May 16, 2016

TO: Honorable board of Supervisors

FROM: Gary A. Graue, CAG
Chief Operating Officer

SUBJECT: Master List of Jail Reform Recommendations

Attached is the master list (matrix) of discussion items designed by the Board’s management auditors.

The matrix includes discussion and implementation of recommendations from the following entities:

- Sheriff Smith’s Jail Reform Plan (JRP)
- Blue Ribbon Commission on Improving Custody Operations (BRC)
- Report from Aaron B. Zisser, J.D. to the BRC (Zisser)
- Report from Moscone, Emblidge, and Otis LLP (Emblidge)
- Commission on the Status of Women (CSW)
- U.S. Department of Justice’s National Institute of Corrections (DOJ)
- Gap Analysis by Custody Health Experts (Gap)
- Human Relations Commission (HRC)

Some recommendations belong in multiple categories, so the most appropriate category was chosen, but the full recommendation will be considered even if it does not fit solely within that category. The recommendations are included exactly as written by the various entities that contributed, so where additional context or meaning is needed for a recommendation, future reports from the management auditors will provide it.

This matrix contains 530 recommendations, and there may be more recommendations in the future as additional reports and recommendations are released, and those will be added to the matrix.

The management auditors will provide definitions of Focus Areas and Categories at the next FGOC meeting.

As things move forward, the Administration plans to provide weekly updates to the Board and the public so that there is transparency as to the status and progress on these items.
<table>
<thead>
<tr>
<th>Master List Number</th>
<th>Source Number</th>
<th>Source</th>
<th>Category</th>
<th>Recommendation</th>
<th>Focus Area</th>
<th>Budget</th>
<th>Operations Impact</th>
<th>Time Required</th>
<th>Cost</th>
<th>Staffing</th>
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<th>Facilities</th>
<th>Reference Number</th>
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<tbody>
<tr>
<td>336</td>
<td>BRC-108</td>
<td>BRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Using memorandum or directives should be a short term solution. Department needs to get more funding and staff to make it a priority to update policies and procedures.</td>
<td>Operations</td>
<td>Five correctional deputy positions and a Law Enforcement Clerk position are included in the FY 2017 Recommended Budget to support the 2 positions added in the FY 2016 Adopted Budget and the 4 positions added in November 2015.</td>
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<td>337</td>
<td>BRC-109</td>
<td>BRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>The jails should have sufficient resources and staff to ensure access to mental health treatment services, discharge planning, etc.</td>
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<td>350</td>
<td>BRC-110</td>
<td>BRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Updated policies and procedures should accompany training to ensure staff understand the changes and expectations.</td>
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<td>408</td>
<td>BRC-114</td>
<td>BRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Full time, benefitted/coded Substance Abuse positions added to the staffing throughout the entire jail system.</td>
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<td>412</td>
<td>BRC-118</td>
<td>BRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Increase staffing to enable expansion of programs, visitation and non-structured time while providing for the safety of detainees and staff. Investigate staffing levels and provide funds for adequate staffing.</td>
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<td>428</td>
<td>BRC-134</td>
<td>BRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>2. Establish a time line for implementation for training of staff and reclassification of detainees, and report progress to Board of Supervisors regularly upon implementation.</td>
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<td>431</td>
<td>BRC-137</td>
<td>BRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Create a systematic review of post CIT training behaviors of all employees to ensure the benefits of the training are clearly demonstrated in all interactions with the inmates. Identify a specific date by which all training and a follow-up plan for all employees is achieved.</td>
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<td>432</td>
<td>BRC-138</td>
<td>BRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Review training curriculum, hiring and promotional practices for correction staff with experts knowledgeable in the field. Training for issues of mental health, behavioral needs and mediation techniques should be specific to the work situation inside facilities, which differs from the circumstances faced by patrolling officers.</td>
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## Master List of Custody Recommendations

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<tr>
<th>Master List Number</th>
<th>Source Number</th>
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<th>Category</th>
<th>Recommendation</th>
<th>Focus Area</th>
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<td>433</td>
<td>BRC-139</td>
<td>BRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Specialized training needs to be developed for all staff working with the Mentally Ill. This training must be different from that given to first responders because staff in the jail work with the mentally ill on an ongoing basis rather than responding to an individual incident.</td>
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<td>434</td>
<td>BRC-140</td>
<td>BRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Develop and implement specialized behavioral health and crisis training for correctional officers and other jail staff (including behavioral health staff) that is based upon consultation with outside experts regarding best practices, is tailored to the custodial setting and includes the following topics: A. Eliminating stigma around behavioral health disabilities; B. Appropriate response to inmates experiencing behavioral health symptoms or crisis; C. Understanding the rights of inmates with behavioral health disabilities, including the right to reasonable accommodations; D. De-escalation techniques and trauma-informed care; and E. Connecting inmates with appropriate jail services and resources.</td>
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<td>BRC-141</td>
<td>BRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Staff should be allowed to attend 24 hours update training away from their work area in order to achieve effectiveness of the training. Staff should not sit at the floor station (work area) while performing their duties and taking classes on the computer.</td>
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<td>BRC-142</td>
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<td>Custody Hiring, Staffing and Training</td>
<td>Department needs to bring back the Interpersonal Communication Skills class.</td>
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<td>437</td>
<td>BRC-143</td>
<td>BRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>All custody staff should be trained in CIT or at minimum a similar type of training that is Evidenced based.</td>
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<td>BRC-144</td>
<td>BRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>All CIT trained individuals should be mandated to take a CIT refresher course every 3 or 5 years.</td>
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<td>439</td>
<td>BRC-145</td>
<td>BRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>The entire CIT Course used to train officers needs to be evaluated by an outside entity to assess whether or not there is material in the course that may be deemed racist, culturally inappropriate, stigmatizing, and/or discriminatory. This needs to include every aspect of the course like outside Presenters, material pulled from the internet and used in the training, etc.</td>
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<td>BRC-146</td>
<td>BRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Training in the areas of cultural competency, implicit bias, and procedural justice be brought to current correctional deputies and the Academy.</td>
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<td>450</td>
<td>BRC-156</td>
<td>BRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Department should conduct a study on staff and inmate ratio of supervision in order to provide safety and secure for both staff and inmates.</td>
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<td>451</td>
<td>BRC-157</td>
<td>BRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Department should conduct a study on staff and supervisor ratio.</td>
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<td>452</td>
<td>BRC-158</td>
<td>BRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>It is important for officers to work in a safe environment by having adequate staffing. Department should implement minimum staffing requirements. Supervisors should conduct projections and ensure proper staffing is assigned to each unit.</td>
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<td>453</td>
<td>BRC-159</td>
<td>BRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Assign Rover Officer to each floor at the present time, each unit at the Main Jail is assigned an officer. However, there is no rover or relieve officer assigned to the floor. Consequently, the module officer must lockdown the unit for breaks or escort inmates out of the module for transfer or rehearsal. Module officers are expected to perform additional duties such as delivering legal mail to different areas, participate in non-duty training, and relieve officer at the floor station post or lockdown unit.</td>
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<td>475</td>
<td>CSW-3</td>
<td>CSW</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Gender-responsive training for all staff beginning at the Academy level</td>
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<td>338</td>
<td>DOJ-17</td>
<td>DOJ</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Two staffing studies have recently been completed for the SCCS. The Sheriff and county supervisors should carefully review them to determine if one or both are valid. If not, consider using NIC resources for educational materials or technical assistance for a third study. The Sheriff and supervisors should not discount the studies based solely on an inability to fund them. Staffing studies are often ideal situations, but they can help prioritize resources to be funded at partial levels.</td>
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<td>339</td>
<td>DOJ-18</td>
<td>DOJ</td>
<td>Custody Hiring, Staffing and Training</td>
<td>As part of the existing or future staffing studies, jail practices should be evaluated to determine minimal staffing levels that will reasonably provide a safe environment for staff and inmates. We suspect that some areas are understaffed, but some practices could be modified to reduce personnel time required on a task.</td>
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<td>357</td>
<td>DOJ-19</td>
<td>DOJ</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Research best practices in correctional learning and develop a new academy and jail training officer program that relies upon adult learning principles.</td>
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<td>358</td>
<td>DOJ-20</td>
<td>DOJ</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Establish clear policies as to when deputies, who are still in training, can be in solo assignments and for how long.</td>
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<td>359</td>
<td>DOJ-21</td>
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<td>Custody Hiring, Staffing and Training</td>
<td>Develop at least a two-year in-service training calendar that not only covers the necessary skills like firearms qualification, but also classes on communication, inmate rights and legal processes like the Prison Rape Elimination Act, inmate discipline rights and grievance processes.</td>
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<td>360</td>
<td>DOJ-22</td>
<td>DOJ</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Training officers and first line supervisors are the most important people in an organization. Training officers set the work ethic and expectations, and supervisors continue to instill it throughout the rest of an employee’s career. SCCS supervisors, current and future, should be given the proper education and training they need to be more effective. While this will include task level operations, the best return will come from investing in their professional development and helping them recognize and deal with minor misconduct early on.</td>
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<td>361</td>
<td>DOJ-23</td>
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<td>Custody Hiring, Staffing and Training</td>
<td>Current and future jail leadership should immediately engage in opportunities to learn the current best practices of jail operations through educational seminars and information sharing like NIC’s Large Jail Network and the American Jail Association conferences. A wealth of educational information is online at NIC’s website <a href="http://www.nicic.gov">www.nicic.gov</a>.</td>
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<td>DOJ-24</td>
<td>DOJ</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Decision makers should tour model facilities and develop ongoing learning relationships with them. The NIC, the state sheriff’s association or state jail association would be good resources to find jails that are well ran and of similar complexity to Santa Clara’s.</td>
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<td>527</td>
<td>Emblidge-8</td>
<td>Emblidge</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Understaffing, and related issues such as poor morale among corrections officers, creates many adverse conditions.</td>
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<td>Gap-88</td>
<td>Gap</td>
<td>Custody Hiring, Staffing and Training</td>
<td>All correctional, medical, and mental health staff should receive 8 hours of initial suicide prevention training, followed by 2 hours of annual training.</td>
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<td>Gap-89</td>
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<td>Custody Hiring, Staffing and Training</td>
<td>At a minimum training should include avoiding negative attitudes to suicide prevention, inmate suicide research, why correctional environments are conducive to suicidal behavior, potential predisposing factors to suicide, high-risk suicide periods, warning signs and symptoms, identifying suicidal inmates despite the denial of risk, components of the agency's suicide prevention policy, and liability issues associated with inmate suicide.</td>
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<td>Custody Hiring, Staffing and Training</td>
<td>DDC and SCVHHS should only utilize classroom-instructed suicide prevention training.</td>
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<td>Custody Hiring, Staffing and Training</td>
<td>DDC and SCVHHS should collaborate on the development of a new 4 to 8 hr pre-service suicide prevention curriculum for new employees.</td>
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<td>Gap-92</td>
<td>Gap</td>
<td>Custody Hiring, Staffing and Training</td>
<td>DDC and SCVHHS should collaborate on the development of a two-hour annual suicide prevention curriculum for all custody, medical and mental health staff.</td>
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<td>Gap-93</td>
<td>Gap</td>
<td>Custody Hiring, Staffing and Training</td>
<td>SCVHHS mental health personnel (including psychiatrists) should receive additional training on comprehensive suicide risk assessments and how to develop a reasonable treatment plan that contains specific strategies for reducing future suicidal ideation.</td>
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<td>340</td>
<td>HRC-33</td>
<td>HRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Ensure that office hours for pretrial detainees and their families are easily accessible and staffed to facilitate timely responses to questions about the inmates’ stay in the jail facilities, navigation of the criminal justice system, and access to court appointed attorneys, advocates, or an ombudsman.</td>
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<td>363</td>
<td>HRC-34</td>
<td>HRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Ensure that staff are adequately trained in, understand, and consistently apply the Prison Rape Elimination Act (PREA) legal requirements.</td>
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<td>364</td>
<td>HRC-35</td>
<td>HRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Ensure that the provision of staff training is appropriate, timely, and sufficient to meet staffing needs and to improve and maintain jail security and officer and inmate safety.</td>
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<td>365</td>
<td>HRC-36</td>
<td>HRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Staff training should promote the rehabilitation of inmates and contribute to reducing recidivism.</td>
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<td>366</td>
<td>HRC-37</td>
<td>HRC</td>
<td>Custody Hiring, Staffing and Training</td>
<td>A special emphasis on appropriate use of force should be included in policies, procedures, and the training of staff.</td>
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<td>346</td>
<td>Sheriff-100</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Establish a team to respond to crisis situations and/or tactical situations involving those with mental health or other special needs.</td>
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<td>347</td>
<td>Sheriff-101</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Add three additional investigators to the IA Unit to increase the screening, timely investigation and final resolution of complaints. These positions have been requested as part of the Fiscal Year 2016/2017 Sheriff’s Office budget proposal.</td>
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<td>348</td>
<td>Sheriff-102</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Assign custody staff to reinforce, re-educate, and remind inmates of their expected behavior while in custody. Continuous education is intended to reduce the number of infractions issued and create a more cohesive custody environment.</td>
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<td>Sheriff-103</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Add a specially trained correctional deputy to each facility who will conduct interactive, instructional classes for inmates in all housing units on expected behavior in custody.</td>
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<td>367</td>
<td>Sheriff-104</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Provide comprehensive eight hour ADA training for all Custody and Custody Health staff.</td>
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<td>368</td>
<td>Sheriff-105</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Complete initial comprehensive ADA training by May 2016.</td>
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<td>Sheriff-106</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Train appropriate staff on ADA tracking system beginning July 2016.</td>
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<td>370</td>
<td>Sheriff-107</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Once policies, procedures, practices, forms, and inmate handbook are revised and adopted, train all staff on the revisions.</td>
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<td>371</td>
<td>Sheriff-108</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Develop training module for all custody staff to educate them on the purpose of a grievance, the grievance process, and regarding the expectation that they resolve basic needs grievances (blankets, items of clothing, hygiene products, etc.) as soon as possible in an objective and fair manner. All other grievances will be routed to the appropriate unit for expeditious action.</td>
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<td>372</td>
<td>Sheriff-109</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Implement the training module and ensure all custody staff completes the training module.</td>
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<td>373</td>
<td>Sheriff-110</td>
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<td>Custody Hiring, Staffing and Training</td>
<td>Train all Custody Healthcare staff on mandates of the Americans with Disabilities Act.</td>
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<td>374</td>
<td>Sheriff-111</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Ensure custody staff are equipped to manage inmates exhibiting or diagnosed with mental health issues.</td>
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<td>Sheriff-112</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Implement a &quot;train-the-trainer&quot; program to provide for jail-specific mental health training needs. Such a program would allow for qualified trainers to provide mental health training to correctional staff, re-fresher trainings, and ensure that the training principals are being implemented throughout the custody facilities.</td>
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<td>376</td>
<td>Sheriff-113</td>
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<td>Custody Hiring, Staffing and Training</td>
<td>Implement training courses specific to identified needs of inmates to ensure the needs of all inmates are understood and managed appropriately.</td>
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<td>377</td>
<td>Sheriff-114</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>An additional four hour of Gender Response training is proposed for staff assigned to custodial facilities.</td>
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<td>Sheriff-115</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Provide PREA (Prison Rape Elimination Act) training to all correctional deputies that have not yet received it.</td>
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<td>379</td>
<td>Sheriff-116</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Implement training modules for existing staff and academy recruits to ensure compliance with the revised use of force policy.</td>
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### Master List of Custody Recommendations

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<tr>
<td>380</td>
<td>Sheriff-117</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>To reinforce training on how to recognize mental illness and developmental disabilities, along with a directed focus on if, how and when to deploy de-escalation techniques and use of force.</td>
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<td>381</td>
<td>Sheriff-118</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Implement training modules for existing staff and academy recruits to ensure compliance with the revised use of force policy.</td>
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<td>382</td>
<td>Sheriff-119</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Develop an eight-hour training curriculum for all staff to ensure a proper understanding and application of the department’s updated Use of Force policy.</td>
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<td>Sheriff-52</td>
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<td>Custody Hiring, Staffing and Training</td>
<td>Raise the current minimum educational qualifications for Sheriffs’ Custody Deputy. Additional consideration should be given applicants with a college degree, mental health college courses, criminal justice courses, or behavioral science course work or pertinent work experience in areas of mental health, behavioral science, or criminal justice system. There needs to be further study to determine the appropriate level of college required.</td>
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<td>Sheriff-53</td>
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<td>Custody Hiring, Staffing and Training</td>
<td>Coordinate with the County Employee Services Agency the modification of the current minimum qualifications for Sheriff’s Custody Deputy job specification.</td>
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<td>Sheriff-54</td>
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<td>Custody Hiring, Staffing and Training</td>
<td>Increase staffing in the Background and Recruiting Unit to provide additional time per individual applicant background process and to recruit greater numbers of highly qualified candidates in order to reduce staffing vacancies.</td>
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<td>383</td>
<td>Sheriff-55</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Hire and train an in-house polygrapher and double the amount of polygraph examinations required of applicants.</td>
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<td>341</td>
<td>Sheriff-94</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Add three additional investigators to the IA Unit to increase the screening, timely investigation and final resolution of complaints. These positions have been requested as part of the Fiscal Year 2016/2017 Sheriff’s Office budget proposal.</td>
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<td>342</td>
<td>Sheriff-95</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Add an analyst position for data input and program monitoring of behavior trends. This position was requested as part of the Fiscal Year 2016/2017 Sheriff’s Office budget proposal.</td>
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<tr>
<td>343</td>
<td>Sheriff-96</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Add an analyst for each custody facility to collect and process grievances from lock boxes and enter grievances into the new grievance tracking system. Analysts will be required to immediately notify custody supervisors of any basic needs grievances so that they may be resolved as soon as possible. All other grievances will be routed to the appropriate unit for expeditious action. The analyst positions are included in the Sheriff’s Office Fiscal Year 2016-2017 budget request.</td>
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<td>Sheriff-97</td>
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<td>Custody Hiring, Staffing and Training</td>
<td>Add a Lieutenant at each facility who will ensure a proper and timely resolution of grievances. The Lieutenant will be empowered to immediately resolve all “basic needs” grievances. The Lieutenant positions are included in the Sheriff’s Office Fiscal Year 2016-2017 budget request.</td>
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<td>Sheriff-98</td>
<td>Sheriff</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Add a specially trained correctional deputy to each facility who will conduct interactive, instructional classes for inmates in all housing units on expected behavior in custody.</td>
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<td>Sheriff-99</td>
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<td>Custody Hiring, Staffing and Training</td>
<td>Add dedicated custody support staff to multi-disciplinary healthcare teams to ensure timely access to medical, dental, and mental health treatment.</td>
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<td>494</td>
<td>Zisser-16</td>
<td>Zisser</td>
<td>Custody Hiring, Staffing and Training</td>
<td>Jail staff and leadership should receive training on what types of conduct constitute prohibited conduct under PREA.</td>
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<td>497</td>
<td>Zisser-19</td>
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<td>Custody Hiring, Staffing and Training</td>
<td>CDC should review and enhance IAU’s staffing levels.</td>
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<td>498</td>
<td>Zisser-20</td>
<td>Zisser</td>
<td>Custody Hiring, Staffing and Training</td>
<td>IAU should become familiar with PREA.</td>
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<td>500</td>
<td>Zisser-22</td>
<td>Zisser</td>
<td>Custody Hiring, Staffing and Training</td>
<td>The Jail should significantly strengthen its internal oversight system. The Internal Audit Unit should receive significant additional staffing.</td>
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<td>510</td>
<td>Zisser-32</td>
<td>Zisser</td>
<td>Custody Hiring, Staffing and Training</td>
<td>The Jail should, among other things, ensure that it has a PREA manager assigned to each facility devoting a meaningful (and PREA-compliant) amount of time to PREA related duties; train staff on and monitor compliance with staff’s obligation to announce the presence on a housing unit of an opposite-sex individual and on interacting with LGBT inmates; clarify its policy regarding protective custody; conduct critical incident reviews and coordinated responses; and revise its zero-tolerance policy to address harassment.</td>
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### Master List of Custody Recommendations

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<th>Master List Number</th>
<th>Source Number</th>
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<th>Category</th>
<th>Recommendation</th>
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<th>Budget</th>
<th>Operations Impact</th>
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<tr>
<td>18</td>
<td>BRC-1</td>
<td>BRC</td>
<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>The Board of Supervisors should accept the report of Scott Emblidge and utilize its as major impetus for change in the operations of the jail.</td>
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<td>441</td>
<td>BRC-147</td>
<td>BRC</td>
<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>Increase staffing and resources for the Jail Observer Program, and provide seamless communication regarding standards and practices between the JOP and the DDC for the benefit of the detained, families and staff when investigating concerns. Provide JOP information to detainees, families and staff in a clear and easily accessible manner.</td>
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<td>442</td>
<td>BRC-148</td>
<td>BRC</td>
<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>Significantly expand the successful but understaffed JOP program, with specific Jail Observers assigned to each facility, housing section.</td>
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<td>443</td>
<td>BRC-149</td>
<td>BRC</td>
<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>Convert the Jail Observer Program (JOP) to an organizational ombudsman’s office, structured according to the best practice standards of the International Ombudsman Association (IOA) and modeled after the Juvenile Welfare Office of the Ombuds which operates on the basis of an Interagency Agreement between the Office of the County Executive and the Social Services Agency.</td>
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<td>BRC-150</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>Update the Department of Corrections handbook to include reference to, and support of the jail ombuds program.</td>
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<td>445</td>
<td>BRC-151</td>
<td>BRC</td>
<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>Establish a Memorandum of Understanding (MOU) between the Office of Human Relations (County Executive's Office) and both Custodial and Behavioral Health Care Services.</td>
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<td>446</td>
<td>BRC-152</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>Establish clear parameters for the operation of the jail ombudsman with respect to grievance intake and management.</td>
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<td>BRC-2</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>Create an ombudsman position to complement the work of the Jail Observation Program as an interim or on-going measure until a more comprehensive structure is developed (such as an Independent Oversight Commission or a separate Department of Correction).</td>
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<td>20</td>
<td>BRC-3</td>
<td>BRC</td>
<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>The Board of Supervisors should take immediate steps to change the leadership of the operation of the jails.</td>
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<td>BRC-4</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>The Board of Supervisors should refrain from appointing employees of County departments to serve on Commissions or Boards that are investigating those employees’ County departments.</td>
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<td>BRC-5</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>The Board of Supervisors and County Counsel must protect civilian members who volunteer for its Commissions and Boards from retaliation and harassment from County employees.</td>
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<td>BRC-57</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>The Board of Supervisors should immediately create and fully fund the Office of the Inspector General of the Jails to provide professional independent civilian oversight of the jail operations that reports directly to the Board of Supervisors. Please see a further description of the OIG office in my Recommendation #1 in the Grievance/Complaint Process category.</td>
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<td>As part of the FY 2017 Recommended Budget, $2.5 million was set aside for future jail reform and oversight needs.</td>
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<td>185</td>
<td>BRC-58</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>Create a committee of knowledgeable experts and community stakeholders to study and recommend effective models of independent over sight of Custody Health and Custody Mental Health. Committee will report it’s findings and recommendations to the Board of Supervisors, including time lines and responsible parties, and oversee it’s implementation.</td>
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<td>186</td>
<td>BRC-59</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>Create a committee of knowledgeable experts and community stakeholders to study and recommend effective models of independent over sight of the CDC. Committee will report it’s findings and recommendations to the Board of Supervisors, including time lines and responsible parties, and oversee it’s implementation.</td>
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<td>BRC-6</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>Upon finalization of recommendations to the Board from the BRC, form an interim committee to ensure the recommended changes to culture and practice are being implemented. Ideally this committee would consist of people with experience or knowledgeable in best practices for ushering in such changes, in addition to several current members of the BRC who represent the community, advocacy groups, mental health experts and the incarcerated. The committee should report to the Board of Directors until such a time as significant progress is being made on the established goals.</td>
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<td>BRC-60</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>Create an Independent Oversight Commission to review and oversee the Office of the Sheriff and the Department of Correction.</td>
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<td>BRC-61</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>Proactively request that the Santa Clara County Jail system be placed under federal oversight until sweeping reforms are put in place.</td>
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<td>189</td>
<td>BRC-62</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>Appoint an interim inspector general to oversee implementation of BRC recommendations that are adopted by the Board of Supervisors. Allocate sufficient funds to support the work of this interim oversight position until a permanent oversight body is established.</td>
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<td>BRC-7</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>Clearly establish who is ultimately responsible and accountable for all aspects of jail operations, including the treatment of inmates and employees in the County jail. Examine other departmental structures, including re-establishment of a separate, free-standing Department of Correction.</td>
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<td>HRC-23</td>
<td>HRC</td>
<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>The first is that Santa Clara County create an independent oversight agency that will regularly audit Santa Clara County Custody Division. This agency would also administer an officer and inmate grievance process as an independent entity from the custody system. The County would need to decide on the type of agency that would best serve the community (such as a Solicitor General, Independent Auditor, Community Commission, Federal Oversight or any combination of the above).</td>
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<td>HRC-24</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>We recommend that a small committee work on the agency designation. The committee should be made up of representatives from the County Administration, JOP, JRC, and potentially members of the BRC, Silicon Valley Debug, and PACT.</td>
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| 25                | HRC-3        | HRC    | External Oversight, Reporting, & Organizational Accountability | Expand the current MOU for the Jail Observer Program to include up to 5 OHR staff members who will have security clearance and the ability to act in an ombudsman role with inmates, their families and county staff. | | | | | | | | | | Additional position for the Jail Observer Program was added in January 2016.
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<td>26</td>
<td>HRC-4</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>Provide for the hiring of 2-3 more JOP lawyers/paralegals with a background in mediation and ombudsman practices who will join the DHR staff. The current JOP program is understaffed, and the County can clearly benefit from additional staff to act as a neutral, outside resource for all those interested in the well-being and efficiency of the SCC corrections system.</td>
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<td>HRC-5</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>Expand the current MOU to include additional signatories, or create two additional MOUs related to JOP oversight with county medical and behavioral health entities, to facilitate ongoing improvements and best practices in inmate health care.</td>
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<td>HRC-6</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>The second is that we urge for new leadership in Custody Operations. The JRC has heard testimony recommending that the Sheriff’s office be removed from administering the jails. In research we have done, it is clear that the DOC and the Sheriff’s office have both operated the jails in prior decades. And it is common for a county Sheriff to be responsible for Custody Operations. But we feel that trust in leadership is a key mandate for this role and that trust has been grievously eroded. The community, staff, inmates and family and friends of inmates all attest to this to the HRC, JRC and to the Blue Ribbon Commission. We feel this trust has eroded to such a degree that we cannot move forward in making necessary changes under the current leadership. In setting up new leadership for Custody Operations, clear lines of authority and accountability need to be established. Currently, it seems to be an ineffective relationship and operation between the DOC and Sheriff.</td>
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<td>HRC-7</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>This may also take a committee to work on to reach significant reform. However, reform cannot occur with the current leadership in place.</td>
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<td>Sheriff-56</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>Establish a nine-member Custody Operations Independent Civilian Oversight Commission comprised of community volunteers. The Commission will consist of nine members, five appointed by the Board of Supervisors (One commissioner per each Supervisorial district). Those five commissioners will then select the remaining four public board members.</td>
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<td>Sheriff-58</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>Create an Office of Inspector General (IG) that serves the civilian oversight commission and is directed by the commission to provide monitoring of custody operations and facilities (including medical and mental health services) and provide recommendations for improvement. The IG shall focus on matters relevant to department-wide policies, procedures and protocols and review use of force patterns, trends and statistics. The IG will review Internal Affairs investigations, allegations of misconduct and employee discipline. The IG shall make policy and practice recommendations to the Independent Civilian Oversight Committee.</td>
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<td>Sheriff-59</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>The Independent Civilian Oversight Committee will publish an annual report on the status of custody operations, use of force statistics, and the resolution of inmate and citizen complaints. The commission may also publish other reports it commissions its IG to conduct.</td>
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<td>Zisser-29</td>
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<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>Internal and external oversight should specifically prioritize these issues, in addition to serious incidents and allegations of staff misconduct.</td>
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<td>508</td>
<td>Zisser-30</td>
<td>Zisser</td>
<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>The Jail should disclose Sabot’s activities and recommendations regarding, among other things, use of force, mental health and medical treatment, staffing, security and safety, modification to policies and procedures (including use of force, discipline, and housing) for inmates with mental disabilities, and restrictive housing. It should ensure full review of each of these issues, as well as seek involvement and input of key community stakeholders.</td>
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<td>512</td>
<td>Zisser-34</td>
<td>Zisser</td>
<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>The County should establish an independent oversight entity that has (i) broad scope of authority regarding inmates’ rights; (ii) with the cooperation of the Sheriff, full access to Jail facilities, data, records, staff, and administrators; and (iii) full independence, reporting directly to the Board of Supervisors and engaging in outreach to the public.</td>
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<td>513</td>
<td>Zisser-35</td>
<td>Zisser</td>
<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>JOP should receive additional resources, and the Jail should have in place a schedule for regular meetings with JOP.</td>
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<td>515</td>
<td>Zisser-37</td>
<td>Zisser</td>
<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>The Jail should immediately publish its PREA audit and PREA data and engage outside assistance in responding to the PREA audits and ensuring PREA compliance.</td>
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### Master List of Custody Recommendations

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<th>Master List Number</th>
<th>Source Number</th>
<th>Source</th>
<th>Category</th>
<th>Recommendation</th>
<th>Focus Area</th>
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<tr>
<td>517</td>
<td>Zisser-39</td>
<td>Zisser</td>
<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>The jail and the County should immediately, urgently, and thoughtfully work to implement the Blue Ribbon Commission's recommendations.</td>
<td>Budget</td>
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<td>518</td>
<td>Zisser-40</td>
<td>Zisser</td>
<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>The jail should work with outside assistance to ensure proper planning and prioritization for implementation of the Commission's recommendations.</td>
<td>Operations Impact</td>
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<tr>
<td>519</td>
<td>Zisser-41</td>
<td>Zisser</td>
<td>External Oversight, Reporting, &amp; Organizational Accountability</td>
<td>Implementation should involve consistent input from inmates, including inmates with disabilities and LGBT inmates, and a diverse group of key community stakeholders.</td>
<td>Time Required</td>
<td></td>
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<tr>
<td>97</td>
<td>BRC-23</td>
<td>BRC</td>
<td>Grievance Policies and Procedures</td>
<td>Adopt recommendations in reports prepared by Aaron Zisser.</td>
<td>Cost</td>
<td></td>
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<tr>
<td>98</td>
<td>BRC-24</td>
<td>BRC</td>
<td>Grievance Policies and Procedures</td>
<td>Create the Office of the Inspector General of the Jails (OIGJ), with staff and budget, all of which are independent of the Sheriff's Department and the Department of Correction, and which office reports directly to the Board of Supervisors, to provide independent civilian oversight of jail operations, including the grievance/complaint process.</td>
<td>Staffing</td>
<td></td>
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<td>99</td>
<td>BRC-25</td>
<td>BRC</td>
<td>Grievance Policies and Procedures</td>
<td>Provide oversight of the process that determines which grievances/complaints should be pursued and which should be discarded to ensure that those decisions are made properly.</td>
<td>Meet and Confer</td>
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<tr>
<td>100</td>
<td>BRC-26</td>
<td>BRC</td>
<td>Grievance Policies and Procedures</td>
<td>Resolve medical and dental grievances lodged with the Court and forwarded to Department of Correction within one day; and, require a timely follow-up report to the Court by Department of Correction and Custody Health Services.</td>
<td>Legal</td>
<td></td>
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<tr>
<td>101</td>
<td>BRC-27</td>
<td>BRC</td>
<td>Grievance Policies and Procedures</td>
<td>Update the Inmate Grievance Process Policy 14.05.</td>
<td>Facilities</td>
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<td>102</td>
<td>BRC-28</td>
<td>BRC</td>
<td>Grievance Policies and Procedures</td>
<td>Grievance Boxes should be on each unit, in the chow hall at Main Jail South, and in the dayroom at Main Jail North.</td>
<td>Reference Number</td>
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<td>103</td>
<td>BRC-29</td>
<td>BRC</td>
<td>Grievance Policies and Procedures</td>
<td>Require that supervisors approve all notes placed by correctional officers on inmates' doors that instruct other inmates not to talk to those inmates or give them anything.</td>
<td>Review Date</td>
<td></td>
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<tr>
<td>104</td>
<td>BRC-30</td>
<td>BRC</td>
<td>Grievance Policies and Procedures</td>
<td>Custody Health Services is to conduct a full-scope evaluation of the handling of medical and behavior health complaints.</td>
<td>Action</td>
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<tr>
<td>105</td>
<td>BRC-31</td>
<td>BRC</td>
<td>Grievance Policies and Procedures</td>
<td>Custody Health Services is to ensure that all medical and behavioral health complaints are properly routed for timely responses.</td>
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<td>106</td>
<td>BRC-32</td>
<td>BRC</td>
<td>Grievance Policies and Procedures</td>
<td>All staff are to provide meaningful assistance to inmates with behavioral health and other disabilities in utilizing the complaint/grievance process.</td>
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<td>107</td>
<td>BRC-33</td>
<td>BRC</td>
<td>Grievance Policies and Procedures</td>
<td>Allow inmates the ability to file grievances/complaints on behalf of other inmates, and allow inmates to file group grievances or complaints.</td>
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<td>108</td>
<td>BRC-34</td>
<td>BRC</td>
<td>Grievance Policies and Procedures</td>
<td>Collect forms at least once per shift at reasonable hours.</td>
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<td>109</td>
<td>BRC-35</td>
<td>BRC</td>
<td>Grievance Policies and Procedures</td>
<td>Forms should be legal size with quadruplicate copies.</td>
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<td>110</td>
<td>BRC-36</td>
<td>BRC</td>
<td>Grievance Policies and Procedures</td>
<td>Update the information on the forms and add optional demographic information.</td>
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<td>111</td>
<td>BRC-37</td>
<td>BRC</td>
<td>Grievance Policies and Procedures</td>
<td>Tracking numbers should be printed on the forms.</td>
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<td>112</td>
<td>BRC-38</td>
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<td>Grievance Policies and Procedures</td>
<td>Include pre-printed checkboxes on the forms.</td>
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<td>113</td>
<td>BRC-39</td>
<td>BRC</td>
<td>Grievance Policies and Procedures</td>
<td>There should be two management analysts and two lieutenants, to work at Elmwood and the Main Jail, to monitor, collect, and process the grievances and complaints.</td>
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<td>1 Lieutenant and 2 analysts are included in the FY 2017 Recommended Budget</td>
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<td>114</td>
<td>BRC-40</td>
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<td>Grievance Policies and Procedures</td>
<td>Staff should be trained about the grievance procedure changes before the changes are implemented.</td>
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<td>115</td>
<td>BRC-41</td>
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<td>Grievance Policies and Procedures</td>
<td>Provide training to correctional officers on the proper use of the Custody Input Report.</td>
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<td>116</td>
<td>BRC-42</td>
<td>BRC</td>
<td>Grievance Policies and Procedures</td>
<td>Track the issuance of all Custody Input Report and permit review of that tracking data by the independent civilian oversight entity.</td>
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<td>520</td>
<td>Embledge-1</td>
<td>Embledge</td>
<td>Grievance Policies and Procedures</td>
<td>Inmates, staff, and families lack confidence in the grievance channels.</td>
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<td>521</td>
<td>Embledge-2</td>
<td>Embledge</td>
<td>Grievance Policies and Procedures</td>
<td>Many inmate complaints arise from gaps between policy and practice.</td>
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### Master List of Custody Recommendations

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<th>Focus Area</th>
<th>Budget</th>
<th>Operations Impact</th>
<th>Time Required</th>
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<th>Staffing</th>
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<tr>
<td>118</td>
<td>HRC-18</td>
<td>HRC</td>
<td>Grievance Policies and Procedures</td>
<td>Ensure that inmates are familiar with and have access to grievance and complaint processes, including the Jail Observer Program (JOP), and that inmates are guaranteed confidentiality, consistent application, and timely, impartial responses when accessing these processes.</td>
<td>Operations</td>
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<td>119</td>
<td>HRC-19</td>
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<td>Grievance Policies and Procedures</td>
<td>Ensure the development and use of humane inmate discipline practices, based on clearly documented and communicated policies, procedures, and training of officers.</td>
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<td>87</td>
<td>Sheriff-33</td>
<td>Sheriff</td>
<td>Grievance Policies and Procedures</td>
<td>The inmate grievance forms will include “Retaliation” and “Harassment” as specific categories of “Grievances Against Staff” for inmates to specify.</td>
<td>Operations</td>
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<td>88</td>
<td>Sheriff-34</td>
<td>Sheriff</td>
<td>Grievance Policies and Procedures</td>
<td>Install grievance lock boxes to ensure that inmates have a confidential and secure method to file a grievance. Grievance Intake forms and instructions on how to fill out those forms would be located adjacent to the lock boxes.</td>
<td>Operations</td>
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<td>89</td>
<td>Sheriff-35</td>
<td>Sheriff</td>
<td>Grievance Policies and Procedures</td>
<td>Implement a grievance tracking system to document receipt of grievance, assign grievance to appropriate unit, and monitor progress on resolution of grievance.</td>
<td>Operations</td>
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<td>Sheriff-36</td>
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<td>Grievance Policies and Procedures</td>
<td>Share collected data during the squad meetings to identify areas for improvement.</td>
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<td>Sheriff-37</td>
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<td>Grievance Policies and Procedures</td>
<td>Create an electronic grievance form that inmates can utilize to file grievances on-line while utilizing the new tablets procured for inmate use at custody facilities.</td>
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<td>Sheriff-38</td>
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<td>Grievance Policies and Procedures</td>
<td>Create a voice only grievance form that inmates can use to file grievances that utilizes voice prompts. This will assist inmates who may be not be able to read or for other reasons are unable to fill out a written form.</td>
<td>Operations</td>
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<td>Sheriff-39</td>
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<td>Grievance Policies and Procedures</td>
<td>Publicly post a quarterly report detailing the number of grievances by category, status of grievances and disposition of grievances resolved. Personal information of all custody staff and inmates will be redacted to ensure privacy rights and laws are adhered to. In the instance of any criminal investigation stemming from a grievance, that information will not be included in these quarterly reports so as to not influence or compromise the investigation.</td>
<td>Operations</td>
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<td>94</td>
<td>Sheriff-40</td>
<td>Sheriff</td>
<td>Grievance Policies and Procedures</td>
<td>The data culled from this automated tracking system will be utilized to allow for timely intervention, additional training and/or policy changes, or additional inmate education on rules while in custody to attempt to decrease inmate infractions.</td>
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<td>95</td>
<td>Sheriff-41</td>
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<td>Grievance Policies and Procedures</td>
<td>Strengthen and provide a more thorough review, screening and timely investigation of complaints received by Internal Affairs.</td>
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<td>Sheriff-42</td>
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<td>Grievance Policies and Procedures</td>
<td>Assign all complaints to the IA Unit for investigation and eliminate review by front-line staff.</td>
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<td>479</td>
<td>Zisser-1</td>
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<td>Grievance Policies and Procedures</td>
<td>The critical distinction between the two basic types of grievances should guide the Jail’s approach at every stage, as well as the scope of independent oversight.</td>
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<td>Zisser-10</td>
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<td>Grievance Policies and Procedures</td>
<td>The Jail should clarify – in staff training, inmate education, and policy – that inmates may submit grievances to any staff member.</td>
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<td>489</td>
<td>Zisser-11</td>
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<td>Grievance Policies and Procedures</td>
<td>The Jail should make grievance forms available in medical units and any other areas where inmates may be.</td>
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<td>Zisser-12</td>
<td>Zisser</td>
<td>Grievance Policies and Procedures</td>
<td>Responses to grievances should be appropriate, complete, and timely. Accused staff should not handle the grievance, and staff should receive training on handling misconduct grievances as complaints that should be directed, through supervisors, to IAU.</td>
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<td>491</td>
<td>Zisser-13</td>
<td>Zisser</td>
<td>Grievance Policies and Procedures</td>
<td>Custody Health should be held accountable for late responses, the Jail should notify inmates if the response is going to be delayed beyond the deadline, and the Jail should shorten the deadline for responses to PREA grievances.</td>
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<td>492</td>
<td>Zisser-14</td>
<td>Zisser</td>
<td>Grievance Policies and Procedures</td>
<td>When officers make inappropriate responses to grievances, supervisors should address this error on the grievance form so that the inmate understands that the Jail does not tolerate such responses. The Jail should discipline officers for intimidating or accusatory responses and should consider referring such responses for investigation of possible retaliation.</td>
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<td>490</td>
<td>Zisser-2</td>
<td>Zisser</td>
<td>Grievance Policies and Procedures</td>
<td>Staff and inmates should be trained on the distinction, and policy should clarify the distinction, though inmates should be able to submit complaints through the grievance process.</td>
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<td>502</td>
<td>Zisser-24</td>
<td>Zisser</td>
<td>Grievance Policies and Procedures</td>
<td>The Jail should track and report on the timeliness and outcomes of grievances, as well as other required information; the Jail should ensure that staff input incident data accurately. Grievance Coordinators should have appropriate seniority and expertise to properly categorize and route grievances. The Jail should consider consolidation of some of the grievance categories and adding more specific categories.</td>
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<td>505</td>
<td>Zisser-27</td>
<td>Zisser</td>
<td>Grievance Policies and Procedures</td>
<td>Custody Health should enter grievance information into its database and periodically review the data for, among other issues, timeliness of responses and types of grievances.</td>
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<td>481</td>
<td>Zisser-4</td>
<td>Zisser</td>
<td>Grievance Policies and Procedures</td>
<td>Grievance procedures must be viewed as a means of oversight of inmates’ rights and of Jail and staff accountability.</td>
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<td>482</td>
<td>Zisser-5</td>
<td>Zisser</td>
<td>Grievance Policies and Procedures</td>
<td>The Jail should make complete and accurate information readily available and should routinely update such information.</td>
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<td>483</td>
<td>Zisser-6</td>
<td>Zisser</td>
<td>Grievance Policies and Procedures</td>
<td>The Jail should revise and update the orientation video, rule book, and many of the postings to ensure accuracy and completeness. The rule book should address information in a number of areas that is currently omitted.</td>
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<td>484</td>
<td>Zisser-7</td>
<td>Zisser</td>
<td>Grievance Policies and Procedures</td>
<td>Postings should be complete, accurate, organized, properly located, and difficult to tear or remove. PREA information should address both abuse and harassment and should be contained in easy-to-identify and attractively designed posters. The Jail should post information regarding IAU and JDP.</td>
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<td>Zisser-8</td>
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<td>Grievance Policies and Procedures</td>
<td>The Jail should screen the orientation and PREA videos free from distraction and should provide an opportunity for inmates to direct questions to staff.</td>
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<td>Zisser-9</td>
<td>Zisser</td>
<td>Grievance Policies and Procedures</td>
<td>Inmates should have ready access to confidential means of submitting grievances and complaints.</td>
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<td>487</td>
<td>BRC-131</td>
<td>BRC</td>
<td>Inmate Classification Policies and Procedures</td>
<td>The Jail should develop clear plans for the placement of boxes and other filing methods; inmates should participate in the planning process.</td>
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<td>425</td>
<td>BRC-132</td>
<td>BRC</td>
<td>Inmate Classification Policies and Procedures</td>
<td>Create a new Classification System that provides equal access to Mentally Ill offenders.</td>
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<td>426</td>
<td>BRC-132</td>
<td>BRC</td>
<td>Inmate Classification Policies and Procedures</td>
<td>Development of an evidence-based, best practices approach for classification that eliminates subjectivity and the misuse of classification decisions as punishment or retaliation.</td>
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<td>427</td>
<td>BRC-133</td>
<td>BRC</td>
<td>Inmate Classification Policies and Procedures</td>
<td>1. Replace current classification system with a statistically valid, reliable, evidenced based instrument.</td>
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<td>429</td>
<td>BRC-135</td>
<td>BRC</td>
<td>Inmate Classification Policies and Procedures</td>
<td>3. Allow detainees access to their files to determine accuracy of contents and challenge any discrepancies.</td>
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<td>430</td>
<td>BRC-136</td>
<td>BRC</td>
<td>Inmate Classification Policies and Procedures</td>
<td>Completely and thoroughly examine the Classification System for inmates and make immediate improvements to ensure appropriate access to services and housing. Create a process for appealing housing classifications.</td>
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<td>CSW-5</td>
<td>CSW</td>
<td>Inmate Classification Policies and Procedures</td>
<td>Implement a classification system validated by gender</td>
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<td>DOJ-1</td>
<td>DOJ</td>
<td>Inmate Classification Policies and Procedures</td>
<td>Continue to reduce the amount of restrictive housing and increase the amount of structured and unstructured time out of cells.</td>
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<td>DOJ-2</td>
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<td>Inmate Classification Policies and Procedures</td>
<td>Continue revising the classification system and deploy it with adequate resources as soon as possible.</td>
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<td>524</td>
<td>Emblidge-5</td>
<td>Emblidge</td>
<td>Inmate Classification Policies and Procedures</td>
<td>Inmates frequently were upset by issues related to insufficient and inconsistent out-of-cell time.</td>
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<td>Emblidge-6</td>
<td>Emblidge</td>
<td>Inmate Classification Policies and Procedures</td>
<td>Inmates complaint about lack of transparency in the classification and inmate discipline systems.</td>
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<td>HRC-1</td>
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<td>Inmate Classification Policies and Procedures</td>
<td>Implement a classification system that conforms to best practices for housing different categories of inmates, including male and female, juvenile and adult, pretrial and convicted, mentally ill, physically ill, disabled, etc.</td>
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<td>HRC-2</td>
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<td>Inmate Classification Policies and Procedures</td>
<td>Ensure that a new inmate classification system is based on best practices that clearly conform to inmates’ charges, behavior, and mental and physical abilities.</td>
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<td>Sheriff-1</td>
<td>Sheriff</td>
<td>Inmate Classification Policies and Procedures</td>
<td>Implement an improved objective jail Classification system.</td>
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<td>Sheriff-10</td>
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<td>Inmate Classification Policies and Procedures</td>
<td>After receipt of the form a classification supervisor (sergeant) will hold a hearing within 72 hours with the inmate. The inmate will be made aware of the decision within 48 hours. Appropriate action (placement) will be taken immediately after the appeal has been heard/authorized by a Classification Lieutenant and/or Captain. If an inmate’s appeal is denied, and Administrative Segregation placement has proceeded, Classification shall review the inmates file every 60 days thereafter.</td>
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<td>Sheriff-11</td>
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<td>Inmate Classification Policies and Procedures</td>
<td>Expand structured and unstructured out time for all inmates within their security level.</td>
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<td>Sheriff-12</td>
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<td>Inmate Classification Policies and Procedures</td>
<td>Move low security level, pre-trial inmates to the Elmwood Facility and create a minimum camp for protective custody inmates.</td>
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<td>Sheriff-13</td>
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<td>Inmate Classification Policies and Procedures</td>
<td>Evaluate where protective custody inmates can be assigned to a secure area on the minimum camp. If feasibility is determined, the planning and construction will be in collaboration with the County’s Facilities and Fleet Department.</td>
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<td>Sheriff-2</td>
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<td>Inmate Classification Policies and Procedures</td>
<td>Classification will adopt a nationally recognized and validated assessment tool from the U. S. Department of Justice, National Institute of Corrections (NIC). This plan will be presented to the Board of Supervisors by May 2016.</td>
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<td>Sheriff-3</td>
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<td>Inmate Classification Policies and Procedures</td>
<td>Prior to housing, all inmates will be classified using the initial classification form within six to eight hours of arrival at the facility and prior to housing. The initial form is intended to identify an inmate who presents a serious risk to the safety, security, and orderly operation of the facility.</td>
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### Master List of Custody Recommendations

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<td>7</td>
<td>Sheriff-4</td>
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<td>Inmate Classification Policies and Procedures</td>
<td>Once the initial custody designation has been completed, the inmate will be further interviewed/screened by the Classification Deputy to verify the accuracy of the objective classification data. The Classification Deputy will determine the need for mental health housing, Medical Housing (ADA), Protective Custody, Administrative Segregation housing and/or possible program needs.</td>
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<td>Sheriff-5</td>
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<td>Inmate Classification Policies and Procedures</td>
<td>Inmates needing mobility accommodations, (i.e., walkers, canes, braces, prosthetics, wheel chairs, etc.) will be assigned to various housing areas based on their Classification, thus allowing full accesses to educational/re-entry programs, services and activities.</td>
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<td>Sheriff-6</td>
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<td>Inmate Classification Policies and Procedures</td>
<td>Provide inmates with an acknowledgment form of their initial Classification custody level.</td>
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<td>Sheriff-7</td>
<td>Sheriff</td>
<td>Inmate Classification Policies and Procedures</td>
<td>Classification will be implementing a new form for all inmates at their initial classification. This acknowledgement form will include the inmates first and last name, booking number, PFN (personal file number), security level and a narrative explaining how to appeal their classification level if they wish to do so. Classification will utilize this notification to provide the inmate a clear comprehension of his/her security level and provide an opportunity for questions/ interpretations.</td>
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<td>11</td>
<td>Sheriff-8</td>
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<td>Inmate Classification Policies and Procedures</td>
<td>Institute an appeal process for inmates who are initially classified at a high security level.</td>
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<td>Sheriff-9</td>
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<td>Inmate Classification Policies and Procedures</td>
<td>Following placement into temporary Administrative Segregation, a supervisor (sergeant) from Classification will provide the inmate with a notification form of temporary segregation and an appeal of segregation form within 48 hours of placement. If the inmate wishes to appeal his/her placement they must complete the form and return it to classification within 7 days.</td>
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<td>319</td>
<td>BRC-102</td>
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<td>Inmate Healthcare</td>
<td>The Women’s Facility needs to establish a mental health unit to provide adequate care for the female mentally ill inmates. Female mentally ill inmates should not be transferred to module 8A.</td>
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Additional behavioral health and medical staff has been added, and an additional position is included in the FY 2017 Recommended Budget.
### Master List of Custody Recommendations

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<th>Master List Number</th>
<th>Source Number</th>
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<th>Category</th>
<th>Recommendation</th>
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<tbody>
<tr>
<td>320</td>
<td>BRC-103</td>
<td>BRC</td>
<td>Inmate Healthcare</td>
<td>Develop an assessment process at booking of mentally ill offenders by utilizing a mental health needs and risk assessment for all inmates to assure that the mentally ill, and in particular the indigent, are evaluated and placed in treatment immediately. Further that discharge planning, including possible diversion, start at booking. Each mentally ill offender should have a discharge plan that is modified as more information is gathered.</td>
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<td>321</td>
<td>BRC-104</td>
<td>BRC</td>
<td>Inmate Healthcare</td>
<td>Ensure co-equal leadership and decision-making between the Sheriff's Office and Custody Health around the needs of inmates with behavioral health disabilities. This should include increased collaboration around housing, classification, safety, and behavioral health treatment access for inmates with behavioral health needs; co-review of use of force incidents involving inmates with behavioral health disabilities; joint responsibility for correctional officer training on behavioral health needs; and joint problem solving with respect to individual inmate behavioral health needs.</td>
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<td>Ten correctional deputy positions and a correctional sergeant were included in the FY 2017 Recommended Budget to help provide this resource need.</td>
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<td>406</td>
<td>BRC-112</td>
<td>BRC</td>
<td>Inmate Healthcare</td>
<td>Need a records and information system that ties custody health to County Mental Health and Community Mental health to allow for linkages and connections when mentally ill offenders are released. The system must allow input from all health programs involved in providing care to the individual.</td>
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<td>407</td>
<td>BRC-113</td>
<td>BRC</td>
<td>Inmate Healthcare</td>
<td>Physical Health Treatment: Treatment should be a timely with a compulsory minimum wait time to be seen after a request has been made. Also, Optometry should be included in physical health treatment to examine inmates perhaps during &quot;orientation&quot; for possible eyeglasses.</td>
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<td>418</td>
<td>BRC-124</td>
<td>BRC</td>
<td>Inmate Healthcare</td>
<td>Create inmate suicide awareness and prevention program and a post-vention program for surviving inmates. Designate specific staff to address these issues.</td>
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<tr>
<td>424</td>
<td>BRC-130</td>
<td>BRC</td>
<td>Inmate Healthcare</td>
<td>That this Commission recommend to the Board of Supervisors that the first priority in change should be to create more treatment capacity and alternatives for mentally ill and substance abusing defendants in custody who are held in custody solely because there is no appropriate treatment presently available for them in the community, and that the County place its primary focus on finding alternatives to incarceration of mentally ill offenders, including diversion and appropriate pretrial release, and develop prevention strategies to reduce recidivism and return to custody of mentally ill offenders.</td>
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<td>468</td>
<td>BRC-174</td>
<td>BRC</td>
<td>Inmate Healthcare</td>
<td>Ensure that pregnant inmates are provided enough food as needed between regularly scheduled meals, whether or not she has money to pay for commissary items.</td>
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<td>123</td>
<td>BRC-44</td>
<td>BRC</td>
<td>Inmate Healthcare</td>
<td>Assure that the present changes in custody mental health at the jail are not limited to the main jail. There should be no delay in providing mental health evaluations and if prescribed, medications, becomes at Elmwood as well as the main jail.</td>
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<td>124</td>
<td>BRC-45</td>
<td>BRC</td>
<td>Inmate Healthcare</td>
<td>Improve timeliness, seamlessness, and continuity of “outpatient” behavioral health and medical care by, among other things, more timely response to requests for treatment, particularly emergencies; improved access to medications and other necessary care upon booking; and better follow-up care after inmates are treated at Valley Medical Center.</td>
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<td>125</td>
<td>BRC-46</td>
<td>BRC</td>
<td>Inmate Healthcare</td>
<td>Upon release from jail, the sheriff's department should facilitate access to an appropriate supply of medication as ordered in the discharge plan, a prescription, and a list of pharmacies accepting the issued prescription that are easily accessible to the person, rather than faxing all prescriptions to the Enborg Pharmacy which is far from the jail. Also, the mentally ill indigent offender should be transported to pick up those medications.</td>
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<tr>
<td>126</td>
<td>BRC-47</td>
<td>BRC</td>
<td>Inmate Healthcare</td>
<td>Mental health staff should be available at jail booking and at all times thereafter. Most specifically, mental health staff should be a part of any response team relating to behavior of the mentally ill person while in custody.</td>
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<td>127</td>
<td>BRC-48</td>
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<td>Inmate Healthcare</td>
<td>Improve coordination of community-based and in-custody behavioral health services for people coming into, and being released from, the jail.</td>
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<td>128</td>
<td>BRC-49</td>
<td>BRC</td>
<td>Inmate Healthcare</td>
<td>Offenders with mental illness should be released during daytime business hours rather than late at night or in the early morning hours to ensure that offenders can be safely and realistically be reintegrated into the community.</td>
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<td>129</td>
<td>BRC-50</td>
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<td>Inmate Healthcare</td>
<td>Offenders with mental illness who do not have federal and state benefits, or have lost them due to the length of their incarceration, should receive assistance from jail staff or in-reach care managers in preparing and submitting the necessary forms and documentation to obtain benefits immediately upon reentry into the community.</td>
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<td>Rehabilitation Officer positions are included in the FY 2017 Recommended Budget.</td>
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<td>130</td>
<td>BRC-51</td>
<td>BRC</td>
<td>Inmate Healthcare</td>
<td>The County to provide funding and housing outside the Jail for the mentally ill instead of incarcerating them.</td>
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<td>131</td>
<td>BRC-52</td>
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<td>Inmate Healthcare</td>
<td>Mentally ill inmates should be evaluated promptly. They should not have to wait at Elmwood Processing for hours to be transferred to the Main Jail for evaluation after 11:00 p.m.</td>
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<td>132</td>
<td>BRC-53</td>
<td>BRC</td>
<td>Inmate Healthcare</td>
<td>Mental Health Treatment: There should be group therapy focused on substance abuse, Post Traumatic Stress Disorder and anger/stress management and predischarge planning/counseling for release to the community.</td>
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<td>133</td>
<td>BRC-54</td>
<td>BRC</td>
<td>Inmate Healthcare</td>
<td>Apply the same rigorous analysis and establishment of performance measures for Custody Health Services that is comparable to audits and evaluations of other departments and programs.</td>
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<td>166</td>
<td>BRC-55</td>
<td>BRC</td>
<td>Inmate Healthcare</td>
<td>Provide regular preventative care for detainees who are housed for a year or longer in the facilities, such as dental cleanings and x-rays, physicals, immunizations and other standard care that would be received outside. To reduce the loss of teeth and the cost of trips to the emergency room, institute more preventative care for detainees and improve response to requests for care. Consult medical professionals for typical standards of recommended care.</td>
<td>Area Budget Operations</td>
<td>Implementation Committee</td>
<td>Dental positions are being added as part of the FY 2017 Recommended Budget.</td>
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<td>178</td>
<td>BRC-56</td>
<td>BRC</td>
<td>Inmate Healthcare</td>
<td>Need computerized Tracking System and Dashboards to produce statistical data as to mentally ill offenders.</td>
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<td>$2,500,000 was allocated as part of the FY 2016 Adopted Budget for implementation of electronic health records in Custody Health Services. An additional $1,945,936 is included for this project in the FY 2017 Recommended Budget.</td>
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<td>47</td>
<td>Gap-1</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>DOC should disband its Death Review Committee and instead utilize and attend the SCVHHS-run Death Review Committee.</td>
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<td>140</td>
<td>Gap-10</td>
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<td>Inmate Healthcare</td>
<td>DOC and SCVHHS should always initiate a mental health referral if there is documentation reflecting possible mental illness and/or suicidal behavior during an inmate’s prior confinement within the DOC.</td>
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<td>141</td>
<td>Gap-11</td>
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<td>Inmate Healthcare</td>
<td>SCVHHS officials should develop a triage system for mental health referrals based upon acuity of behavior, including emergent, urgent, and routine. Any inmate expressing current suicidal ideation and/or current suicidal/self-injurious behavior should result in an emergent mental health referral.</td>
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<td>142</td>
<td>Gap-12</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>SCVHHS should conduct a continuous quality improvement audit to determine whether the 12 current criminal offenses that automatically result in a &quot;charge-based mental health referral&quot; are effective in preventing suicides.</td>
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<td>143</td>
<td>Gap-13</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>Procedures that enhance communication at three levels: 1) between the sending institution/arresting-transporting officer(s) and correctional staff; 2) between and among staff (including medical and mental health personnel); and 3) between staff and the suicidal inmate.</td>
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<td>144</td>
<td>Gap-14</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>Isolation should be avoided. Whenever possible, house in general population, mental health unit, or medical infirmary, located in close proximity to staff.</td>
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<td>Inmate Healthcare</td>
<td>Removal of an inmate's clothing (excluding belts and shoelaces), as well as use of physical restraints (e.g., restraint chairs/boards, straitjackets, leather straps, etc.) and cancellation of routine privileges (showers, visits, telephone calls, recreation, etc.), should be avoided whenever possible, and only utilized as a last resort for periods in which the inmate is physically engaging in self-destructive behavior.</td>
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<td>146</td>
<td>Gap-16</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>SCVHHS safety smocks should be implemented only by medical and/or mental health staff and only when a clinician believes that the inmate is at high risk for suicide by hanging, not as a default or behavior management plan.</td>
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<td>147</td>
<td>Gap-17</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>SCVHHS should develop suicide prevention policies to address procedures for deciding which possessions and privileges are provided to inmates on suicide precautions.</td>
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<td>148</td>
<td>Gap-18</td>
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<td>Inmate Healthcare</td>
<td>Two levels of supervision are generally recommended for suicidal inmates: close observation and constant observation. Close observation is reserved for the inmate who is not actively suicidal, but expresses suicidal ideation or does not threaten suicide, but demonstrates other concerning behavior (through actions, current circumstances, or recent history) indicating the potential for self-injury, should be placed under close observation. This inmate should be observed by staff at staggered intervals not to exceed every 10 minutes. Constant Observation is reserved for the inmate who is actively suicidal, either by threatening or engaging in self-injury. This inmate should be observed by a staff member on a continuous, uninterrupted basis. Other supervision aids (e.g., closed circuit television, inmate companions/watchers, etc.) can be utilized as a supplement to, but never as a substitute for, these observation levels. Inmates on suicide precautions should be reassessed on a daily basis.</td>
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<td>149</td>
<td>Gap-19</td>
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<td>Inmate Healthcare</td>
<td>SCCSO and SCHHS suicide prevention policies should include two levels of observation (close observation and constant observation) that describe with specificity the behavior warranting each level of observation.</td>
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<tr>
<td>120 Gap-2</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>The multidisciplinary Suicide Prevention Committee should act as the continuous quality improvement arm within DOC for suicide prevention and should be charged with developing a corrective action plan to implement the recommendations made by Mr. Hayes, as well as monitoring implementation of any recommendations made by the Death Review Committee. DOC and SCVHHS executive leadership should attend at least the first meeting.</td>
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<td>150 Gap-20</td>
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<td>Inmate Healthcare</td>
<td>SCVHHS should eliminate the minimum and maximum length of stay on suicide precautions for inmates identified as suicidal and instead use clinical judgement on a case-by-case basis to determine the length of stay.</td>
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<td>Gap</td>
<td>Inmate Healthcare</td>
<td>SCVHHS should revise any suicide prevention policy to permit both custody and medical staff to initiate suicide precautions and require that only mental health staff can discontinue suicide precautions after a comprehensive suicide risk assessment.</td>
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<td>152 Gap-22</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>SCVHHS’s draft Suicide Risk Assessment form should be finalized and implemented as soon as possible. The current draft should be revised to include a disposition section (e.g., initiate, continue, or discharge suicide precautions; specified level of observation; etc.), as well as a treatment or safety plan section that requires the clinician to specify strategies to reduce future suicidal ideation.</td>
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<td>153 Gap-23</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>All SCVHHS clinicians (including psychiatrists and other qualified mental health professionals) should complete the Suicide Risk Assessment form whenever an inmate is identified and referred for possible suicidal behavior. The Suicide Risk Assessment form should be utilized at least twice, i.e., for initiation of suicide precautions, as well as justification for discharging the inmate from suicide precautions.</td>
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<td>154 Gap-24</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>The Suicide Risk Assessment form should be completed in a private setting and not cell-side unless the inmate-patient refuses a private interview. Refusal of a private interview should be documented in the electronic medical record (EMR).</td>
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**Master List of Custody Recommendations**

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<th>Master List Number</th>
<th>Source Number</th>
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<th>Category</th>
<th>Recommendation</th>
<th>Focus Area</th>
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<tr>
<td>155</td>
<td>Gap-25</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>SCVHHS mental health clinicians should develop treatment plans for inmates discharged from suicide precautions. Those plans should describe signs, symptoms, and the circumstances in which the risk for suicide is likely to recur; how recurrence of suicidal thoughts can be avoided; and actions the patient or staff can take if suicidal thoughts occur.</td>
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<td>156</td>
<td>Gap-26</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>SCVHHS should ensure that all inmates discharged from suicide precautions remain on mental health caseloads and receive regularly scheduled follow-up assessments by mental health staff until their release from custody, in order to safeguard the continuity of care for suicidal inmates.</td>
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<td>157</td>
<td>Gap-27</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>SCVHHS should extend the current &quot;psych hold&quot; or &quot;K hold&quot; to include those inmates on suicide precautions at the time of their scheduled release from custody. DOC staff should also inform mental health personnel of the scheduled release of inmates on suicide precautions so mental health staff can conduct a brief mental health assessment to ensure the inmate’s stabilization for release.</td>
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<td>158</td>
<td>Gap-28</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>A facility’s policy regarding intervention should be threefold: 1) all staff who come into contact with inmates should be trained in standard first aid and cardiopulmonary resuscitation (CPR); 2) any staff member who discovers an inmate attempting suicide should immediately respond, survey the scene to ensure the emergency is genuine, alert other staff to call for medical personnel, and begin standard first aid and/or CPR; and 3) staff should never presume that the inmate is dead, but rather initiate and continue appropriate life-saving measures until relieved by arriving medical personnel.</td>
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<td>159</td>
<td>Gap-29</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>In addition, all housing units should contain a first aid kit, pocket mask or mouth shield, Ambu bag, and rescue tool (to quickly cut through fibrous material). All staff should be trained in the use of the emergency equipment. Finally, in an effort to ensure an efficient emergency response to suicide attempts, “mock drills” should be incorporated into both initial and refresher training for all staff.</td>
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<tr>
<td>121</td>
<td>Gap-3</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>The multidisciplinary Suicide Prevention Committee should be reconstituted with a different operational mission. Instead of reviewing demographic data on suicide attempts and completed suicides, the Committee should act as the continuous quality improvement arm within the DOC for suicide prevention.</td>
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<td>160</td>
<td>Gap-30</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>DOC should ensure that the compliance rate of CPR/AED training for custody personnel (excluding those who might be on disability or other leave) be maintained at a minimum of 90 percent.</td>
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<td>161</td>
<td>Gap-31</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>Every completed suicide, as well as serious suicide attempt (i.e., requiring hospitalization), should be examined by a morbidity-mortality review. (If resources permit, clinical review through a psychological autopsy is also recommended.)</td>
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<td>162</td>
<td>Gap-32</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>The review, separate and apart from other formal investigations that may be required to determine the cause of death, should include: 1) review of the circumstances surrounding the incident; 2) review of procedures relevant to the incident; 3) review of all relevant training received by involved staff; 4) review of pertinent medical and mental health services/reports involving the victim; 5) review of any possible precipitating factors that may have caused the victim to commit suicide or suffer a serious suicide attempt; and 6) recommendations, if any, for changes in policy, training, physical plant, medical or mental health services, and operational procedures.</td>
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<td>163</td>
<td>Gap-33</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>Further, all staff involved in the incident should be offered critical incident stress debriefing.</td>
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<td>164</td>
<td>Gap-34</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>SCVHHS should revise an existing policy or create a new policy that sets forth appropriate procedures for conducting the Death Review Committee.</td>
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<td>165</td>
<td>Gap-35</td>
<td>Gap</td>
<td>Inmate Healthcare</td>
<td>DOC representatives to the Death Review Committee should become active participants and partners on the SCVHHS-run Death Review Committee.</td>
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**Implementation**

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<th>Focus Area</th>
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5/16/2016
179 Gap-36 Gap Inmate Healthcare All SCVHHS mental health personnel (including psychiatrists) should receive additional training on: 1) how to complete the Suicide Risk Assessment form, which should include examples of adequate and inadequate assessments; and 2) how to complete a reasonable treatment plan that contains specific strategies for reducing future suicidal ideation, which should include examples of adequate and inadequate treatment plans.

134 Gap-4 Gap Inmate Healthcare Intake screening for suicide risk must take place immediately upon confinement and prior to housing assignment.

135 Gap-5 Gap Inmate Healthcare This process may be contained within the medical screening form or as a separate form, and must include inquiry regarding: past suicidal ideation and/or attempts; current ideation, threat, plan; prior mental health treatment/hospitalization; recent significant loss (job, relationship, death of family member/close friend, etc.); history of suicidal behavior by family member/close friend; suicide risk during prior confinement; transporting officer(s) believes inmate is currently at risk.

136 Gap-6 Gap Inmate Healthcare The intake screening process should include procedures for referral to mental health and/or medical personnel.

137 Gap-7 Gap Inmate Healthcare Any inmate assigned to a special housing unit should receive a written assessment for suicide risk by mental health staff upon admission.

138 Gap-8 Gap Inmate Healthcare SCVHHS should revise the current suicide risk inquiry contained on the current "Medical Clearance" form embedded in the Electronic Medical Record to include the following questions about the inmates' suicide risk: (See summary pg 6)

139 Gap-9 Gap Inmate Healthcare SCVHHS officials should initiate a continuous quality assurance plan to periodically audit the intake screening process to ensure that nursing staff are asking all questions to newly admitted detainees as required.

122 HRC-20 HRC Inmate Healthcare Ensure that medical & behavioral health care needs of inmates, as reported by inmates and in court orders are responded to timely fashion based on medical and behavioral health best practices. Additional behavioral health and medical staff has been added, and more may be considered later if there is a need.
### Master List of Custody Recommendations

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<tr>
<td>167</td>
<td>HRC-21</td>
<td>HRC</td>
<td>Inmate Healthcare</td>
<td>Ensure that medical care and behavioral health care delivery systems have adequate space for in-facility urgent care, and ensure that prescribed equipment is on hand to avoid delays in accommodating temporarily or permanently physically disabled inmates.</td>
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<td>168</td>
<td>HRC-22</td>
<td>HRC</td>
<td>Inmate Healthcare</td>
<td>Ensure that inmates’ access to and provision of preventative and urgent medical and behavioral health care are based on best practices for short-term and long-term needs.</td>
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<td>84</td>
<td>Sheriff-30</td>
<td>Sheriff</td>
<td>Inmate Healthcare</td>
<td>Implement a plan to reduce the number of inmates in custody with mental health issues.</td>
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<td>85</td>
<td>Sheriff-31</td>
<td>Sheriff</td>
<td>Inmate Healthcare</td>
<td>Increase the number of mental health treatment opportunities for those scheduled for release from custody.</td>
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<td>86</td>
<td>Sheriff-32</td>
<td>Sheriff</td>
<td>Inmate Healthcare</td>
<td>Continue to work with County Behavioral Health on the concept of mobile crisis response teams to potentially reduce the numbers of arrests where treatment is more appropriate.</td>
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<td>169</td>
<td>Sheriff-43</td>
<td>Sheriff</td>
<td>Inmate Healthcare</td>
<td>Conduct a comprehensive clinical review of our custody healthcare program to determine what gaps, if any, exist in our custody healthcare delivery system.</td>
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<td>170</td>
<td>Sheriff-44</td>
<td>Sheriff</td>
<td>Inmate Healthcare</td>
<td>Upon completion of the clinical gap analysis, finish implementation of the recommended changes that will improve access to competent healthcare in a cost effective and efficient manner.</td>
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<td>172</td>
<td>Sheriff-46</td>
<td>Sheriff</td>
<td>Inmate Healthcare</td>
<td>Accelerate the implementation of cutting edge electronic medical record technology.</td>
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<td>173</td>
<td>Sheriff-47</td>
<td>Sheriff</td>
<td>Inmate Healthcare</td>
<td>Evaluate administrative oversight of Custody Health to achieve greater accountability and oversight.</td>
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<td>174</td>
<td>Sheriff-48</td>
<td>Sheriff</td>
<td>Inmate Healthcare</td>
<td>Develop a mental health pilot program for seriously mentally ill inmates housed in our custodial facilities that increases clinical staffing, increases individual/group therapy, increases out of cell recreation opportunities, develops a resilient reentry process to ensure continuity of care in the community. This program will explore alternative structured and supervised environments in the community for the seriously mentally ill that reduces returns to custody for behaviors that are an affect of their mental illnesses without jeopardizing public safety.</td>
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<td>175</td>
<td>Sheriff-49</td>
<td>Sheriff</td>
<td>Inmate Healthcare</td>
<td>Analyze clinical outcomes for pilot project quarterly and make appropriate adjustments, if any, in clinical treatment programs to improve outcomes in a cost effective manner.</td>
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<td>Sheriff-51</td>
<td>Sheriff</td>
<td>Inmate Healthcare</td>
<td>Develop a plan for consistent and reliable transportation from jail to the designated treatment center.</td>
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<td>509</td>
<td>Zisser-31</td>
<td>Zisser</td>
<td>Inmate Healthcare</td>
<td>The Jail should not subject inmates with psychiatric disabilities to prolonged placement in restrictive housing, ensure in policy and practice that inmates with psychiatric disabilities are not subjected to any period of restrictive housing as a disciplinary measure in response to behaviors associated with their disability, and ensure an appropriate balance of structured and unstructured out-of-cell time for such inmates. The Jail should review its restrictive housing practices regarding other inmates, expand step-down planning and opportunities, and abandon any use of highly subjective custody input forms as part of its classification procedures. The Jail should implement the DOJ’s recent guidance on jails’ use of restrictive housing and seek technical assistance from DOJ’s Bureau of Justice Assistance and/or the Vera Institute of Justice’s Segregation Reduction Project.</td>
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<td>522</td>
<td>Emblidge-3</td>
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<td>Inmate Healthcare</td>
<td>Inmates and families report avoidable delays and deficiencies in medical care.</td>
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<td>245</td>
<td>BRC-100</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>The IWFC is to conduct a feasibility study as to whether or not inmates could have one free phone call per week to family and friends.</td>
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<td>405</td>
<td>BRC-111</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>A formal jail liaison should be designated by Behavioral Health and programs and local to improve communication and coordination between the jail and agencies involved in the discharge planning and pre and postadjudication services for offenders with mental illness.</td>
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<td>459</td>
<td>BRC-165</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>Assure that Court orders that require the inmate to make a phone call for treatment assessments are immediately complied with and do not require a written request or grievance by the inmate. Provide this access for all inmates regardless of classification during regular work hours.</td>
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<td>460</td>
<td>BRC-166</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>Install more inmate phones in housing areas.</td>
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<td>461</td>
<td>BRC-167</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>Outside of the formal grievances process, create a venue for families, friends of detainees, and advocacy groups to present concerns related to the jails, conditions of confinement, or problems associated with incarceration within our county. Provide an opportunity for these concerns to be heard by a body that can mediate and respond, such as the Board of Supervisors, or Human Relations Commission. Seek examples of mediation and community building groups from other counties. (links to Orange County listed below)</td>
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<td>462</td>
<td>BRC-168</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>Increase the amount of visitation available for families and friends to visit with detainees while they are in custody. Include some evening visitation opportunities at at those facilities where they currently don't have them. Expand the hours the visitation desk is open for the public to make appointments and register to visit.</td>
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<td>463</td>
<td>BRC-169</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>Visitor Lobby: Visitors who are preregistered and sign up on-line should check in 15 to 30 minutes prior to their scheduled visit (current requirement is 45 minutes to one hour). Visit cancellations should be immediately updated for the public via the Internet and the visiting phone line voicemail.</td>
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<td>464</td>
<td>BRC-170</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>Visitor Lobby: Visitors should be allowed to visit their inmate even though they arrive after the 60-minute rule that they must be present at least 60 minutes before the appointment. Many families travel great distances. Perhaps within the 60 to 30 minute limit should be allowed.</td>
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<td>465</td>
<td>BRC-171</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>Re-evaluate the visiting rules and requirements with the goal of “assisting” families and loved ones to visit the incarcerated.</td>
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<td>467</td>
<td>BRC-173</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>Ensure that men and women receive an equal opportunity to participate in direct-service programs funded by the IWF, including educational and vocational opportunities.</td>
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<tr>
<td>470</td>
<td>BRC-176</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>The County should review its current model of providing commissary to inmates with a view toward providing a variety of products at prices that are reasonable and fair to family and friends who pay into the commissary system, and ensuring that any profit made is funneled back into the IWF, rather than to a third-party vendor. This review should re-examine the outsourcing of the commissary system to third party for-profit vendors and identify a variety of models of &quot;in house,&quot; jail-administered commissary systems that can be administered efficiently while providing reasonable prices to inmates and families.</td>
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<td>471</td>
<td>BRC-177</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>Create a separate system for 18 - 24 year olds that includes a focus on rehabilitation, wrap-around services, segregation from the adult inmate population and a young adult court.</td>
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<td>83</td>
<td>BRC-22</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>Remove the mentally ill who are not charged with a violent/sexual felony out of the jail. Divert them from custody at police contact to programs that are easy for police to drop off and for consumers to get services.</td>
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<td>198</td>
<td>BRC-63</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>Outside of the formal grievances process, create a venue for current detainees to present concerns related to the jail, conditions of confinement, or problems associated with incarceration within our county. Provide an opportunity for these concerns to be heard by a body that can mediate and respond, such as the an Ombudsman program and/or ongoing anonymous surveys. Seek best practice information for this need and examples of providing input for improvement from detainees used in other areas. (link to Ada County survey below)</td>
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<td>199</td>
<td>BRC-64</td>
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<td>Inmate Services</td>
<td>Beyond the grievance process, provide additional anonymous methods of surveying detainees regarding jail conditions and use that information to intervene where indicated. Consider adopting successful practices from other counties which were developed with best practices in mind (attached are examples from Ada county). Consider having this a function of an outside agency such as the JOP.</td>
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<td>200</td>
<td>BRC-65</td>
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<td>Inmate Services</td>
<td>Create an Inmate Council which represents inmates in various buildings.</td>
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<td>202</td>
<td>BRC-66</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>Allow inmates to form Committees and designate inmate leaders/representatives by Housing Units etc. The leader is voted in by peers and all leaders would come together for regular meetings by jail location to make REAL decisions and changes in all aspects of the jail. Guidance should be given by staff for logistics and direction until they are fully established. The reports from these bodies should go to the newly established Santa Clara County Jail Diversion and Behavioral Health Subcommittee (JDBHS).</td>
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<td>203</td>
<td>BRC-67</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>Contract with an outside agency to rewrite the entire Inmate Rule Book so that it contains accurate information, larger font, is reader-friendly, and available in languages other than English. Do not finance this rewrite with Inmate Welfare Funds.</td>
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<td>BRC-68</td>
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<td>Inmate Services</td>
<td>Inmate rule book should be revised with respect to structure, language, simplification, and should be aimed at a common reading level around 4th or 5th grade.</td>
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<td>205</td>
<td>BRC-69</td>
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<td>Inmate Services</td>
<td>Ensure the &quot;Inmate Orientation and Rulebook&quot; grievance procedure forms and other important documents are available in English, Spanish, Vietnamese, and other languages. Also ensure the videos shown at inmate intake are available in multiple languages.</td>
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<td>206</td>
<td>BRC-70</td>
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<td>Inmate Services</td>
<td>Revise and simplify the &quot;Inmate Orientation and Rulebook.&quot;</td>
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<td>BRC-71</td>
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<td>Inmate Services</td>
<td>Rule Book: Should be written in threshold languages: Chinese(Mandarin), Spanish, Vietnamese, Tagalog, etc., and there should be someone who can orient new inmates by explaining the main issues of the rule book. The Rule Book should be part of an in person orientation (to the facility) of new inmates.</td>
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<td>BRC-72</td>
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<td>Inmate Services</td>
<td>Rewrite and reorganize the inmate rulebook. 2) Have the availability of a larger print (accommodation) and 3) be available in other forms of delivery such as audio and/or video.</td>
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<td>209</td>
<td>BRC-73</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>Storage: Larger or more bins to store belongings such as books, legal papers, hygiene products, etc.</td>
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<td>219</td>
<td>BRC-74</td>
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<td>Inmate Services</td>
<td>Commissary Prices - Prices for all commissary items should be reduced by 10 percent to 20 percent.</td>
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<td>220</td>
<td>BRC-75</td>
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<td>Inmate Services</td>
<td>Prices of goods sold to inmates should be monitored and updated.</td>
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<td>221</td>
<td>BRC-76</td>
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<td>Inmate Services</td>
<td>Indigent fund: Indigent fund should have a budget figure. Currently there is a 0 budget proposed.</td>
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<td>222</td>
<td>BRC-77</td>
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<td>Inmate Services</td>
<td>Fees charged to deposit funds should be reassessed to see if they can be reduced or removed.</td>
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<td>223</td>
<td>BRC-78</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>The Board of Supervisors should re-constitute the membership of the IWFC to include two members from the Office of the Sheriff, one member from the Office of the Public Defender, and six community members (one with an accounting background, two behavioral health professionals, two with mental health experience (nonprofits, family members), and one former inmate; members are to be free from conflict of interest.</td>
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<td>Inmate Services</td>
<td>The Board of Supervisors should assign a staff person who will oversee a formal application process to re-constitute the IWFC and who will ensure that information about the application process is widely disseminated to the public.</td>
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<td>225</td>
<td>BRC-80</td>
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<td>Inmate Services</td>
<td>The Board of Supervisors should set terms for service on the IWFC.</td>
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<td>226</td>
<td>BRC-81</td>
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<td>Inmate Services</td>
<td>Notices of IWFC meetings should be distributed throughout the County to maximize attendance by the public; and meetings should be held on days and at times that maximize public attendance.</td>
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<td>227</td>
<td>BRC-82</td>
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<td>Inmate Services</td>
<td>Require IWFC members to tour all jail facilities annually.</td>
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<td>228</td>
<td>BRC-83</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>Require the IWFC to convene two public forums each year to present information about the programs and services provided to inmates, to present information about the vendors who provide those services and programs, and to receive community input about new and/or alternative programs and services for possible implementation. The forums should be held at dates and times to maximize public attendance.</td>
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## Master List of Custody Recommendations

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<tr>
<td>229</td>
<td>BRC-84</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>The IWFC should assess and verify all purchases, usage, and access provided by the fund.</td>
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<td>230</td>
<td>BRC-85</td>
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<td>Inmate Services</td>
<td>The IWFC should review all commissary vendor contracts and recommend whether or not these contracts should be renewed.</td>
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<td>231</td>
<td>BRC-86</td>
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<td>Inmate Services</td>
<td>The IWFC should review and monitor pricing of commissary items and recommend adjustments to those prices.</td>
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<td>232</td>
<td>BRC-87</td>
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<td>Inmate Services</td>
<td>The IWFC should ensure that all mark-ups are reasonable and that markups are not disproportionately higher for female products than for male products.</td>
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<td>233</td>
<td>BRC-88</td>
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<td>Inmate Services</td>
<td>The Board of Supervisors should evaluate the cost of having the commissary run in-house.</td>
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<td>234</td>
<td>BRC-89</td>
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<td>Inmate Services</td>
<td>Inmates should be permitted to inspect purchased items from the commissary before signing off for those items.</td>
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<td>BRC-90</td>
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<td>Inmate Services</td>
<td>The IWFC should review contents of the kits and ensure that all kits (hygiene, stationery) have adequate supplies, and recommend changes to the kits.</td>
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<td>236</td>
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<td>Inmate Services</td>
<td>Replace incentive/beverage meal program with $5 credit cards and use any remaining funds for programs and activities.</td>
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<td>Inmate Services</td>
<td>The IWFC should be provided a full accounting of the incentive meal/beverage program (2010-2016), how it has been administered at all jail facilities, including the profits (from mark-ups) to vendors.</td>
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<td>238</td>
<td>BRC-93</td>
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<td>Inmate Services</td>
<td>Review and evaluate whether the following positions should be mandated: classification staff, assignment officer, information services support, and warehouse operations staff.</td>
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<td>241</td>
<td>BRC-96</td>
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<td>Inmate Services</td>
<td>Diversify IWF revenue beyond commissions collected from phones and the commissary to increase revenue to the recommended level of 8.3 percent.</td>
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<td>Inmate Services</td>
<td>Create a grant program to pursue funding.</td>
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5/16/2016
<table>
<thead>
<tr>
<th>Master List Number</th>
<th>Source Number</th>
<th>Source</th>
<th>Category</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>243</td>
<td>BRC-98</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>Conduct a comprehensive review of the sources and uses of the inmate welfare fund, to be conducted by an independent auditor as requested by the IWFC at least every other year.</td>
</tr>
<tr>
<td>244</td>
<td>BRC-99</td>
<td>BRC</td>
<td>Inmate Services</td>
<td>Report on the status of the Harvey M. Rose audit recommendations and set a date for completion of recommendations not yet implemented.</td>
</tr>
<tr>
<td>210</td>
<td>DOJ-15</td>
<td>DOJ</td>
<td>Inmate Services</td>
<td>Create incentives for prosocial inmate behavior.</td>
</tr>
<tr>
<td>48</td>
<td>DOJ-9</td>
<td>DOJ</td>
<td>Inmate Services</td>
<td>Consider using data from inmate surveys as a tool to assess operations and understand inmate perceptions.</td>
</tr>
<tr>
<td>529</td>
<td>Emblidge-10</td>
<td>Emblidge</td>
<td>Inmate Services</td>
<td>Inmates are generally unaware of the Inmate Welfare Fund’s existence or purpose.</td>
</tr>
<tr>
<td>196</td>
<td>HRC-25</td>
<td>HRC</td>
<td>Inmate Services</td>
<td>Ensure that visitation accommodations for inmates, legal counsel, and family and friends are established, including: Sufficient space for the volume of visits, based on the inmate population; Accommodations that are supportive of all parties’ interest in establishing and maintaining the human dignity of inmates and families; and an easily accessible visitation appointment and cancellation system.</td>
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<tr>
<td>197</td>
<td>HRC-26</td>
<td>HRC</td>
<td>Inmate Services</td>
<td>Ensure that prices of phone calls by inmates to their families, legal counsel, chaplains, advocates, and friends facilitate effective communication and expeditious processing of cases, and are based on legitimate costs that prevent vendor profiteering.</td>
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<tr>
<td>211</td>
<td>HRC-27</td>
<td>HRC</td>
<td>Inmate Services</td>
<td>Ensure that inmates receive clear, easily accessible, and language appropriate information about the inmate classification classification system and inmates’ rights and responsibilities.</td>
</tr>
<tr>
<td>49</td>
<td>Sheriff-17</td>
<td>Sheriff</td>
<td>Inmate Services</td>
<td>Revise all Custody and Custody Health policies, procedures, practices, forms and inmate handbook to ensure compliance with current ADA mandates.</td>
</tr>
<tr>
<td>Master List Source Number</td>
<td>Source</td>
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<td>Recommendation</td>
<td>Focus Area</td>
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<tr>
<td>201 Sheriff-60</td>
<td>Sheriff</td>
<td>Inmate Services</td>
<td>Circulate an RFP for a tablet device capable of allowing inmates to electronically file grievances, request forms, and request medical, psychiatric and dental services.</td>
<td>Area Budget Operations</td>
</tr>
<tr>
<td>212 Sheriff-61</td>
<td>Sheriff</td>
<td>Inmate Services</td>
<td>Develop multi-lingual written educational materials to inform inmates of their rights while in custody, the grievance process and how to file a grievance. These materials would be distributed to those in custody during the intake process.</td>
<td>Area Budget Operations</td>
</tr>
<tr>
<td>213 Sheriff-62</td>
<td>Sheriff</td>
<td>Inmate Services</td>
<td>Create an easy to understand, multi-lingual, Grievance Intake Form with simple directions on how to fill out the form.</td>
<td>Area Budget Operations</td>
</tr>
<tr>
<td>214 Sheriff-63</td>
<td>Sheriff</td>
<td>Inmate Services</td>
<td>Create a multi-lingual inmate training video describing the grievance process. It will be presented to inmates upon intake into custody facilities.</td>
<td>Area Budget Operations</td>
</tr>
<tr>
<td>215 Sheriff-64</td>
<td>Sheriff</td>
<td>Inmate Services</td>
<td>Create multi-lingual written materials that detail in-custody rules, expected inmate behavior and consequences of rule violations (infractions). These materials would be distributed and explained to each inmate upon intake into custody facilities.</td>
<td>Area Budget Operations</td>
</tr>
<tr>
<td>216 Sheriff-65</td>
<td>Sheriff</td>
<td>Inmate Services</td>
<td>Create multi-lingual videos to be shown to each inmate upon intake into custody facilities that detail in-custody rules, expected inmate behavior and consequences of rule violations (infractions).</td>
<td>Area Budget Operations</td>
</tr>
<tr>
<td>217 Sheriff-66</td>
<td>Sheriff</td>
<td>Inmate Services</td>
<td>Assign custody staff to reinforce, re-educate, and remind inmates of their expected behavior while in custody. Continuous education is intended to reduce the number of infractions issued and create a more cohesive custody environment.</td>
<td>Area Budget Operations</td>
</tr>
<tr>
<td>218 Sheriff-67</td>
<td>Sheriff</td>
<td>Inmate Services</td>
<td>Revise Inmate Handbook and Orientation process to ensure inmates clearly understand how to access timely healthcare and to file healthcare grievances.</td>
<td>Area Budget Operations</td>
</tr>
<tr>
<td>514 Zisser-36</td>
<td>Zisser</td>
<td>Inmate Services</td>
<td>The Jail should establish an inmate committee to provide ongoing input regarding the grievance and complaint process and other issues.</td>
<td>Area Budget Operations</td>
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<tr>
<td>454</td>
<td>BRC-160</td>
<td>BRC</td>
<td>Jail Facilities</td>
<td>Provide a quiet staff break room. Corrections work is one of the most stressful in law enforcement. Staff need a place to go to escape the hustle and bustle of the workplace. The ambiance of the break room can impact morale and motivation. Department should provide a clean, quiet break room for officers to unwind and rejuvenate to help them reduce stress in order to be an effective officer, especially if they are working in a high stressful area such as acute psych area (8A), Intake Booking, Medical Infirmary, etc.</td>
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<tr>
<td>298</td>
<td>BRC-101</td>
<td>BRC</td>
<td>Jail Facilities</td>
<td>Restructure the operation of the current acute “Inpatient” psychiatric unit of the jail (Unit 8A) to ensure that it operates as a therapeutic environment that supports inmate recovery and wellness. This would include ending restrictive housing on 8A and ensuring sufficient program and out-of-cell time per day for each inmate; increasing the number of therapeutic and recreational individual and group program offerings on the unit; and ensuring compliance with state standards for operation of a licensed Correctional Treatment Center.</td>
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<tr>
<td>322</td>
<td>BRC-105</td>
<td>BRC</td>
<td>Jail Facilities</td>
<td>The Department needs to reopen an “Assessment and Observation” unit. This is an important unit to house inmates in the first 24 hours after arrest. During the first 24 hours, the module officer will monitor inmates’ behavior and can render medical or mental health services promptly.</td>
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<tr>
<td>447</td>
<td>BRC-153</td>
<td>BRC</td>
<td>Jail Facilities</td>
<td>Improve sanitation and health for detainees and staff by: 1. Provide more frequent complete changes of clothing, extra towels and linens. 2. Provide easy access to cleaning supplies. 3. Provide easy access to hygiene items such as soap, deodorant, shampoo, and feminine hygiene needs.</td>
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<tr>
<td>448</td>
<td>BRC-154</td>
<td>BRC</td>
<td>Jail Facilities</td>
<td>Inmate Barber Equipment and Hair–Cutting Services: My recommendation is each module should have their own barber kit and hair-cutting services should be available when inmates are out for dayroom time or at least once per week, not once per month.</td>
</tr>
<tr>
<td>449</td>
<td>BRC-155</td>
<td>BRC</td>
<td>Jail Facilities</td>
<td>Razors: I recommend the Department to purchase enough electric razors for inmates who are housed in a special management dorm.</td>
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<tr>
<td>455</td>
<td>BRC-161</td>
<td>BRC</td>
<td>Jail Facilities</td>
<td>The Sheriff’s Department or other entity that may be in charge of jail operations, in collaboration with community stakeholders, should develop a best-practices protocol for the operation of body-worn cameras for correctional officers, which protocol should be made available to the public via the Department’s website. The protocol must include procedures for storage of the footage and for access to the footage by non-Department members.</td>
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<tr>
<td>456</td>
<td>BRC-162</td>
<td>BRC</td>
<td>Jail Facilities</td>
<td>The Sheriff’s Department or other entity that may be in charge of jail operations, in collaboration with community stakeholders, should develop a best-practices protocol for the operation of the cameras installed in the jails, which protocol should be made available to the public via the Department’s website. The protocol must include procedures for storage of the footage and for access to the footage by non-Department members.</td>
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<tr>
<td>457</td>
<td>BRC-163</td>
<td>BRC</td>
<td>Jail Facilities</td>
<td>Place cameras in all elevators.</td>
</tr>
<tr>
<td>473</td>
<td>CSW-1</td>
<td>CSW</td>
<td>Jail Facilities</td>
<td>Explore the feasibility of staffing the women’s section as an autonomous facility.</td>
</tr>
<tr>
<td>299</td>
<td>DOJ-16</td>
<td>DOJ</td>
<td>Jail Facilities</td>
<td>Inventory and assess current equipment needs into sets of priorities, so when resources become available purchases can be made quickly, but wisely.</td>
</tr>
<tr>
<td>523</td>
<td>Emblidge-4</td>
<td>Emblidge</td>
<td>Jail Facilities</td>
<td>Inmates consistently complain of poor hygiene and sanitation conditions in the jails.</td>
</tr>
<tr>
<td>526</td>
<td>Emblidge-7</td>
<td>Emblidge</td>
<td>Jail Facilities</td>
<td>Inmates serving prison terms in the county jail regularly point out the adverse differential treatment they experience in jail compared to that of serving time in prison.</td>
</tr>
<tr>
<td>246</td>
<td>Gap-37</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Cell doors- large vision panels that are never covered</td>
</tr>
<tr>
<td>247</td>
<td>Gap-38</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Cell doors-interiors devoid of handles/knobs</td>
</tr>
<tr>
<td>248</td>
<td>Gap-39</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Cell doors- Food pass via recessed door pulls that can close and lock</td>
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<tr>
<td>249</td>
<td>Gap-40</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Cell doors- interior hinges bevel down.</td>
</tr>
<tr>
<td>250</td>
<td>Gap-41</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Cell doors- door frame rounded with smooth top edges.</td>
</tr>
</tbody>
</table>
## Master List of Custody Recommendations

<table>
<thead>
<tr>
<th>Master List Number</th>
<th>Source Number</th>
<th>Source</th>
<th>Category</th>
<th>Recommendation</th>
<th>Focus Area</th>
<th>Budget</th>
<th>Operations Impact</th>
<th>Time Required</th>
<th>Cost</th>
<th>Staffing</th>
<th>Meet and Confer</th>
<th>Legal</th>
<th>Facilities</th>
<th>Reference Number</th>
<th>Review Date</th>
<th>Action</th>
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</thead>
<tbody>
<tr>
<td>251</td>
<td>Gap-42</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Cell doors- grouted with minimal exposed edges.</td>
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<td>252</td>
<td>Gap-43</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Cell doors- paneling or security screening installed inside cell doors with steel bars.</td>
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<tr>
<td>253</td>
<td>Gap-44</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Cell doors- Solid cell fronts modified with vision panel or small mesh.</td>
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<td>254</td>
<td>Gap-45</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Vents, ducts, grills, lights- protrusion free and covered with screening, tamper proof.</td>
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<tr>
<td>255</td>
<td>Gap-46</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Drains- holes 1/8 in wide and no more than 3/16 in wide or 16 mesh per square inch.</td>
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<tr>
<td>256</td>
<td>Gap-47</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Telephone Cords- no wall mounted cords placed inside cells.</td>
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<td>257</td>
<td>Gap-48</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Clothing hooks- none.</td>
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<tr>
<td>258</td>
<td>Gap-49</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Toilet-sink- concealed plumbing with outside control valve.</td>
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<tr>
<td>259</td>
<td>Gap-50</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Toilet-sink- no anti-squat slit, toothbrush holder, toilet paper rod, towel bar.</td>
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<td>260</td>
<td>Gap-51</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Beds- heavy molded plastic or concrete slab with rounded corners.</td>
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<td>261</td>
<td>Gap-52</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Bunks- bolted flush to the wall.</td>
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<td>263</td>
<td>Gap-54</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Bunks- ladders removed.</td>
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<tr>
<td>265</td>
<td>Gap-56</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Electricity- turned off from wall outlets outside of cell.</td>
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<td>266</td>
<td>Gap-57</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Lighting- Ample light for reading.</td>
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<td>267</td>
<td>Gap-58</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Lighting- Low wattage night light bulbs.</td>
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<td>268</td>
<td>Gap-59</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Infrared filter over the ceiling lights.</td>
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<td>269</td>
<td>Gap-60</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>CCTV monitoring- identifies a suicide attempt in progress.</td>
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<td>270</td>
<td>Gap-61</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>CCTV monitoring- Camera should be enclosed in a tamper-proof box and does not contain anchoring points</td>
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<tr>
<td>271</td>
<td>Gap-62</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>CCTV monitoring: Cells with monitors should be painted in pastel.</td>
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<tr>
<td>272</td>
<td>Gap-63</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>CCTV monitoring: Cameras should have clear view of all four corners and day and night capabilities.</td>
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<tr>
<td>273</td>
<td>Gap-64</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Smoke detectors- mounted flush in the ceiling.</td>
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<td>274</td>
<td>Gap-65</td>
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<td>Jail Facilities</td>
<td>Smoke detectors- audible alarm at control desk.</td>
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<td>275</td>
<td>Gap-66</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Smoke detectors- protective coverings high enough to be outside the reach of an inmate.</td>
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<td>276</td>
<td>Gap-67</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Smoke detectors- far enough away from the toilet to not be used as a ladder.</td>
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<td>277</td>
<td>Gap-68</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Smoke detectors- 10 ft ceiling height.</td>
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<td>278</td>
<td>Gap-69</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Install v- mesh covering not large enough to thread a noose through.</td>
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<td>279</td>
<td>Gap-70</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Water sprinklers- head should not be exposed.</td>
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<td>280</td>
<td>Gap-71</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Audio monitoring intercom- turned up high to hear calls for distress or movement.</td>
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<td>281</td>
<td>Gap-72</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Location of suicide precaution cells- as close to the control desk as possible.</td>
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<td>282</td>
<td>Gap-73</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Modesty walls/ shields- triangular, rounded or sloping tops to prevent anchoring.</td>
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<td>283</td>
<td>Gap-74</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Modesty walls/ shields- both head and feet visible.</td>
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<td>284</td>
<td>Gap-75</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Desks, benches, tables, stools or pull-out seats- extend bed slab for use as a seat.</td>
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<td>285</td>
<td>Gap-76</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Desks, benches, tables, stools or pull-out seats- cylinder-shaped concrete seat anchored to the floor with rounded edges.</td>
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<td>286</td>
<td>Gap-77</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Desks, benches, tables, stools or pull-out seats- triangular corner desktop anchored to the two walls.</td>
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<td>287</td>
<td>Gap-78</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Desks, benches, tables, stools or pull-out seats- rectangular desk top with triangular end plates anchored to the wall.</td>
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<td>Gap-79</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>Desks, benches, tables, stools or pull-out seats- towel racks should be removed from any desk area.</td>
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<td>289</td>
<td>Gap-80</td>
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<td>Jail Facilities</td>
<td>Shelf tops and exposed hinges- solid, triangular end plates.</td>
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<td>290</td>
<td>Gap-81</td>
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<td>Jail Facilities</td>
<td>Security windows- outside view to identify day via sunlight.</td>
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<td>291</td>
<td>Gap-82</td>
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<td>Jail Facilities</td>
<td>Security windows- covered with Lexan paneling to prevent access to bars.</td>
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<td>292</td>
<td>Gap-83</td>
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<td>Jail Facilities</td>
<td>Security windows- if screening or grating is used, cover holes.</td>
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<td>Gap-84</td>
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<td>Jail Facilities</td>
<td>DOC Officials should look at options for better ensuring reasonable sound privacy at the booking counter when multiple nurses are conducting intake screening.</td>
<td>Funding was allocated for the design work to reconfigure the booking area at Main Jail North. A $5 million reserve was created as part of the FY 2017 Recommended Budget.</td>
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<td>Gap-85</td>
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<td>Jail Facilities</td>
<td>SCVHHS mental health staff should conduct screening and/or crisis assessments in an area the provides reasonable privacy and confidentiality.</td>
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<td>296</td>
<td>Gap-86</td>
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<td>Jail Facilities</td>
<td>Inmates should be housed in suicide-resistant, protrusion free cells.</td>
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<td>297</td>
<td>Gap-87</td>
<td>Gap</td>
<td>Jail Facilities</td>
<td>SXXSO officials should designate specific cells within DOC that will be utilized to house suicidal inmates, and then embark upon an inspection program to ensure that inmates on suicide precautions are housed in &quot;suicide-resistant&quot; cells. Specific recommendations regarding the removal of obvious protrusions in cells can be found in the &quot;Checklist for the Suicide-Resistant Design of Correctional Facilities.&quot; (See Appendix A to this Overview of Recommendations.)</td>
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<td>56</td>
<td>HRC-14</td>
<td>HRC</td>
<td>Jail Facilities</td>
<td>Ensure HD digital cameras are placed throughout the facility and operated legally and consistently with best practices: Cameras in jail visiting areas; Complete (&quot;blanket&quot;) coverage of jail facilities, no blind spots; Complete (&quot;blanket&quot;) coverage of jail facilities, no blind spots; Footage stored for 24 months.</td>
<td>Budget has been allocated for surveillance camera design work at Main Jail North and Elmwood. Department is also adding other camera systems to Main Jail North. Funding for Body Worn Cameras in the jails is included in the FY 2017 Recommended Budget.</td>
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<td>57</td>
<td>HRC-15</td>
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<td>Jail Facilities</td>
<td>Implement cameras with a policy of &quot;write, review, amend,&quot; whereby correctional officers can view footage after they write up standard reports and can amend their reports if they see something they missed. However, review of footage would be halted during any use of force investigation, and footage would only be made available to the investigator.</td>
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<td>59</td>
<td>HRC-16</td>
<td>HRC</td>
<td>Jail Facilities</td>
<td>Implement an upgrade of computers, software, and security technology to meet best practices and standards for county jails.</td>
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<td>293</td>
<td>HRC-28</td>
<td>HRC</td>
<td>Jail Facilities</td>
<td>Direct FAF to immediately resolve poor plumbing, water temperature, heating, lighting, and access to water for showers and consumption. Inmates should not have to wait for a new building to be constructed to resolve this human rights concern.</td>
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<td>300</td>
<td>HRC-29</td>
<td>HRC</td>
<td>Jail Facilities</td>
<td>Ensure that inmates are allocated sufficient and effective cleaning supplies to maintain the hygiene and safety of their cells and dorms.</td>
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<td>301</td>
<td>Sheriff-18</td>
<td>Sheriff</td>
<td>Jail Facilities</td>
<td>Increase and modernize the video camera surveillance system throughout custody facilities.</td>
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<td>302</td>
<td>Sheriff-68</td>
<td>Sheriff</td>
<td>Jail Facilities</td>
<td>Update and eliminate existing structural access barriers in aging jail facilities to comply with the American’s with Disabilities Act Title II ADAAG specifications.</td>
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<td>303</td>
<td>Sheriff-69</td>
<td>Sheriff</td>
<td>Jail Facilities</td>
<td>Develop and implement structural modification plans to remove barriers to access in the Main Jail and Elmwood Correctional Facilities.</td>
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<td>304</td>
<td>Sheriff-70</td>
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<td>Jail Facilities</td>
<td>Design the proposed Main Jail East Facility to maximize structural and program access for inmates with disabilities.</td>
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<td>305</td>
<td>Sheriff-71</td>
<td>Sheriff</td>
<td>Jail Facilities</td>
<td>Purchase ADA tracking software program to ensure: 1) inmates with disabilities are identified and tracked, 2) inmates with disabilities receive reasonable accommodations, 3) inmates have appropriate housing for their respective disabilities, 4) inmates have equal program access, and 5) inmates have their ADA grievances tracked and resolved in a timely fashion.</td>
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<td>306</td>
<td>Sheriff-72</td>
<td>Sheriff</td>
<td>Jail Facilities</td>
<td>Have ADA experts monitor compliance with current ADA mandates and facility modifications on an ongoing basis and prepare a corrective action plan every quarter in areas that are noncompliant.</td>
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## Master List of Custody Recommendations

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<tr>
<td>306</td>
<td>Sheriff-73</td>
<td>Sheriff</td>
<td>Jail Facilities</td>
<td>Replace aging Main Jail South with a quality facility that will provide additional bed space, increased programming and expanded medical and mental health treatment options for inmates.</td>
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<td>Sheriff-74</td>
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<td>Jail Facilities</td>
<td>Implement Americans with Disabilities Act (ADA) repairs to custody facilities to ensure the appropriate accommodation is provided for all inmates.</td>
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<td>308</td>
<td>Sheriff-75</td>
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<td>Jail Facilities</td>
<td>Secure additional funding to begin work on additional ADA repairs and improvements.</td>
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<td>Sheriff-76</td>
<td>Sheriff</td>
<td>Jail Facilities</td>
<td>Complete structural modifications in the Main Jail North Booking Area to allow medical and mental health staff to screen inmates for sensitive health care information in a confidential setting to comply with federal HIPPA requirements.</td>
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<td>310</td>
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<td>Jail Facilities</td>
<td>Expand the number of medical beds at Elmwood Correctional Facility.</td>
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<td>Sheriff-78</td>
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<td>Begin the necessary repairs and physical improvements to Elmwood's M1 building that will result in the addition of 80 more medical beds. Funding has been allocated and construction has commenced.</td>
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<td>Sheriff-79</td>
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<td>Jail Facilities</td>
<td>Establish dedicated FAF maintenance and repair crews to work directly with custody personnel. This will allow FAF to quickly identify, prioritize and complete maintenance, repair, and improvement projects of custody facilities.</td>
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<td>Sheriff-80</td>
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<td>Jail Facilities</td>
<td>Complete identified improvement and modernization projects at Main Jail and Elmwood.</td>
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<td>314</td>
<td>Sheriff-81</td>
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<td>Jail Facilities</td>
<td>Expand structured and unstructured “out time” for inmates by making improvements to housing units that have been closed due to age or physical conditions.</td>
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<td>Sheriff-82</td>
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<td>Jail Facilities</td>
<td>Request immediate funding for facility improvements at Elmwood to move low-level, pre-trial inmates to Elmwood and create a minimum camp for Protective Custody inmates.</td>
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<td>316</td>
<td>Sheriff-83</td>
<td>Sheriff</td>
<td>Jail Facilities</td>
<td>Implement an automated tracking system that documents inmate infractions, custody staff involved, infraction type, and consequences for an infraction.</td>
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<td>317</td>
<td>Sheriff-84</td>
<td>Sheriff</td>
<td>Jail Facilities</td>
<td>A fit/gap analysis has been completed and the business requirements were finalized in 2015 for this automated tracking system. Vendor demonstrations were completed in February 2016 and the request for proposals will be issued in the Spring of 2016.</td>
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<td>318</td>
<td>Sheriff-85</td>
<td>Sheriff</td>
<td>Jail Facilities</td>
<td>Upon implementation of the jail management system, inmate infractions will be tracked.</td>
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<td>511</td>
<td>Zisser-33</td>
<td>Zisser</td>
<td>Jail Facilities</td>
<td>The Jail should take immediate measures to meaningfully improve conditions, enhance supervision, and alleviate crowding in Main Jail-South.</td>
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<td>32</td>
<td>BRC-10</td>
<td>BRC</td>
<td>Jail Environment and Culture</td>
<td>The Department should immediately place its Operations Manual for both the enforcement and custodial operations online so that it is available to the public.</td>
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<td>419</td>
<td>BRC-125</td>
<td>BRC</td>
<td>Jail Environment and Culture</td>
<td>The DOC should give advanced notice of the offender’s release date and time from jail to the offender’s community treatment coordinator as specified in the discharge plan as well as to members of his or her family, as appropriate, and others in his or her support system.</td>
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<td>420</td>
<td>BRC-126</td>
<td>BRC</td>
<td>Jail Environment and Culture</td>
<td>When an inmate is ordered released by the Court to a treatment program, eliminate the present use of a process that involves putting the inmate in the street and calling a taxi. Rather, have the person delivered by the Sheriff’s Department to the program and accompanied in a welcoming way into the program. This was the prior system years ago and was far more effective and personal than the present taxi system that results in immediate walkaways from treatment far more frequently.</td>
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<td>458</td>
<td>BRC-164</td>
<td>BRC</td>
<td>Jail Environment and Culture</td>
<td>Address delays in receiving and forwarding mail to the Courts by assuring, including grievance by prompt receipt and delivery.</td>
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<td>469</td>
<td>BRC-175</td>
<td>BRC</td>
<td>Jail Environment and Culture</td>
<td>Feminine products should be made available to women as needed, including showers.</td>
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### Master List of Custody Recommendations

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<tr>
<td>472</td>
<td>BRC-178</td>
<td>BRC</td>
<td>Jail Environment and Culture</td>
<td>Create developmentally responsive policies and practices to address the unique needs of transitional age youth and young adult inmates (18 to 27 years old) through correctional officer and other jail staff training, tailored programming offerings, and appropriate classification/housing decisions to lead to longer-term rehabilitation for those incarcerated in the jail system.</td>
<td>Implementation</td>
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<td>30</td>
<td>BRC-8</td>
<td>BRC</td>
<td>Jail Environment and Culture</td>
<td>Request that the United States Department of Justice be provided and evaluate the information compiled by the Blue Ribbon Consultants and others to recommend if the Santa Clara County Jails would benefit from Federal oversight.</td>
<td>Implementation</td>
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<td>31</td>
<td>BRC-9</td>
<td>BRC</td>
<td>Jail Environment and Culture</td>
<td>Conduct a study to ascertain the values and practices of the Sheriff's Office to understand and address the current work environment and how it impacts practices and behaviors of both employees and inmates.</td>
<td>Implementation</td>
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<td>50</td>
<td>DOJ-10</td>
<td>DOJ</td>
<td>Jail Environment and Culture</td>
<td>Include staff in decision making when practical, especially when changes will affect the operational level of the organization.</td>
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<td>51</td>
<td>DOJ-11</td>
<td>DOI</td>
<td>Jail Environment and Culture</td>
<td>As new information systems and applications are adopted, the SCCS should ensure there has been proper thought and analysis into the desired operational and management data needed for success. Jail systems should create efficiency and provide important management data through regular reporting.</td>
<td>Implementation</td>
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<td>53</td>
<td>DOJ-12</td>
<td>DOI</td>
<td>Jail Environment and Culture</td>
<td>They will also need training on effective coaching and appraisal skills, should the SCCS adopt a true performance appraisal system (discussed later).</td>
<td>Implementation</td>
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<tr>
<td>S5</td>
<td>DOJ-14</td>
<td>DOJ</td>
<td>Jail Environment and Culture</td>
<td>SCCS leadership should clearly identify the knowledge, skills and abilities needed to be an effective supervisor and create a professional development program for supervisors based on adult learning principles. Curriculum should include an understanding of laws, standards and rules, including inmate rights, and basic operational concepts for the jail. Most importantly, it should include skill development on effectively communicating to employees the positive messages of desired behavior and coaching on how to address undesired behavior. We have found the course of study Crucial Conversations to be helpful to some, in both their personal and professional lives.</td>
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<td>33</td>
<td>DOI-3</td>
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<td>Jail Environment and Culture</td>
<td>Create well thought out, well written and reliable policy that guides employees. Help them understand the reason for the policy decisions to develop the culture of a learning organization.</td>
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<td>34</td>
<td>DOI-4</td>
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<td>Jail Environment and Culture</td>
<td>Bring sergeants together in an environment that is safe to share thoughts, ideas and concerns about employee expectations, development and leadership. One of the best ways to instill culture is to develop it through peer association and support.</td>
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<td>S5</td>
<td>DOI-5</td>
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<td>Jail Environment and Culture</td>
<td>Conduct at least a simple job task analysis to determine the current responsibilities of a housing sergeant. The results should be evaluated to ensure there is adequate time for sergeants to provide direction, mentorship and correction to employees.</td>
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<td>S6</td>
<td>DOI-6</td>
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<td>Jail Environment and Culture</td>
<td>Develop an objective and thorough promotional process that assesses a candidate’s job knowledge, communication skills and ability to apply good supervision practices with employees and inmates.</td>
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<td>S7</td>
<td>DOI-7</td>
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<td>Jail Environment and Culture</td>
<td>Use a strategic planning process to establish and communicate the most significant outcomes, goals and expected activities for matters that face the jail, then use it to communicate to employees and the community. Ideally, this would include the next three years, but even a process that looks forward one year would be of great help to share throughout the agency.</td>
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<td>38</td>
<td>DOJ-8</td>
<td>DOJ</td>
<td>Jail Environment and Culture</td>
<td>Use the data reports as organizational report cards and moreover, use them to create conversations that reinforce desired trends or create strategies to address undesired trends.</td>
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<td>41</td>
<td>HRC-10</td>
<td>HRC</td>
<td>Jail Environment and Culture</td>
<td>Ensure adequate documentation and accessibility of DOC policies and procedures.</td>
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<td>42</td>
<td>HRC-11</td>
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<td>Jail Environment and Culture</td>
<td>Establish effective shift change communication procedures and staffing levels.</td>
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<td>46</td>
<td>HRC-12</td>
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<td>Jail Environment and Culture</td>
<td>Any inclinations to intimidate or retaliate against an officer or inmate are swiftly and effectively responded to in a manner based on zero tolerance (see also Developing the Organization’s Culture, figure 1, below).</td>
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<td>52</td>
<td>HRC-13</td>
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<td>Jail Environment and Culture</td>
<td>Ensure that staffing levels meet best practice standards, effectively support safety and programming, facilitate the delivery of all services, ensure timely transportation of inmates within jail facilities and to necessary service locations, and improve the culture of DOC operations.</td>
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<td>39</td>
<td>HRC-8</td>
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<td>Jail Environment and Culture</td>
<td>Ensure that a positive and safe working and custodial environment and culture is established and maintained for staff and inmates.</td>
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<td>HRC-9</td>
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<td>Jail Environment and Culture</td>
<td>Ensure that the supervision of staff is appropriate, with clear and consistent policies and procedures that reflect Constitutional law, applicable regulations, and human rights standards. Ensure that staff incentives support this same culture and practices.</td>
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<td>43</td>
<td>Sheriff-14</td>
<td>Sheriff</td>
<td>Jail Environment and Culture</td>
<td>This data tracking system will allow for an impartial evaluation of custody practices.</td>
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<td>Sheriff-15</td>
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<td>Jail Environment and Culture</td>
<td>Review and implement recommendations provided by the U.S. Department of Justice’s National Institute of Corrections (NIC). One of the major focuses of the NIC review is to examine organizational culture.</td>
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<td>45</td>
<td>Sheriff-16</td>
<td>Sheriff</td>
<td>Jail Environment and Culture</td>
<td>To shift the organizational philosophy toward correctional best practices, including the manner in which correctional staff interacts with the changing inmate population.</td>
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<td>499</td>
<td>Zisser-21</td>
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<td>Jail Environment and Culture</td>
<td>DOC should develop and implement a conflict-of-interest policy to prevent IAU investigators from inappropriately investigating former colleagues.</td>
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<td>Zisser-25</td>
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<td>Jail Environment and Culture</td>
<td>The Internal Audit Unit should create a clear schedule for review of policies and compliance and should prioritize policies regarding review and investigation of serious incidents and allegations.</td>
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<td>Zisser-26</td>
<td>Zisser</td>
<td>Jail Environment and Culture</td>
<td>The Jail should review and revise its procedures for review of IAU decisions to conduct a preliminary inquiry rather than a full investigation and to close a matter at intake rather than conduct a preliminary inquiry.</td>
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<td>Zisser-28</td>
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<td>Jail Environment and Culture</td>
<td>The Jail should prioritize addressing other areas of serious concern, including the overreliance on restrictive housing, crowding and conditions in Main Jail South, under-staffing, and PREA compliance.</td>
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<td>516</td>
<td>Zisser-38</td>
<td>Zisser</td>
<td>Jail Environment and Culture</td>
<td>The Jail should abandon its practice of locking inmates down during visits by outside entities.</td>
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<td>334</td>
<td>BRC-106</td>
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<td>Programs</td>
<td>Peer support services, through an in-reach process, should be offered to offenders in jail with mental illness while incarcerated and upon release to help ensure successful community reentry.</td>
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<td>BRC</td>
<td>Programs</td>
<td>Create in reach for all County and Community providers working with mentally ill offenders to assure that when the inmate is discharged, he or she will not end up in the streets. Make it possible for interviews and assessments to take place in the jail in a confidential setting.</td>
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<td>409</td>
<td>BRC-115</td>
<td>BRC</td>
<td>Programs</td>
<td>Continue to set higher standards and effective options for improving the Jail Diversion Program by incorporating innovative programs and “best practices.”</td>
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<td>410</td>
<td>BRC-116</td>
<td>BRC</td>
<td>Programs</td>
<td>Expand government grant funding to enhance workforce development and employment readiness and options for inmates through the re-entry center.</td>
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### Master List of Custody Recommendations

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<tr>
<td>411</td>
<td>BRC-117</td>
<td>BRC</td>
<td>Programs</td>
<td>New groups and programs need to be developed for the mentally ill. Examples are living with mental illness, coping skills and strategies, family dynamics, exercise groups.</td>
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<td>413</td>
<td>BRC-119</td>
<td>BRC</td>
<td>Programs</td>
<td>Review and revise jail programming policies and practices to ensure intentional planning and development of program opportunities; quality management review of program offerings; and equitable distribution of programming opportunities for inmates across jail facilities, housing units, and classifications.</td>
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<td>414</td>
<td>BRC-120</td>
<td>BRC</td>
<td>Programs</td>
<td>Establish a plan to increase jail program offerings, with an emphasis on increasing opportunities geared toward successful re-entry and behavioral health recovery, and opportunities for inmates with higher level classifications. In addition, focus on bringing civilian and community-based services into the jail.</td>
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<td>415</td>
<td>BRC-121</td>
<td>BRC</td>
<td>Programs</td>
<td>Perform full scale assessment and plan for of needs of long-term inmates that ensures breadth and infrastructure for services, including programming, medical care, and behavioral health care that is geared toward long term incarceration.</td>
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<td>416</td>
<td>BRC-122</td>
<td>BRC</td>
<td>Programs</td>
<td>Expand and offer evidenced based programming opportunities to all detainees interested in participating, regardless of classification or housing assignment. Program options to consider can include but not be limited to life skills, parenting, meditation, recovery, basic literacy skills, GED, college programs, enrichment opportunities, religious study, job preparation, ESL instruction, AA/NA, mental health and wellness and self improvement. Detainees housed in areas where group instruction is difficult should be offered options via remote teaching on TV's or tablets. Establish a timeline for implementation.</td>
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<td>417</td>
<td>BRC-123</td>
<td>BRC</td>
<td>Programs</td>
<td>Increase outreach to the community with volunteer opportunities to provide enrichment programs within all areas of the facilities. Provide expansion through existing systems such as the Chaplains office and other community based or advocacy agencies. Streamline the process for vetting, training and providing clearance for volunteers and advocacy groups to offer programs and services.</td>
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<td>421</td>
<td>BRC-127</td>
<td>BRC</td>
<td>Programs</td>
<td>Utilize tablets or other available technology for educational materials for programs, so that all inmates who are eligible and who would like to participate, may participate in these programs.</td>
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<td>422</td>
<td>BRC-128</td>
<td>BRC</td>
<td>Programs</td>
<td>Ensure that inmates who want to participate in programs and are eligible, have the opportunity to participate in programs.</td>
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<td>423</td>
<td>BRC-129</td>
<td>BRC</td>
<td>Programs</td>
<td>Review information on the Department of Labor website and utilize some of the resources being offered there in relationship to Apprenticeship. The County could leverage resources of DOS and our local Employment Partners to build into the Jails a quality training/employment path that assists individuals returning to the Community.</td>
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<td>239</td>
<td>BRC-94</td>
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<td>Programs</td>
<td>Fund salaries and benefits of peer advocates, mentors, and others who work in the jails who directly support inmates in receiving services.</td>
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<td>240</td>
<td>BRC-95</td>
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<td>Programs</td>
<td>Include an increase in funding for programs and services for inmates with mental health disabilities and developmental disabilities.</td>
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<td>476</td>
<td>CSW-4</td>
<td>CSW</td>
<td>Programs</td>
<td>Gender-responsive, trauma-informed, recovery-oriented, culturally appropriate programming and services for inmates.</td>
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<td>CSW-6</td>
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<td>Programs</td>
<td>Ensure that all inmates leave the facility with an exit plan that includes preparation and orientation about support programs for re-entry.</td>
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<td>323</td>
<td>HRC-30</td>
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<td>Programs</td>
<td>Establish and develop inmate programming for both pretrial detainees and inmates convicted and serving sentences.</td>
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<td>HRC-31</td>
<td>HRC</td>
<td>Programs</td>
<td>Programming should increase inmates' capacity to return to the community, participate effectively in family life and work environments, and curtail recidivism.</td>
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<td>325</td>
<td>HRC-32</td>
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<td>Programs</td>
<td>Programming should accommodate inmates' capacity for learning, linguistic needs, and ADA requirements, and should provide certification(s) of completion.</td>
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<tr>
<td>326</td>
<td>Sheriff-86</td>
<td>Sheriff</td>
<td>Programs</td>
<td>Explore viability of establishing apprenticeship programs with local trade unions to assist inmates in gaining marketable trade skills and job experience.</td>
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<td>327</td>
<td>Sheriff-87</td>
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<td>Programs</td>
<td>Increase the overall participation in educational, comprehensive programs by expanding programs.</td>
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<td>328</td>
<td>Sheriff-88</td>
<td>Sheriff</td>
<td>Programs</td>
<td>Improve the quality and increase the number of classes offered within the comprehensive programs and to increase services offered to inmates.</td>
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<td>329</td>
<td>Sheriff-89</td>
<td>Sheriff</td>
<td>Programs</td>
<td>To increase and improve collaboration with community agencies to enhance transitional opportunities for inmates.</td>
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<td>330</td>
<td>Sheriff-90</td>
<td>Sheriff</td>
<td>Programs</td>
<td>Creating the Triple P – Parenting Class: with a community agency to for parents with children under the age of 5.</td>
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<td>331</td>
<td>Sheriff-91</td>
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<td>Programs</td>
<td>Implementing a Continuing Education Class with San Jose State University and Stanford University to create advanced education classes.</td>
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<td>332</td>
<td>Sheriff-92</td>
<td>Sheriff</td>
<td>Programs</td>
<td>Creating a Job Development Class for female inmates. Additionally, the Sheriff’s Office is working with Milpitas Adult Education program to implement a job development program for both male and female inmates.</td>
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<td>Sheriff-93</td>
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<td>Programs</td>
<td>Working with a community organization to implement additional Alcoholics Anonymous and Narcotics Anonymous meetings in the jail.</td>
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<td>71</td>
<td>BRC-11</td>
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<td>Staff Accountability</td>
<td>Require Department of Correction to immediately implement a best practices Early Warning System.</td>
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<td>BRC-12</td>
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<td>Staff Accountability</td>
<td>Provide a description of the Early Warning System to the Board of Supervisors and the public via the Department’s website.</td>
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<td>Staff Accountability</td>
<td>Require the Early Warning System to be subject to oversight by an independent civilian oversight entity.</td>
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<td>74</td>
<td>BRC-14</td>
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<td>Staff Accountability</td>
<td>Require the Department of Correction to submit annual reports with data on officer discipline, sanitized summaries of the incident that gave rise to the discipline to the Board of Supervisors and to the public via the Department’s website.</td>
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<td>BRC-15</td>
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<td>Staff Accountability</td>
<td>Provide to the independent oversight entity access to all of the Department’s discipline data.</td>
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<td>76</td>
<td>BRC-16</td>
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<td>Staff Accountability</td>
<td>Immediately re-institute roll call briefings.</td>
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<td>BRC-17</td>
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<td>Update the Employee Discipline Policy 3.41.</td>
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<td>Require jail staff to attend ethics classes every other year.</td>
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<td>BRC-19</td>
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<td>Ensure that jail staff receive updated policies (and when possible, prior to their implementation), and receive training briefings on those updated policies.</td>
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<td>BRC-20</td>
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<td>Institute Peace Office Bill of Rights training for line managers.</td>
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<td>BRC-21</td>
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<td>All changes to discipline policies are to abide by Peace Office Bill of Rights and due process.</td>
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<td>474</td>
<td>CSW-2</td>
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<td>Staff Accountability</td>
<td>Develop and implement a department-wide gender-responsive protocol.</td>
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<td>528</td>
<td>Emblidge-9</td>
<td>Emblidge</td>
<td>Staff Accountability</td>
<td>The perception among officers, inmates, and families is that jail staff are not appropriately held accountable for misconduct.</td>
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<td>HRC-17</td>
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<td>Ensure that officer recruitment, selection, retention, and progressive discipline are based on best practices, the DDC's mission, and effective training.</td>
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<td>Sheriff</td>
<td>Staff Accountability</td>
<td>Implementing an “early warning” software system that will allow supervisors to track grievance trends including units/pods, facilities and custody staff. This data will be utilized to allow for timely intervention, additional training and/or policy changes to attempt to decrease grievances. The Internal Affairs unit will begin training on the “early warning” system on March 16, 2016.</td>
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<td>Sheriff-20</td>
<td>Sheriff</td>
<td>Staff Accountability</td>
<td>Complete the implementation of an early warning system that will quantify the number of use of force incidents by employee, identify grievances and internal affairs complaints and identify patterns and trends for further analysis. The system is designed to provide the identification of problems in order to intervene and prevent.</td>
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<td>62</td>
<td>Sheriff-21</td>
<td>Sheriff</td>
<td>Staff Accountability</td>
<td>Increase transparency on disciplinary actions taken against employees.</td>
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<td>63</td>
<td>Sheriff-22</td>
<td>Sheriff</td>
<td>Staff Accountability</td>
<td>Publish and post online a quarterly report of all disciplinary actions taken involving staff. Information would include a summary of the incident and the level of disciplinary action taken. Employee identification will be redacted to comply with all employee privacy laws and collective bargaining agreements.</td>
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<td>64</td>
<td>Sheriff-23</td>
<td>Sheriff</td>
<td>Staff Accountability</td>
<td>Publish and post online a discipline matrix so employees know what the level of discipline may be for specific policy violations.</td>
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<td>65</td>
<td>Sheriff-24</td>
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<td>Staff Accountability</td>
<td>Strengthen and provide a more thorough review, screening and timely investigation of complaints received by Internal Affairs.</td>
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<td>66</td>
<td>Sheriff-25</td>
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<td>Staff Accountability</td>
<td>Assign all complaints to the IA Unit for investigation and eliminate review by front-line staff.</td>
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<td>67</td>
<td>Sheriff-26</td>
<td>Sheriff</td>
<td>Staff Accountability</td>
<td>Increase transparency on disciplinary actions taken against employees.</td>
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<td>68</td>
<td>Sheriff-27</td>
<td>Sheriff</td>
<td>Staff Accountability</td>
<td>Publish and post online a quarterly report of all disciplinary actions taken involving staff. Information would include a summary of the incident and the level of disciplinary action taken. Employee identification will be redacted to comply with all employee privacy laws and collective bargaining agreements.</td>
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<td>69</td>
<td>Sheriff-28</td>
<td>Sheriff</td>
<td>Staff Accountability</td>
<td>Publish and post online a discipline matrix so employees know what the level of discipline may be for specific policy violations.</td>
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<td>Sheriff-29</td>
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<td>Staff Accountability</td>
<td>Implement a software solution that provides an early risk assessment (ERA) of employee conduct to proactively identify trends, such as the number of force incidents, inmate grievances, allegations of misconduct and policy violations. The solution will provide data and analytical reports to increase accountability and monitoring of employee behavior. Having a system to identify trends will potentially reduce the incidence of misconduct.</td>
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<td>493</td>
<td>Zisser-15</td>
<td>Zisser</td>
<td>Staff Accountability</td>
<td>The Jail should automatically refer to IAU and the Jail Crimes Unit (i) every allegation of unnecessary or excessive use of force, sexual harassment (defined broadly), or sexual abuse, (ii) every use of force that qualifies under strict criteria, and (iii) failures to report a use of force. A Grievance Coordinator with appropriate seniority and training can play a role in this review process.</td>
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<td>495</td>
<td>Zisser-17</td>
<td>Zisser</td>
<td>Staff Accountability</td>
<td>AU should be notified of every referral to jail crimes where the referral involves potential staff misconduct. AU investigators should receive training on conducting investigations of alleged sexual misconduct.</td>
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<td>496</td>
<td>Zisser-18</td>
<td>Zisser</td>
<td>Staff Accountability</td>
<td>Inmate allegations of serious misconduct, including excessive or unnecessary use of force, sexual harassment, and sexual abuse, should receive full investigations. Investigations should include identifying and promptly interviewing all witnesses and reviewing prior complaints or incidents, and investigators should be provided with written guidance regarding these expectations.</td>
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<td>54</td>
<td>DOJ-13</td>
<td>DOJ</td>
<td>Use of Force</td>
<td>Update, educate and train on a new use of force policy as soon as possible.</td>
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<td>383</td>
<td>Sheriff-120</td>
<td>Sheriff</td>
<td>Use of Force</td>
<td>The use of force policy for custodial staffing is being updated. Once a final policy is adopted, an eight-hour training course will be constructed to ensure that management, supervisors, and all staff possess a clear understanding of the policy and its practical application.</td>
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<td>384</td>
<td>Sheriff-121</td>
<td>Sheriff</td>
<td>Use of Force</td>
<td>Implement a revised use of force policy that includes specific information on force prevention, and de-escalation techniques in order to decrease the number of incidents requiring the use of force. The policy will include investigative independence, principals, safety, prevention, accountability, reporting obligations, responsibilities, review requirements, analysis and audits.</td>
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<td>385</td>
<td>Sheriff-122</td>
<td>Sheriff</td>
<td>Use of Force</td>
<td>Finalize revised use of force policy to include specific information on force prevention and de-escalation techniques in order to decrease the number of incidents requiring the use of force.</td>
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<td>386</td>
<td>Sheriff-123</td>
<td>Sheriff</td>
<td>Use of Force</td>
<td>Create levels of use of force categories in order to determine the magnitude of investigative response and notification. These categories will encompass a wide range of levels from minor restraints to any force resulting in injury.</td>
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<td>387</td>
<td>Sheriff-124</td>
<td>Sheriff</td>
<td>Use of Force</td>
<td>Increase investigation, specialized response, oversight, review and evaluation, compliance and analysis of use of force incidents.</td>
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<td>388</td>
<td>Sheriff-125</td>
<td>Sheriff</td>
<td>Use of Force</td>
<td>In addition to the standard use of force investigation, a specialized on-call team will be created to respond to categories of use of force incidents to ensure the immediate and specialized investigation of significant incidents. This team will have the authority to take control and assume full responsibility for the investigation.</td>
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<td>Sheriff-126</td>
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<td>Use of Force</td>
<td>Establish a custody review committee that will evaluate the force applied within custody facilities, the quality of the investigation and the effectiveness of the supervision.</td>
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<td>390</td>
<td>Sheriff-127</td>
<td>Sheriff</td>
<td>Use of Force</td>
<td>Members of the panel shall include command level personnel, representatives from medical and/or mental health (when applicable), a member of the independent Civilian Oversight Commission and additional support personnel.</td>
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<td>391</td>
<td>Sheriff-128</td>
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<td>Use of Force</td>
<td>The supervisor completing the standard investigation and the approving watch commander will be required to attend to answer questions and justify their recommendations regarding the incident.</td>
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<td>Sheriff-129</td>
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<td>Use of Force</td>
<td>The committee will review the force incident including the events that precipitated, any prevention or de-escalation efforts as well as the quality of the force review.</td>
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<td>393</td>
<td>Sheriff-130</td>
<td>Sheriff</td>
<td>Use of Force</td>
<td>A report will be generated that includes their findings and recommendations. If the findings include any policy or other violations, it will be referred for further follow-up. Exemplary performance or conduct shall also be noted.</td>
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<td>394</td>
<td>Sheriff-131</td>
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<td>Use of Force</td>
<td>In instances of use of force there will be an evaluation of an individual’s performance that includes the strategies or tactics used leading up to, during and following a use of force incident. The evaluation will be a review of the performance to standards associated with the actions.</td>
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<td>395</td>
<td>Sheriff-132</td>
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<td>Use of Force</td>
<td>A compliance system will be implemented that tracks the status of all investigations, reviews and evaluates all use of force incidents and allegations of force to ensure that investigations and reviews are completed appropriately and timely.</td>
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<td>396</td>
<td>Sheriff-133</td>
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<td>Use of Force</td>
<td>An electronic tracking system will be implemented to aid in timely completion of all stages of the process.</td>
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<td>397</td>
<td>Sheriff-134</td>
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<td>Use of Force</td>
<td>All significant use of force incidents will be reviewed by the Jail Crimes Unit to determine if the force used was lawful.</td>
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<td>398</td>
<td>Sheriff-135</td>
<td>Sheriff</td>
<td>Use of Force</td>
<td>Ensure a documented medical assessment of each inmate upon who force is used is completed as soon as practical after the force was utilized.</td>
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### Master List of Custody Recommendations

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<tr>
<td>399</td>
<td>Sheriff-136</td>
<td>Sheriff</td>
<td>Use of Force</td>
<td>Develop a policy for a team consisting of members with specialized skills and training. This team will respond and attempt to resolve the matter when the interaction involves an inmate with mental health issues. This team will maintain confidentiality and work in conjunction with medical and mental health professionals to potentially defuse the incident prior to any action.</td>
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<td>400</td>
<td>Sheriff-137</td>
<td>Sheriff</td>
<td>Use of Force</td>
<td>Increase transparency of the Use of Force policy.</td>
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<td>401</td>
<td>Sheriff-138</td>
<td>Sheriff</td>
<td>Use of Force</td>
<td>Publish finalized revised use of force policy to ensure the public has access to the standards and procedures for the use of force in custody facilities.</td>
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<td>402</td>
<td>Sheriff-139</td>
<td>Sheriff</td>
<td>Use of Force</td>
<td>Implement a revised use of force policy that includes specific information on force prevention, and de-escalation techniques in order to decrease the number of incidents requiring the use of force. The policy will include investigative independence, principals, safety, prevention, accountability, reporting obligations, responsibilities, review requirements, analysis and audits.</td>
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<td>403</td>
<td>Sheriff-140</td>
<td>Sheriff</td>
<td>Use of Force</td>
<td>Finalize revised use of force policy to include specific information on force prevention and de-escalation techniques in order to decrease the number of incidents requiring the use of force.</td>
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<td>404</td>
<td>Sheriff-141</td>
<td>Sheriff</td>
<td>Use of Force</td>
<td>Create levels of use of force categories in order to determine the magnitude of investigative response and notification. These categories will encompass a wide range of levels from minor restraints to any force resulting in injury.</td>
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