of procedures per day.</p>
<p>Steps Taken</p>	<p>The services described in this Summarized Recommendation are available.</p> <p>HealthLink tracks the number of appointments per dentist and the average number of dental clinic appointments by clinic and provider. The information will be used to identify areas of need to minimize wait times.</p> <p>This Summarized Recommendation has been completed. However, Custody Health will consider providing additional services when construction of the new Main Jail dental office is completed. Construction is anticipated to begin in November 2018, with an anticipated completion date of September 2019.</p>
<p>Budget Status</p>	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • FY 2017 Adopted Budget: 1 Dentist position and 1 Dental Assistant position to support Dental Services in the Jail (\$326,928). <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
<p>Source Report(s)</p>	<p>Blue Ribbon Commission on Improving Custody Operations, Dental Gap Analysis – Shulman</p>
<p>Responsible Department(s)</p>	<p>Custody Health Services</p>
<p>Master List Nos.</p>	<p>55, 548, 549, 550, 551, 553, 554, 556, 557, 560, 568</p>
<p>Review Date</p>	<p>FGOC reviewed on January 26, 2017.</p>

HLC 3	<p>Implement the recommendations from the Jail Diversion and Behavioral Health Subcommittee of the Re-entry Network and related recommendations:</p> <ol style="list-style-type: none">1. Develop and implement a screening tool and assessment process.2. Expand post-custody mental health and/or co-occurring outpatient services3. Increase Criminal Justice FSP capacity.4. Expand the 90-day Intensive Outpatient Service Team.5. Develop one Behavioral Health Urgent Care Center as a drop-in center for law enforcement.6. Add flex funds for Criminal Justice FSP for clients referred to treatment services.7. Establish a Permanent Supportive Housing program8. Enhance Pretrial Mental Health Supervision Program with Superior Court.9. Add staff to Behavioral Health Services to assign Jail Diversion referrals for treatment placement of clients.
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Steps Taken	<p>On December 15, 2015, the Board approved the creation of 12 Behavioral Health Teams and a Substance Use Treatment component. On August 30, 2016, the Board approved the recommendations from the Jail Diversion and Behavioral Health Services Subcommittee.</p> <p>These actions have allowed for the following steps to have been taken:</p> <ul style="list-style-type: none"> • There are 10 Behavioral Health Teams. • The Substance Use Treatment portion of the BH Team work began in November 2016. Ten staff are assigned to work in two teams: 5 staff are assigned to work with the CHS BH Teams and the other 5 provide transitional planning and community placement of clients into behavioral health services. The teams are divided between the Main Jail and Elmwood. • BHSD has secured 200 outpatient treatment slots serving approximately 800 clients annually and 50 Transitional Housing Unit beds serving 200 clients annually. • BHSD has secured 50 Transitional Housing Unit (THU) beds which are available to the inmates served. To date, 64 male and 40 female inmates have been referred for a THU bed. • Completion of the Muriel Wright redesign and implementation of 30 residential substance use treatment and respite beds and 15 co-occurring crisis residential beds. The department has concluded the RFP process for the selection of the vendor that will operate both the Crisis and Residential programs. Both programs are scheduled to begin operations in late February or early March of 2018.
Budget Status	On September 13, 2016, the Board approved \$4.8 million in funding for jail diversion efforts in FY 2017, along with an ongoing cost of \$8.4 million.
Source Report(s)	Jail Diversion and Behavioral Health Subcommittee Blue Ribbon Commission on Improving Custody Operations, Sheriff’s Jail Reform Plan, Mental Health Gap Analysis – Gage
Responsible Department(s)	Behavioral Health Services
Master List Nos.	45, 48, 49, 50, 51, 129, 376, 377, 378, 626, 647, 648, 649, 650, 651, 652, 653, 654, 655
Review Date	FGOC reviewed on January 26, 2017.

HLC 4	<p>For Custody Health Services (CHS) staffing and training, provide administrative oversight such as a professional healthcare administrator to monitor provision of healthcare and coordinate the interaction between SO and CHS. With regard to that interaction between SO and CHS, update CHS policies to support the collaboration. Add a Director of Mental Health to oversee all aspects of mental health services in the jail. Create a standardized appearance of CHS staff with name and job title displayed.</p>
Steps Taken	<p>The Sheriff's Office (SO) is working closely with CHS and HHS executive management staff and has established regular meeting sessions to improve the quality of care. Additionally, all Custody Bureau Captains attend Joint Operations Committee meetings every two weeks to work through challenges related to Classification, daily operations, and protocols. Mental Health staff is involved in de-escalation events. Classification has created various housing combinations called 'cluster housing' to transition stabilized patients into general population slowly and safely in small groups to ward off decompensation due to overstimulation or victimization by sophisticated inmates. All moves from acute and sub-acute units are coordinated through Classification and the Behavioral Health Teams. Lastly, CHS and Jail Facility Administrators continue to participate in quarterly Quality Improvement meetings to improve care practices.</p> <p>With the implementation of the Behavioral Health multi-disciplinary teams, collaboration between SO and CHS staff has increased. The Custody Health executive attends the SO Captains meeting so that all aspects of care of inmate patients can be addressed in both directions. This collaborative models continues to be refined.</p> <p>The Director of Custody Behavioral Health Services position was approved by the Board on February 6, 2018. The position will oversee all aspects of mental health services at both the Main Jail and Elmwood jail facilities.</p> <p>All Custody Health Staff wear a picture badge that identifies them as a Custody Health Services employee. The badge also indicates their name and job title.</p>

Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • 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. • 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. • FY 2017 Adopted Budget: 6 Rehabilitation Officer positions and 1 Senior Management Analyst (\$1.1 million) for programming and discharge planning. • January 23, 2018: Added new Director, Custody Behavioral Services Positions, in Custody Health Services to provide oversight of all Custody Health behavioral health staff and services. <p>County Administration and the departments are evaluating to determine if additional resources are needed.</p>
Source Report(s)	<p>Sheriff’s Jail Reform Plan, Blue Ribbon Commission on Improving Custody Operations, Commission on the Status of Women, Civil Grand Jury, Mental Health Gap Analysis – Gage, Dental Gap Analysis – Shulman</p>
Responsible Department(s)	<p>Sheriff’s Office, Custody Health Services</p>
Master List Nos.	<p>103, 393, 529, 545, 547, 598, 599, 614, 615, 632, 633, 634</p>
Review Date	<p>FGOC reviewed on January 26, 2017.</p>

HLC 5	Regarding the sick call and white card process, ensure that blank white cards are available in the all the housing units, can be submitted by inmates at any time, and that there is a method to submit them in a locked box accessible only to healthcare staff. Revise white cards to provide more information to inmates. Include a triage encounter within 24 hours of a white card submission, and provide a triage grade to inmate for timing of treatment. The Refusal of Care form should be rewritten to be understood by all inmates and include the consequences of refusing treatment.
Steps Taken	CHS Administration has reviewed the sick call and white card process, and has retrained staff with an emphasis on the logging of timely follow up information. White cards are available to inmates in all housing units. White cards can be submitted to any Custody or Custody Health staff at any time and point of contact. CHS logs these issues in HealthLink for guidance and review. A triage system was developed for mental and physical needs. A system review was completed by both CHS and SO to assure timeliness of addressing the issues.
Budget Status	County Administration and the departments are evaluating to determine if additional resources are needed.
Source Report(s)	Dental Gap Analysis – Shulman, Healthcare Gap Analysis – Wilcox, Blue Ribbon Commission on Improving Custody Operations
Responsible Department(s)	Custody Health Services
Master List Nos.	30, 31, 555, 583, 584, 587, 588, 589, 590, 595, 596, 597, 613
Review Date	FGOC reviewed on January 26, 2017.

HLC 6	The intake booking area of Main Jail North should have a method for safely isolating seriously mentally ill, acutely intoxicated, and behaviorally challenged inmates. Redesign the process for withdrawal assessments in the intake booking area. Review unifying the male and female areas to improve the physical plant space and reduce the duplication of staff for two separate tracks. Nurses at intake should be specifically trained for intake screenings and complete all 5 vital signs as well as height and weight measurements on all inmates.
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Steps Taken	CHS has implemented a two tier triage screening for booking. The initial screening (Tier 1) takes the client through a series of medical and behavioral health screening questions while obtaining baseline vital signs. Depending on the answers to the Tier 1 screening, clients that show an increased risk for medical or behavioral needs are then sent for further evaluation. This further evaluation is performed by a medical physician or mental health clinician. A triage set of criteria has been developed and implemented to determine acuity levels and appropriate next steps for both emergent, urgent and routine care. CHS staff completes all intake parameters.
Budget Status	County Administration and the department are evaluating to determine if additional resources are needed.
Source Report(s)	Healthcare Gap Analysis – Wilcox
Responsible Department(s)	Custody Health Services
Master List Nos.	574, 575, 577, 578, 579
Review Date	FGOC reviewed on January 26, 2017.

HLC 7	With regard to use of restraints, refine policies around supervision, timing, and appropriate medical checks while in restraints for behavior or clinical reasons. Any time that exceeds the expert's recommendations should include a mental health assessment and special oversight by clinician. Clothing and personal items afforded to inmates should be individualized and based on assessment of risk.
Steps Taken	The restraint policies have been reviewed, refined and implemented. The protocol for medical or behavioral restraints in the jail follow the same policy and procedures as VMC policy on physical and chemical restraints. This Summarized Recommendation has been completed.
Budget Status	No additional resources are needed.
Source Report(s)	Mental Health Gap Analysis – Gage
Responsible Department(s)	Custody Health Services
Master List Nos.	627, 628, 629, 630
Review Date	FGOC reviewed on January 26, 2017.

HLC 8	With regard to performance standards and electronic medical records, implement one integrated system that also includes an administrative dashboard to monitor medical and mental health treatment. Maintain the confidentiality of the records within that system. Dedicate more resources to Continuous Quality Improvement. Add minimum performance standards for clinical positions, and a more robust review of unexpected events involving death, serious injury, or risk thereof.
Steps Taken	<p>The electronic medical record HealthLink system went live in May 2017. HealthLink is an integrated system that has the ability to update an administrative dashboard. Patients’ records on dental, medical and mental health are available in HealthLink.</p> <p>With the implementation of HealthLink, caregivers are now able to securely and effectively view relevant patient information from all episodes of care to promote consistent patient care. It also decreased paper documentation and replaced manual data tracking of information.</p> <p>Programming to capture metrics continue to be refined to accurately measure the effectiveness of healthcare delivery.</p> <p>A full time Quality Improvement (QI) manager for psychiatric/Mental Health services has been hired as of October, 2016 to be in charge of the quality management program of psychiatric and mental health for Adult Custody Health Services.</p> <p>Custody Health works closely with the Department of Correction to review critical incidents to determine if there were systematic issues that need to be addressed and, if necessary, make recommendations to reduce or eliminate the likelihood of future adverse events.</p> <p>This Summarized Recommendation has been completed.</p>
Budget Status	<p>The Board allocated \$2.5 million as part of the FY 2016 Adopted Budget and \$2.0 Million as part of the FY 2017 Adopted Budget for HealthLink to be implemented in Custody Health.</p> <p>County Administration and the department are evaluating to determine if additional resources are needed.</p>
Source Report(s)	<p>Sheriff’s Jail Reform Plan, Blue Ribbon Commission on Improving Custody Operations, Mental Health Gap Analysis – Gage, Healthcare Gap Analysis – Wilcox</p>
Responsible Department(s)	<p>Custody Health Services</p>
Master List Nos.	<p>54, 56, 111, 571, 572, 591, 391, 392, 617, 622, 631, 635, 636</p>
Review Date	<p>FGOC reviewed on January 26, 2017.</p>

HLC 9	For the delivery of medical care, provide adequate urgent care services, and timely access to healthcare based on best practices. Conduct a comprehensive healthcare gap analysis and make appropriate adjustments to improve outcomes in a cost effective manner. Provide inmates with information about future medical appointments, and transportation between the jail and the treatment center. Modify facility schedules to serve meals at normal times of day. Create a comprehensive diabetic management protocol.
Steps Taken	<p>Custody Health Services (CHS) has revised its triage guidelines regarding estimation of the time-sensitivity of an evaluation by an appropriate provider, in an appropriate setting, based on a patient’s dental, medical, and mental health conditions.</p> <p>All medical, mental health, dental, and medication history/records are documented in HealthLink to ensure that all CHS providers are aware of a patient/inmate’s needs.</p> <p>CHS works with the DOC staff to ensure that inmates are made aware of their medical and dental appointments. When necessary, CHS staff also explains the consequences of refusing treatment to encourage inmates to keep their appointment.</p> <p>The CHS component of this Summarized Recommendation has been completed.</p> <p>The Sheriff’s Office partially agrees to this recommendation, as some feeding times vary for inmates in 8A-Acute Psych, SMI, etc. However, the facilities could not sustain the negative operational impacts that would result from a permanent change to the meal schedule. For example, court schedules, inmate hygiene, and out of cell activity/program time would suffer. To change the breakfast schedule would have an impact on weekly operations due to court schedules. Altering the lunch & dinner schedule would have an impact on out of cell activity/program time. The recommended changes also occur during shift change for deputies, so there will likely be an impact to staffing. This would also require a reorganization of food production services and an alteration to staff schedules and vendor deliveries.</p>
Budget Status	<p>The Board allocated \$2.5 million as part of the FY 2016 Adopted Budget and \$2.0 Million as part of the FY 2017 Adopted Budget for HealthLink to be implemented in Custody Health.</p> <p>County Administration and the departments are evaluating to determine if additional resources are needed.</p>

Source Report(s)	Sheriff's Jail Reform Plan, Blue Ribbon Commission on Improving Custody Operations, Healthcare Gap Analysis – Wilcox, Human Relations Commission
Responsible Department(s)	Sheriff's Office, Custody Health Services
Master List Nos.	112, 172, 329, 330, 331, 389, 390, 395, 397, 609, 612, 607
Review Date	FGOC reviewed on January 26, 2017.

HLC 10	<p>For mentally ill inmates, redesign the intake screening form for mental health conditions, then prioritize the inmates based on their acuity and risk. Include mental health clinicians at Intake Booking and as part of response teams. Inmates who are placed in restrictive housing should be promptly screened and inmates with psychiatric disabilities should be provided with an appropriate balance of structured and unstructured out of cell time. Develop a program for seriously mentally ill inmates that increases group therapy and out of cell time, and provides a process to ensure continuity of care in the community. Other recommendations include:</p> <ul style="list-style-type: none">• Develop Prison Rape Elimination Act policies for clinicians• Consider increased usage of conservators for mentally ill inmates• Conduct regular random cell searches of mental health housing units• Create suicide prevention and awareness program
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<p>Steps Taken</p>	<p>The Sheriff's Office agrees with this recommendation and believes that group therapy will aid in the stability of the individual during incarceration and during re-entry into the community. Currently, there are therapy groups (with more groups pending development and implementation) that address the subjects outlined in this summarized recommendation. In addition, the STEP (Supportive Transitional Empowerment Program) program provides "linkage to services and resources, case management, transportation, temporary housing/shelter, food, medical/dental resources, education, job/skills training and other re-entry services" with a "goal to ensure a warm hand-off to the STEP team in the community."</p> <p>Relationships, Conflict Resolution and Anger Management (RCP) is offered 3 hours each week, and 3 hours of elective Trauma Recover through Behavioral Health is brought in to the STEP program with a team of 10 substance use counselors (5 in-custody, 5 community-based), a clinical supervisor, and a program director who have been contracted to provide in-custody and post-custody substance use treatment services.</p> <p>The in-custody STEP team provides inmates with substance use screening, treatment engagement, psycho-educational groups, and linkages to community services with a goal to ensure a warm hand-off to the STEP team in the community.</p> <p>CHS has implemented a two-tier triage screening at Intake Booking. The initial screening is conducted by a registered nurse who takes individuals through a series of standardized intake admission and screening questions while obtaining baseline vital signs. Those assessed with a severe medical condition are sent to the hospital. Those assessed to have an increased risk for medical or behavioral needs are referred to a medical or mental health physician or a mental health clinician for further evaluation. Following the evaluation, a treatment plan and discharge planning are initiated based on standardized protocols.</p> <p>Both mental health and medical staff are available at Intake Booking twenty-four (24) hours a day, seven (7) days per week. Staff includes registered nurses, mental health clinicians, and psychiatrists. The registered nurses and mental health clinicians are available 24/7, while the psychiatrists are available sixteen (16) hours a day, seven (7) days per week.</p> <p>Mental Health staff conducts weekly visits to the restrictive housing areas since December 2016 to check for decompensation among this population. Classification staff asks inmates at intake and during reassessment interview if they need Mental Health services.</p> <p>CHS Administration continuously reviews appropriate staffing levels for the acuity and location of the inmates needing services.</p>
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CHS Leadership has developed tools/visual aids to advance ongoing discussions about preferred levels of service for the various strata of inmate clients, as well as the levels of staffing.

All policies and procedures, including PREA, have been implemented, and are refined on an ongoing basis. CHS also conducts monthly Root Cause Analysis meetings with Department of Correction (custody) staff to review critical incidents to determine if there were systematic issues that need to be addressed and, if necessary, make recommendations to reduce or eliminate the likelihood of future adverse events. When necessary, findings and/or recommendations are forwarded to the Suicide Prevention Committee for policy recommendations or implementation of recommendations.

Intake screening has been revised to address acuity and related procedure changes made. Mental Health clinicians have been added for the Intake Booking area. Recommendations regarding housing are provided by CHS staff to Classification staff.

Group sessions have been added and will be expanded, providing additional out of cell time.

On September 26, 2017, the Board approved an amendment to the agreement with Traditions Psychology Group, Inc., which increased the maximum contract amount and extended the agreement for a 24-month period to expand the number of psychiatry hours in the Intake Booking area from 16 hours day, 7 days a week to 24 hours day, 7 days week. The addition of psychiatrists to the Intake Booking area 24 hours day, 7 days a week will provide essential psychiatric resources to provide timely responses to those screened and triaged by nursing staff and mental health clinicians to need psychiatry services immediately. The psychiatrists will provide psychiatric treatment to inmate patients with urgent mental health needs, such as those with suicidal thoughts and plans as well as to continue treatment for those who were taking psychotropic medications prior to incarceration.

Budget Status	<p>The Board approved the following:</p> <ul style="list-style-type: none"> • 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. • 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. • FY 2017 Adopted Budget: 6 Rehabilitation Officer positions and 1 Senior Management Analyst (\$1.1 million) for programming and discharge planning. • FY 2018 Adopted Budget: Added new Psychiatrist position to provide on-site clinical oversight of behavioral health services, and Hospital Services Assistant position, 2 Clinical Nurse III positions, and one Staff Developer position to support jail reform efforts (\$1.4 million). • January 23, 2018: Added new Director, Custody Behavioral Services Positions, in Custody Health Services to provide oversight of all Custody Health behavioral health staff and services. <p>County Administration and the departments are evaluating to determine if additional resources are needed.</p>
Source Report(s)	Sheriff’s Jail Reform Plan, Blue Ribbon Commission on Improving Custody Operations, Mental Health Gap Analysis – Gage, Zisser
Responsible Department(s)	Sheriff’s Office, Custody Health Services
Master List Nos.	44, 47, 52, 53, 101, 102, 123, 394, 396, 518, 616, 618, 620, 621, 623
Review Date	FGOC reviewed on January 26, 2017.