

County of Santa Clara
Office of the County Executive

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DATE: June 7, 2019

TO: Honorable Board of Supervisors
 Jeffrey V. Smith, County Executive

FROM: Martha Wapenski, Deputy County Executive

SUBJECT: Jail Staffing Study Off-Agenda Report

On May 7, 2019, the Board of Supervisors requested that Administration provide an off-agenda report relating to Board referrals made on December 12, 2017 and December 4, 2018 regarding jail staffing and include a chart detailing which requests from those referrals are projected to receive responses and which will not, as well as explanations for the non-responses, and to include information on Custody Health Services as it relates to the staffing study.

At the May 7, 2019 (Item No. 13) Board of Supervisors Meeting, the Board discussed the planned implementation process for the jail staffing study and the level of Custody Health Services Department’s inclusion in the current staffing analysis being conducted of the jail system. Custody Health Services staff and staff from various other departments working within the jail system are a component of the staffing study to the extent of evaluating the impact of medical, behavioral health, and other related services on the jail system’s correctional staffing needs. The Board’s discussion affirmed an approach that would look at the implications of custody staffing to other departments that work within the jail, once the custody staffing study was complete. There was also acknowledgement that staffing requirements would change with the opening of the new jail.

The comparison chart listing the staffing study requests made through the Board referrals approved December 12, 2017 and December 4, 2018 and detailing the scope of work being completed for the jail staffing study is provided below.

December 12, 2017 Board Referral Request	Responsive Staffing Study Scope of Work
<p>“A staffing study of the Santa Clara County jails will help determine the types of roles, qualifications, job classifications, career ladders and paths needed in the jail to ensure that jail staffing</p>	<ul style="list-style-type: none"> • Evaluate the current types of roles, qualifications, job classifications for law enforcement and correctional staff positions. Provide recommendations to ensure staffing is aligned with the County’s direction relative to jail diversion, pretrial and reentry reform.

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<p>is aligned with the County’s values of safeguarding public safety, successful reentry outcomes, jail diversion and appropriate placement and services.”</p>	<ul style="list-style-type: none"> ● Review the skillsets for other jail staffing positions, such as Rehabilitation Officers, to examine applicability in other roles. ● Provide recommendations on career ladders and opportunities for correctional staff that addresses their wellbeing. ● Review law enforcement and correctional staff training and educational opportunities and make recommendations for additional training and educational opportunities informed by best practices. ● Review Law Enforcement and Correctional staff Academy training and curriculum and make recommendations for additional training areas informed by best practices. ● Provide recommendations relating to exploring opportunities to enhance staffing options and alternatives within the organization.
<p>“This analysis should include an understanding of the programmatic, medical and behavioral health service needs of the current jail population and future jail population in order to propose adequate staffing.”</p>	<ul style="list-style-type: none"> ● Evaluate the County’s current corrections needs as reflected by the characteristics of current detainee and offender populations. This could include a profile of current offender populations (in-custody), characterized by such things as offense category, Realignment status, gender, risk levels (for re-offense; danger to community); pre-or post-sentenced status and housing classification, if in custody; mental health/substance abuse needs; other criminogenic needs; out-of-custody housing needs; current custody/supervision level and programming/treatment received; average length of stay (for jail inmates) and other relevant criteria. ● Identify strengths, weaknesses, and opportunities for improvement in all areas of operation including, but not limited to, booking, classification, custody support of healthcare operations, grievances, and compliance. ● Evaluate how medical services, such as the medical infirmary, Behavioral Health Teams, Medication Assisted Treatment, and other related services provided throughout the County jails, impact correctional staffing needs. ● Evaluate how custody programs and services, such as educational services, parenting classes, and other related programs, impact correctional staffing needs.

<p>“It is also extremely important that the analysis and the recommendations incorporate safety in the jail facilities as an important criterion.”</p>	<ul style="list-style-type: none"> • Analyze the facility layout, flow of operations, and deployment of staffing, and prepare recommendations for the most efficient and cost-effective models that maintain the safety and security of the staff, inmates, and facilities based on the long term needs of the County.
<p>“Career ladders and career paths for County staff working in the jails should be a significant component of this analysis.”</p>	<ul style="list-style-type: none"> • Provide recommendations on career ladders and opportunities for correctional staff that addresses their wellbeing. • Provide recommendations relating to exploring opportunities to enhance staffing options and alternatives within the organization. • Review the skillsets for other jail staffing positions, such as Rehabilitation Officers, to examine applicability in other roles.
<p>“This analysis should include recommendations relating to mechanisms toward promotions and transfers.”</p>	<ul style="list-style-type: none"> • Provide recommendations on career ladders and opportunities for correctional staff that addresses their wellbeing. • Review the skillsets for other jail staffing positions, such as Rehabilitation Officers, to examine applicability in other roles. • Review the impact of rotating correctional staff throughout various County facilities and assignments for the purpose of exposure and skillset development. • Provide recommendations relating to exploring opportunities to enhance staffing options and alternatives within the organization.
<p>“The intent is for the expert assistance is to bring together key departments in charge of jail operations, the Office of the Sheriff, the Department of Correction and the office of the County Executive, to craft an analysis with recommendations on the most optimal and cost-effective staffing of the jails.”</p>	<ul style="list-style-type: none"> • Assess the present staffing levels based on the most efficient operational practices, and review types of staffing required for the short and long term. • Project the cost of jail and law enforcement services, assuming implementation of policy/process changes and/or new/expanded programs compared to cost of jail and law enforcement staying status quo. This would be done to determine the cost-effectiveness of recommended changes and identify resources that can be appropriately reallocated.

<p>“In light of Santa of Santa Clara County jail reform efforts and the possibility of building a new jail facility, understating the needs of incarcerated individuals and staffing to ensure their reentry outcomes will significantly contribute to overall public safety, safer and more humane jail facilities, and more than likely long-term cost savings.”</p>	<ul style="list-style-type: none"> • Review jail staffing for New Main Jail South, and how to efficiently staff the new facility with existing resources (from Old Main Jail South, closed housing units, and from high-needs populations such as the acutely mentally ill inmates) that will be moving to the New Jail facility. • Identify other policy, process or program changes that could impact the jail population and staffing levels (for example, consent decrees, bail policies, court practices; law enforcement cite-and-release practices; Violation of Probation (VOP) policies and practices; more extensive use of pre-trial release). • Evaluate the current types of roles, qualifications, job classifications for law enforcement and correctional staff positions. Provide recommendations to ensure staffing is aligned with the County’s direction relative to jail diversion, pretrial and reentry reform.
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<p>December 4, 2018 Board Referral Request</p>	<p>Responsive Staffing Study Scope of Work</p>
<p>The types of roles, qualifications, and job classifications needed in the jail to ensure staffing is aligned with the County’s direction relative to jail diversion, pretrial, and reentry reforms.</p>	<ul style="list-style-type: none"> • Evaluate the current types of roles, qualifications, job classifications for law enforcement and correctional staff positions. Provide recommendations to ensure staffing is aligned with the County’s direction relative to jail diversion, pretrial and reentry reform. • Review the skillsets for other jail staffing positions, such as Rehabilitation Officers, to examine applicability in other roles. • Provide recommendations on career ladders and opportunities for correctional staff that addresses their wellbeing. • Identify other policy, process or program changes that could impact the jail population and staffing levels (for example, consent decrees, bail policies, court practices; law enforcement cite-and-release practices; Violation of Probation (VOP) policies and practices; more extensive use of pre-trial release). • Provide recommendations relating to exploring opportunities to enhance staffing options and alternatives within the organization.

<p>Implications of the programmatic and medical work being performed.</p>	<ul style="list-style-type: none"> • Evaluate how medical services, such as the medical infirmary, Behavioral Health Teams, Medication Assisted Treatment, and other related services provided throughout the County jails, impact correctional staffing needs. • Evaluate how custody programs and services, such as educational services, parenting classes, and other related programs, impact correctional staffing needs.
<p>The potential benefits to employees of rotating facilities.</p>	<ul style="list-style-type: none"> • Review the average length of time of jail correctional and community law enforcement assignments. • Provide recommendations and information on the advantages and disadvantages of short-term and long-term assignments. • Review the impact of rotating correctional staff throughout various County facilities and assignments for the purpose of exposure and skillset development. • Provide recommendations relating to exploring opportunities to enhance staffing options and alternatives within the organization.

The December 4, 2018 Board referral also included direction for Administration to receive input from the Vera Institute for Justice, Rosenberg Foundation, Brennan Center for Justice, and partners who have experience with more rehabilitative environments. As part of the development of the draft Scope of Work, Administration contacted the Vera Institute for Justice, Brennan Center for Justice, and Rosenberg Foundation for input on the Staffing Study in December 2018 and January 2019. The Administration did not receive any responses from these organizations regarding the requests for input or referral to partners that may help in developing a Staffing Study Scope of Work that encompasses key factors and analysis parameters. However, research of these organizations' websites and published reports did contribute to the addition of key areas to the Staffing Study.

cc: Chief Board Aides
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