Update on Jail Reforms

August 26, 2016
Independent Civilian Oversight Of Custody Operations

Goal: To create independent civilian oversight, including medical and mental health services. This civilian oversight would be empowered to improve public transparency and accountability of custody operations and to provide the public, inmates and custody staff with confidence that a fair and objective process exists to oversee custody operations.

- **Recommendation:** Establish Custody Operations Independent Civilian Oversight Commission

- **Recommendation:** Office of Inspector General

- **Recommendation:** Annual report
Progress and Plans- Oversight

- Briefing by Walter Katz, San Jose IPA
- Passed and Posted Inspections Results
  - Board of State and Community Corrections
  - Prison Rape Elimination Act (PREA)

- Adding IT resources for critical projects
- Attending NACOLE conference to learn more
- Board session on Oversight September 7, 2016
Americans with Disabilities Act Facilities and Program Improvements

**Goal:** To eliminate structural access barriers for inmates with mobility disabilities housed in our aging jail facilities while ensuring inmates with disabilities have equal access to all inmate program opportunities for which they are eligible.

- **Recommendation:** Update and eliminate existing structural access
- **Recommendation:** Comprehensive ADA training
- **Recommendation:** ADA tracking software program
- **Recommendation:** Revise all Custody and Custody Health policies, procedures, practices, forms and inmate handbook to ensure compliance with current ADA mandates.
- **Recommendation:** ADA experts monitor compliance
Progress and Plans - ADA

✓ Created a designated ADA Coordinator
✓ Procured an ADA tracking database
✓ ADA expert, assessment, and equipment needs

☐ Booking and classification Modifications
☐ Facility Enhancement Projects
☐ Cell modifications
☐ Revising ADA policy
☐ Implementing ADA tracking database
Develop and Improve a Valid and Reliable Classification Process

**Goal:** Ensure all inmates are appropriately housed to provide a safe and secure environment in a manner least restrictive to the inmate throughout their incarceration. Ensure that the classification process results in a fair and equitable mechanism for inmate placement.

**Goal:** Provide an initial and continual assessment of the housing for all persons confined within the Santa Clara County jail system.

**Goal:** Place all inmates in a safe and secure housing unit or facility that matches their custody level and/or special needs.

- **Recommendation:** Implement improved objective Jail Classification System
- **Recommendation:** Inmate Classification acknowledgment form
- **Recommendation:** Appeal process for inmates initially classified at a high
- **Recommendation:** Expand inmate structured and unstructured out time
- **Recommendation:** Move low security level, pre-trial inmates to the Elmwood & create a minimum camp for protective custody inmates
Progress and Plans- Classification

✓ Pilot new Classification Methodology with 500 inmates
✓ High Security Integration Planning
✓ Completed ADA, Mental Health and Gender-Responsive, Trauma-Informed Training, and CIT
✓ Mental Health Identification Process
✓ Housing clusters by age
✓ Housing Felony Pre-trial detainees on minimum camp

☐ Administrative Segregation Appeals Process
☐ Interview process to accommodate inmate’s cognitive needs
Increase Internal Affairs’ Role in the Discipline Process

**Goal:** Provide an effective and transparent process for investigating complaints regarding employee behavior through the Internal Affairs Unit.

- **Recommendation:** Strengthen and provide a more thorough review
- **Recommendation:** Increase transparency on disciplinary actions
- **Recommendation:** Software solution
Progress and Plans- Transparency

✓ Sergeant in March 2016 for the Internal Affairs (IA)
✓ Two Sergeants in July 2016 for IA
✓ Implemented IA Pro
✓ Office Operational Standards and Inspection Unit
  • *FY 2016-17 Budgeted as Jail Inspections and Investigations*

☐ Adding a Management Analyst
☐ Adding IT resources for critical projects
☐ Off-site office space for Internal Affairs
Goal: Provide safe, clean and secure custody facilities.

- **Recommendation:** Replace Main Jail South
- **Recommendation:** Americans with Disabilities Act (ADA) repairs
- **Recommendation:** Structural modifications to Main Jail North
- **Recommendation:** Video camera surveillance system
- **Recommendation:** Expand medical beds at Elmwood
- **Recommendation:** Complete identified improvement
- **Recommendation:** Expand structured and unstructured “out time” for inmates by making improvements to housing units that have been closed due to age or physical conditions
Progress and Plans - Facilities

✔ Established surveillance requirements
  • Installed 281 surveillance cameras at Main Jail
✔ Repaired Elmwood perimeter cameras

☐ New Jail Transition Team
☐ Technology Upgrades
☐ Surveillance Cameras
☐ Tours and Inspections
☐ Surveys/Bids
Improve and Strengthen the Inmate Grievance Process

**Goal:** To implement a transparent inmate grievance process that provides those in custody a safe, secure, and easy to understand means to document and transmit complaints about the actions or inactions of custody staff, facilities and operations.

- **Recommendation:** Inmate educational materials
- **Recommendation:** Confidential grievance lock boxes
- **Recommendation:** Grievance tracking system
- **Recommendation:** Develop training module
- **Recommendation:** Electronic grievance forms
- **Recommendation:** Public quarterly report with:
  - number of grievances by category;
  - status of grievances; and
  - disposition of grievances resolved.
Progress and Plans- Grievances

- Grievance Boxes
- Reviewed best-practices
- Sergeant handling of all grievances
- Selected a vendor for a tracking database

- Inmate input
- Revising Grievance Policy and it will be included in the Inmate Rulebook
- Dedicated staff
- Database configuration
Increase Applicant Background Process and Minimum Qualifications

**Goal:** To increase applicant backgrounding capabilities to ensure additional time is spent on attempting to weed out those not best suited for custody operations.

**Goal:** To increase the hiring standards/minimum qualifications of applicants admitted to the Adult Corrections Academy.

- **Recommendation:** Increase staffing in the Background & Recruiting

- **Recommendation:** Raise minimum educational qualifications

  - Additional consideration should be given applicants with:
    - college degree;
    - mental health, criminal justice, or behavioral science college courses; or
    - pertinent work experience in above areas.
Progress and Plans- Hiring

- 2 Custody recruiters added to Backgrounds March 2016
- Custody lateral applicants
- Analysis of educational standards for custody
- Expanded recruitment efforts to out of state

- Researching viability of an in-house polygrapher
- Lateral Custody Academy
- Reviewing Testing and Promotions Process
- Increasing outreach to identify quality candidates
Decrease Inmate Infractions Through Education

**Goal:** During the intake process, ensure that inmates are provided an easy to understand orientation that details in-custody rules, expectations of inmate behavior while in custody and the consequences of rule violations (infractions).

**Goal:** Create an automated tracking system that documents inmate infractions, custody staff that issued any infraction, infraction type and penalty for infraction.

**Goal:** To ensure an impartial and consistent application of expected inmate behavior while in custody.

**Goal:** Provide a transparent procedure, with all due process rights, for inmates to appeal infractions.

- **Recommendation:** Multi-lingual in-custody rules and consequences
- **Recommendation:** Multi-lingual intake videos
- **Recommendation:** Custody staff reinforce, re-educate, and remind inmates
- **Recommendation:** Automated tracking system to document inmate infractions, custody staff involved, infraction type, and consequences for an infraction.
Progress and Plans - Inmate Services

- Inmate Advisory Councils
- Discharge Reentry Planning
- Piloted Faith-based Reentry tables
- PREA Video
- Taxi vouchers for women, mental health and seniors released after hours

- Tablets
- Rulebook rewrite
- Orientation Video
- Release services
Improve Access to and Quality of Healthcare in our Jails

**Goal:** Provide timely access to competent medical, mental health, and dental treatment in the Department of Correction Jail facilities and reduce incarceration.

- **Recommendation:** Clinical review of our custody healthcare
- **Recommendation:** Pilot program for seriously mentally ill inmates
- **Recommendation:** Custody multi-disciplinary healthcare teams
- **Recommendation:** Train all staff on mandates of ADA
- **Recommendation:** Review best practices for suicide prevention
- **Recommendation:** Implement a plan to reduce the number of inmates in custody with mental health issues
- **Recommendation:** Revise Inmate Handbook and Orientation
Progress and Plans- Healthcare

- Multi-Support Deputies
- Redeployed staff for inmate movement
- Rehoused inmates to minimize wait times
- Established mental health clinics in housing units
- Deputy assigned to psychiatrist at booking

- Expand Behavioral Health Teams
- Increasing executive level collaboration
- Screening providers for Substance Use Treatment In Custody
Improve and Enhance Comprehensive Educational Programs

**Goal:** Increase overall inmate participation in educational and comprehensive programs to prepare inmates for Reentry. Further, to expand program access to women and those in higher security levels of the jails.

- **Recommendation:** Increase overall participation in programs
- **Recommendation:** Improve quality and increase classes
- **Recommendation:** Increase and improve collaboration with community agencies to enhance transitional opportunities for inmates.
Progress and Plans - Programs

- Increased Chaplaincy program
- Increased Programming and Out of cell time
- Classes added since February 2016:

<table>
<thead>
<tr>
<th>Program Title</th>
<th>Start Date</th>
<th>Current Status</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Men’s Programs Newsletter</td>
<td>March 2016</td>
<td>Ongoing</td>
<td>SO</td>
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<td>Increased attendance at MDT meetings</td>
<td>March 2016</td>
<td>Ongoing</td>
<td>SO/DOC and Custody Health</td>
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<td>24-7 Dad Classes for men</td>
<td>March 2016</td>
<td>Ongoing</td>
<td>Health Trust</td>
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<td>Lifeline Program</td>
<td>June 2016</td>
<td>Ongoing</td>
<td>SO</td>
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<tr>
<td>College Courses</td>
<td>Aug 2016</td>
<td>Ongoing</td>
<td>San Jose State University</td>
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Increase Training to Align with Changing Inmate Population

**Goal:** Expand on the comprehensive training regimen that prepares all custody staff to safely, effectively and humanely meet the needs of inmates, especially those in need of mental health services.

- **Recommendation:** Ensure custody staff are equipped to manage inmates exhibiting or diagnosed with mental health issues.
- **Recommendation:** Training courses specific to identified inmate needs
- **Recommendation:** Use of Force training curriculum
Progress and Plans- Training

- 30 Training recommendations to date
  - Attachment A: Training Recommendations
  - ADA
  - Just Culture
  - Custody specific De-Escalation
  - Implicit Bias
  - LGBTQ in the Academy
  - Gender-Responsive Training for all of Custody
  - Use Of Force
  - Grievances
  - Suicide Prevention
  - Custody specific CIT
**Goal:** To reduce the overall use of force in custodial facilities and to ensure the Use of Force policy sets clear expectations of custody staff and emphasizes the use of de-escalation techniques in the context of safety for themselves and others.

- **Recommendation:** Revise use of force policy to decrease incidents with:
  - force prevention;
  - de-escalation techniques;
  - investigative independence;
  - principals of safety, prevention, and accountability;
  - reporting obligations and responsibilities; and
  - guidelines for analysis and audits.

- **Recommendation:** Increase oversight & analysis of use of force incidents

- **Recommendation:** Crisis team for mental health/special needs

- **Recommendation:** Increase transparency of the Use of Force policy
Progress and Plans- Use of Force

☑ Evaluated best-practices
☑ Drafted a revised policy with expert input
☑ Jail Crimes Unit review of Use of Force
☑ IA reviews all Use of Force reports
☑ Attended LASO’s Force Review Panel

☐ Force Options Custody specific scenarios
☐ Fostering a culture of zero tolerance for unnecessary force
☐ Training on revised policy
Changing Culture to Serve Our Evolving Custody Environment

**Goal:** To ensure correctional deputies, supervisors, command staff, and custody support staff are provided the necessary training and support to safely manage a diverse inmate population that reflects the high standards expected of their duties and actions by the public.

- **Recommendation:** Review & implement recommendations by National Institute of Corrections (NIC)

- **Recommendation:** Shift the organizational philosophy toward correctional best practices, including:
  - correctional staff interactions with a changing inmate population;
  - training reinforcing mental illness and developmental disabilities; and
  - directed focus de-escalation techniques and use of force.

- **Recommendation:** Strengthen Internal Affairs

- **Recommendation:** Increase transparency

- **Recommendation:** Custody staff reinforce, re-educate, & remind inmates

- **Recommendation:** Revise use of force policy to decrease incidents
Progress and Plans - Culture

- National Institute of Correction’s Assessment
- Reinstated Squad Meetings
- Implemented an Early Warning System (EWS)
- Developed a website for jail reforms

- Reviewing all of our policies
- Developing tools for supervisors to utilize in squad meetings
- Increasing executive presence in facilities
For more information

https://www.sccgov.org/sites/sheriff/jail-reforms/Pages/reforms.aspx