



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
Sheriff's Office



Date: February 21, 2013
Board Meeting Date: March 26, 2013
Special Notice / Hearing: None
Vote Required: Majority

To: Honorable Board of Supervisors
From: Sheriff Greg Munks
Subject: Jail Programming Strategic Implementation Plan

RECOMMENDATION:

Accept this report-back regarding the update of the Sheriff's Jail Based Services and Re-entry Programming Strategic Implementation Plan.

BACKGROUND:

After completing the County's Public Safety Realignment (AB-109) Local Implementation Plan, which emphasized the use of evidence-based practices to reduce the rotations of recidivism in the Realigned population, the San Mateo County Sheriff's Office employed Resource Development Associates (RDA) to work with the Sheriff's Office, and the multi-disciplinary Jail Programming Committee to develop recommendations for in-custody programs and services to better enable inmates to successfully re-enter the community. The ultimate goal of this work is to implement a comprehensive and balanced array of programs and services that can meet the in-custody and post-release needs of local inmates and ensure the ongoing safety of all County residents.

This project was led by Supervisor Adrienne Tissier, former Supervisor Rose Jacobs-Gibson along with the Sheriff's Office, RDA and the Jail Programming Committee. Research included site visits to other California counties, interviews of current and former inmates, a review of best practices in jail programming that included the National Institute of Corrections (NIC), and an audit of San Mateo County's current adult jail programming through study sessions with several subject matter experts, County agencies, and community based organizations.

DISCUSSION:

As the process continues with the planning, design, and on-going construction of the replacement jail facility located at 1300 Maple Street, and in recognition of the need to expand the continuum of services and programming offered in San Mateo County's existing adult correctional facilities, RDA has worked with the Sheriff's Office to map

current inmate programs and services and to review these services in relation to established best practices. A process flow map was developed by RDA and the committee as a tool to illustrate how inmates move through the facility from booking to release, and to identify opportunities to enhance programming and services for all inmates. Forecasting has also been reviewed to demonstrate how the inmate population's service needs will change over the next 3-5 years as a result of Public Safety Realignment. Realignment has already significantly increased the average length of inmates' stays.

The addition of the realignment population, who typically serve longer sentences than those sentenced locally, will require a different approach to program development if the County is to meet the needs of the combined population. As a result, the Sheriff's Office will have to expand its programming to include longer programs and modular programs in addition to the short-term programs it already offers. The work listed above culminated in the development of a Strategic Implementation Plan to improve and expand jail based programs and services to meet the changing needs of the facilities and inmates and to promote alignment with best practices.

Each of the strategies recommended in the Strategic Implementation Plan responds directly to gaps in programs and services and reflect the NIC recommendation that inmates are best served by participating in the full spectrum of programming that address three primary functions: (1) reformative, (2) activity-based, and (3) re-integrative or reentry-based. The strategies emphasize the creation of a continuum of care that begins at intake with an individual service needs/risk assessment and continues through discharge and transition planning. In this way, inmates can receive appropriate programming that targets their recognized needs while in custody and in preparation for release. A key component of this process is the availability of a case manager to work with the inmate to create an individualized case plan. The case plan maps programming and services to identified needs allowing inmates to build the necessary skills to make a healthier transition once released. The addition of case management also provides support, cultivates behavior change, rewards pro-social behavior, and proposes ideas for re-entry throughout the inmates' time in custody. The strategies are broken down into domains or categories that follow the sequence of an inmate's experience and include:

- Intake
- Service Needs/Risk Assessment
- Case Management
- In-Custody Programming
- Re-entry and Transition Planning

The table below lists the strategy domain, the individual strategy and the financial impact of each.

Strategy Domain	Individual Strategy	Estimated Cost*
Intake	A1: Conduct mental health and medical screenings for all persons taken into custody	Cost neutral
	A2: Conduct classification security assessment	Cost neutral
Service Needs/Risk Assessment	B1: Conduct service needs/risk assessment within seven (7) days after initial intake	Addition of 1.0 FTE
	B2: Deliver information on all available programming	Materials development and production costs
	B3: Place inmate in appropriate housing based on the combined results of the classification security assessment and service needs/risk assessment	Cost neutral
Case Management	C1: Interested inmates are assigned case managers	Addition of Case Management Staff Number of FTEs to be added depends on case management model selected
	C2: Develop individualized case plans.	Addition of Case Management Staff described in C1
	C3: Conduct regular follow-up meetings to track progress in programming	Addition of Case Management Staff described in C1
In-Custody Programming	D1: Develop a series of program schedules and/or curricula to ensure each pod offers a mix of reform, activity, and re-entry based programming to meet inmate needs	Addition of program staffing, supply and curriculum costs, and staff training The actual costs depend on the programs selected and whether new programs are provided by SMCSO staff or contract providers
	D2: Incentivize program participation.	Cost neutral
	D3: Establish a process whereby inmates can apply to participate in programming that would otherwise be inaccessible due to security or other classification-based limitations	Cost neutral
Reentry and Transition Planning	E1: Assess inmates for post-release service needs	Addition of Case Management Staff described in C1
	E2: Assess and support inmates for post-release financial obligations	Addition of Case Management Staff described in C1
	E3: Assess inmates for entitlement eligibility	Addition of Case Management Staff described in C1
	E4: Link inmates to community-based services	Addition of Case Management Staff described in C1

*The full plan provides a discussion of possible funding sources for the above strategies that have an associated cost.

It is intended that these strategies provide a comprehensive framework for how the Sheriff's Office can move forward with improving current jail programs and services and in the development and implementation of new programs once jail construction is complete. The Strategic Implementation Plan provides a workplan and detailed timeline for implementation over the next three years. This work will require the commitment of community stakeholders, the Sheriff's Office and the continued support of the Board of Supervisors as it moves towards execution.

FISCAL IMPACT:

There is no Net County Cost associated with accepting this report.