



Jail Reform Plan

Public Safety and Justice Committee

March 16, 2016

2014

ADDRESSING JAIL NEEDS

Board Approved: Adult Reentry Work Plan, Jail Needs Assessment, Health Care Enrollment for Inmates, Community Recidivism Reduction Grant, Parolee Reentry Services Agreement, Jackson & Coker for psychiatric physician services in the jail

2015

Board Approved: ADA expert consultant, Prison Rape Elimination Act audit, Independent classification expert, Public Safety Action Plan for more services to inmates, video cameras in the jails, establishment of the Blue Ribbon Commission on Improving Custody Operations, and the State approved an \$80 million grant for new jail construction

JAN- FEB

2016

MARCH- APRIL

MAY - JUNE

FUTURE

- New Jail Construction Grant
- Inmate telephone calling rates
- Stepping Up Initiative
- Sergeant to the Internal Affairs Unit
- Human Relations Coordinator for the Jail Observer Program

- BRC finalizing recommendations
- DOC training initiatives update
- Inmate Welfare Fund Committee to review their FY 17 budget
- National Institute of Corrections (NIC) site visit

- Classification
- Healthcare gap analysis
- Use of Force policy and training revisions
- Finalize design for surveillance system for Main Jail North.

- Implicit Biased & Crisis Intervention training
- Body Worn & Fixed Camera Implementation.
- NIC report
- Continuous ADA review and staff training.
- New Jail construction

Attachment B

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

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

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

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.*

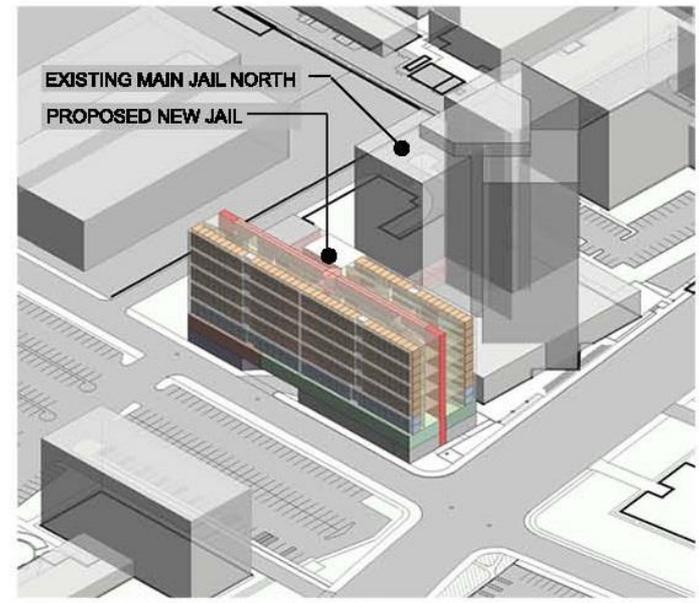
- **Recommendation:** Strengthen and provide a more thorough review
- **Recommendation:** Increase transparency on disciplinary actions
- **Recommendation:** Software solution



Modernize and Improve Jail Facilities

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



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.



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.

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.

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

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.



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



Improve the Use of Force Policy & Reduce Overall Use of Force Incidents

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

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