

## 1. Statement of Need

*What are the safety, efficiency, and offender programming and/or treatment needs addressed by this construction proposal? Please cite findings from the needs assessment (through 2019) submitted with this proposal.*

The [REDACTED] Sheriff's Office operates the [REDACTED], the only Type II Adult Detention Facility in [REDACTED], located at [REDACTED]. The detention facility is independent of the Sheriff's Administration and Patrol divisions, which is in town. The one story tall Adult Detention Facility was constructed in 1995 to state-of-the-art Jail design and technology of the time and has a BSCC rated capacity of 58. The majority of offender housing within this facility is 1) linear-style cells and 2) dormitories. [REDACTED] contains 6 housing units and are classified as follows:

Unit	Use	No. Beds	Gender
A	Dormitory - Low security, general population	12	Male
B	Dormitory - Low security, pre-trial or trial	12	Male
C	Cells (8) - Maximum security	16	Female
D	Cells (4) - Maximum security or Gen Population	8	Male/Female
E	Dormitory - Protective custody, medical, mental health	6	Male
F	Cells (2) - Administrative Segregation (Ad Seg)	4	Male/Female
<b>TOTAL</b>		<b>58</b>	

Today, 22 years later, the facility struggles to accommodate the more serious offender, both pre-trial and sentenced, and lacks housing space to separate offenders by gender, LGBTQ, gang affiliation, classification, crime, and physical impairment, and the physical layout does not provide adequate space for programmatic opportunities or necessary offender treatment services, such as medical and mental health. With changes in population due to AB 109 Realignment resulting in longer-term stays and more serious offenders, this has become seriously problematic for facility staff due to the current custody accommodations and treatment needs for this population group.

The Sheriff and County has long recognized the physical shortcomings of this facility as it relates to program and treatment space but has lacked the financial resources to make much needed changes. The existing 1) mental health and medical treatment and housing, 2) female, transgender and special classification housing, and 3) offender programming space are all deficient or non-existent in this facility. As a result of these physical plant gaps and facility needs, the County is pursuing SB 844 lease revenue bond funding for the construction of special population housing, offender programming space with the emphasis of expanding appropriate evidence based programs, and offender medical/mental health treatment to increase public safety by reducing recidivism.

The ADP in the Facility has remained fairly constant over the last five years, though the type of inmate incarcerated has changed dramatically. Given historical records and the new directions of criminal justice, the facility may expect a 5-7% increase in the ADP over the next three to five years, however the need to accommodate individual special housing needs will grow exponentially.

### ***Mental Health Treatment Needs***

Current Medical and Mental Health personnel note that 24% of the ADP being housed at [REDACTED] on an average day receive prescribed psychotropic medication up to three or four times a day for a mental illness. An additional three inmates per week seek counseling. In the current configuration, the facility is limited to one tele-psych session each week with no more than two inmates allowed per session. This represents 36% of the Detention Facility population with some form of mental illness.

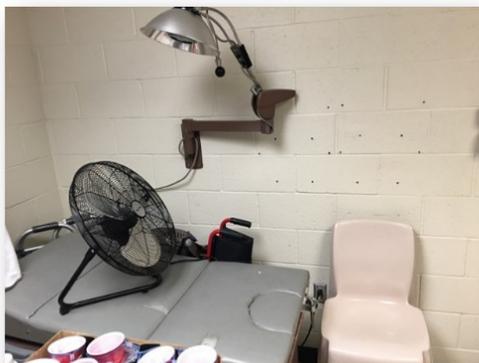


Behavioral Health Shares Space With Facility's Only Medical Exam Room

Currently, no dedicated mental health treatment space exists in the Adult Detention Facility. Tele-psych appointments are held in the Facility's only classroom which takes it offline for all other uses. Behavioral health and medical share the facility's only exam room. It is quite cramped. There is no

separate observation or interview area for inmates experiencing a mental health crisis. The County would like to hire a Behavioral Health Clinician but lacks the space for one to work within the facility despite an overwhelming need. Medications are dispensed by the nurse in each cell block.

█ needs separate mental health treatment space for a Behavioral Health Clinician, specialized treatment, interviews, observation, and dedicated interview rooms where the offenders and various service providers can hold meaningful and confidential conversations. When not in use, these interview rooms can also double as confidential rooms where video tele-psychiatry sessions are held instead of the classroom space that is currently being used.



Medical Exam Table

### ***Medical Treatment Needs***

One exam room is provided within █ █ medical area that serves both medical and behavioral health needs. It serves as the pharmacy and medication distribution for the offenders. Onsite dental

services are not available. A registered nurse is on-site an average of eight hours per day. A medical doctor is on-site two days a week for formal sick call. The exam room is not equipped to store lactation for the female population. The space lacks sufficient temperature control to keep it comfortable. The shared staff and offender restroom is not ADA compliant. The exam room has a small desk for the nurse, and an undersized storage closet for supplies. This space is tight, undersized, and not conducive to a therapeutic environment. There are no medical holding cells for offenders waiting for treatment.

**“Current inmates tend to be more violent than pre-AB 109 prisoners. The AB 109 population is expected to grow in numbers due to repeat offenders who violate parole. Not only more violent, this population tends to be older and suffer from more illnesses, increasing budget requirements, and straining the facilities resources for available health care.”**

2015-2016 [REDACTED] Grand Jury Report

### ***Medical and Mental Health Treatment Beds***

[REDACTED] currently has no medical or mental health treatment beds. This is a serious concern for the proper treatment and safety of offenders as well as staff. Rooms with direct supervision by correctional or medical staff are needed to provide a more efficient and safer environment for offenders and staff. Suicidal offenders are placed in a single safety cell in the intake area which has no direct line of sight by staff. With nearly one in three of the population requiring constant mental health treatment and incredibly long wait times for overcrowded state facilities, dedicated beds for mental health patients to be safely observed and treated are absolutely needed.

### ***Offender Program Space Needs***

There is only one area that can be described as a classroom or program area inside the Adult Detention Facility. This room has capacity for 4 - 12 people depending

on furniture layout and is used for all programs, classes, religious services, Tele-psych, video arraignment, attorney visitation, library, and haircuts serving the 58-bed rated facility. Pro per inmates may request the use of the classroom at any time. When that occurs, all activities are cancelled so the inmate may utilize the room. The law library is brought in via laptop upon request. Religious services are held four hours once a week. Temperature control is poor and the room is very warm.

██████████ contains no other program areas or classrooms. Because of this lack of available space, the type and number of programs offered is minimal. ██████████ needs more spaces in order to expand the types of programs and classes available. Additional rooms will be used by various staff (medical, mental health, Correctional Officers) for staff meetings when not occupied by programs.

### ***Housing and Special Classification Needs***

AB 109 (Public Safety Realignment Act) was enacted on October 2, 2011. Under this legislation, newly convicted offenders may remain in the county Jail to serve their sentence rather than serving in a state prison. Also, most felony parole violators now serve revocation time in the county Jail rather than going back to a state facility, all of which results in an increase in inmate population. While Proposition 47 and AB 109 have not drastically increased inmate populations per se, they have had a dramatic effect on the type of inmate incarcerated in ██████████. Current inmates tend to be more violent than pre-AB 109 prisoners, and this population is expected to grow in numbers due to repeat offenders who violate parole.

Offenders charged with felony crimes have risen from 61% in 2010 to 75% in 2015. Today there is a much larger percentage of the inmate population with special

requirements for housing, a higher incidence of “keep away” concerns, and a greater need to accommodate individual housing in order to comply with federal statutes aimed at protecting the inmate population. Staff faces an inability to separate even the most basic of classifications. They are forced at this time to house inmates with very dissimilar segregation needs in the same housing unit. For instance, inmates with special needs due to their charges, inmates with special needs due to their mental status, and inmates with special needs due to their health are all housed in a single unit. Currently, two males with severe behavioral health issues are being housed in a small housing unit originally intended for routine segregation of the female inmate population due to lack of housing options elsewhere in the facility. Recently, a transgender female was cited and released as there was no appropriate and secure housing available for her safe and secure placement.

Maximum security inmates are housed in one of two maximum security units regardless of their gang affiliations, needs or their ability to program. Half of the facility’s housing units are large 12-bed dormitory style spaces that are often either under-utilized due to classification issues, or used to house inmates that should be in separate cell housing. There is no ability whatsoever to accommodate female inmates of dissimilar classification. The facility has one cell block into which all female inmates are placed. The Administrative Segregation space, if available at all, is limited to two two-person cells.

Maximum capacity for women is reached when the eight beds in the women’s block are full. There are a few possible solutions when there are too many women inmates: first, if the population allows it, they would move the women to a bigger housing unit and move a smaller population of men into the unit currently housing the women.

Second, if one of the women is serving a short term, they could move a temporary bunk into the women’s unit. Third, if a woman is nearing the end of her sentence, the Sheriff has the authority to release any inmate early by a few days. There is also one other method, for any inmate serving a short period for a misdemeanor offense, the date they report to the Jail can be delayed. Probation can be called upon to use either electronic monitoring or work program diversion if a specific case allows these options.

Inmate activity is more restricted here than in state prison. Some inmates sentenced to ██████ would rather be in state prison, and the quickest way to get there is to assault a guard. This means hyper vigilance at all times by Jail staff.

Other major deficiencies at ██████ are the lack of overall space and proper conditions for best detention practices. They are:

<ul style="list-style-type: none"> <li>• ██████ is non-ADA compliant</li> </ul>	<ul style="list-style-type: none"> <li>• No medical records storage to meet HIPPA requirements</li> </ul>
<ul style="list-style-type: none"> <li>• One storage room for files, inmate property, clothing issue, custodial supplies, dry food items, commissary</li> </ul>	<ul style="list-style-type: none"> <li>• One small medical exam room over used and serves as pharmacy, medical office, mental health treatment, and file storage</li> </ul>
<ul style="list-style-type: none"> <li>• One small room used for classes, church, grooming, programs, Tele-psych, law library, video arraignment</li> </ul>	<ul style="list-style-type: none"> <li>• Security electronics 11 years old and doesn’t work well, and camera coverage is a concern to service providers facilitating inmate programs</li> </ul>
<ul style="list-style-type: none"> <li>• Only one staff unisex restroom for entire facility</li> </ul>	<ul style="list-style-type: none"> <li>• One small office for 11 custody staff, doubles as classification interviews, files, and storage</li> </ul>

## **2. Scope of Work**

***Describe the areas, if any, of the current facility to be replaced or renovated, and the nature of the renovation, including the number of cells, offices, classrooms or other programming / treatment spaces to be replaced or added and the basic design of the new or renovated units.***

██████████ intent is to seek funding from SB 844 to respond to the gaps and deficiencies within the existing ██████. The conceptual design of the new 16-bed

facility annex will provide a variety of deliberately-designed and assigned spaces to address public safety, and treatment of offenders in the outdated facility as depicted in Section 5.1 Statement of Need. The new addition will be connected to the [REDACTED] by a shared corridor and separated by seismic joints. This project consists of the construction of a single-story Jail addition, and related site work on 3.5 acres of county-owned land, adjacent to the south of the county's existing jail facility ([REDACTED]).

The project will provide for 16 inmates in four new housing units, including support space of approximately 9,300 square feet. Each housing unit will include the appropriate dayroom space, shower facilities, support spaces, an interview space, and an indoor/outdoor recreation area. All areas will be monitored by a state-of-the-art central control center and direct line of sight. The new facility addition will be a highly functional, safe, ADA compliant, energy efficient, and a resource conscious correctional facility.

### ***Proposed Addition Concept***

All housing units and dayroom space will have softer materials and colors to enhance rehabilitation processes.

- **Housing Unit 1** – contains 2 double occupancy cells, dayroom, shower, and dedicated exercise yard. Will be used primarily for females.
- **Housing Unit 2** – contains four single cells, dayroom, shower, and dedicated exercise yard. Intended use by Administrative Segregation inmates.
- **Housing Unit 3 and 4 – Medical/Mental Health Treatment Suite** – contains one housing unit with four single treatment cells, plus one housing unit containing two double occupancy treatment cells. Separate dayrooms will contain showers and a shared exercise yard.

**Convertible Program Area** – A convertible program area (outlined in red) will consist of centralized spaces to include: 1) one large classroom, 2) large multi-purpose room with a sink and cabinets, 3) library and work room, 4) a combination interview, GED testing, and pro per room. The space will be designed to allow security perimeters to easily transform depending on the in- or out-of-custody offenders being served. This will allow day reporting center functions for out-of-custody offenders in the community on posted days, then can be retracted back to the detention facility serving the in-custody inmate population.

The multiple program areas will also allow a much greater gender and classification flexibility as well as the ability to offer a greater variety of programs simultaneously, along with staff and counselor support space that will serve the [REDACTED] and the community. *(See red hatch area on floor plan above.)*

**Support Space:** An inventory of the support spaces includes: central control, staff restroom, staff conference room, supervisor office, IT room, public lobby, corridors, janitor closet, sally ports, records room, AV storage, inmate toilet, interview room, utility rooms, face-to-face visiting booths, and recreation yards.

**Efforts to Address Sexual Abuse:** The new housing areas, showers, program areas, and circulation will be designed to allow maximum direct line-of-sight observation from the officer housing control area. In addition, cameras and roving officers will be maintaining a safe environment, especially focused on eliminating sexual abuse for all inmates held at the detention facility. The Sheriff's Office has also implemented a strict policy involving the Prison Rape Elimination Act (PREA) and is compliant under this federal statute. [REDACTED] has a Certified PREA Facilitator and dedicated staff charged

with PREA compliance. Formal PREA education is periodically offered for ALL persons who come to the Jail and may have any contact with the inmate population, and is required before such a visit can take place. This includes, but is not limited to: Health and Human Services, Probation, Child Support, Behavioral Health, and all inmate program facilitators including members of the clergy. [REDACTED] has four specially trained PREA investigators on staff at the Jail, and two members of the patrol detective unit are also PREA trained investigators. Each inmate, upon intake, is given a verbal PREA screening (for the purposes of initial classification/housing), is provided with a written document describing PREA and inmate rights under PREA, and receives a more in depth screening at the time of medical clearance for incarceration. Classification personnel are specifically trained to consider and address PREA issues with respect to permanent housing assignments. There are multi-lingual signs throughout the Jail that describe PREA and inmate rights under PREA and advising inmates of all PREA resources available, including agencies both within and outside of the County including phone free call phone numbers for their use. Within thirty days, all inmates receive a more in depth and complete verbal education with respect to the PREA law and their rights under that law. Inmates are encouraged to invoke PREA whenever and wherever necessary in any way they feel comfortable doing that. All deputies are thoroughly trained in PREA and how to deal with complaints, and there is a free call option on the inmate phone system expressly for PREA reporting.

### **3. Programming and Services**

*Describe the programming and/or treatment services currently provided in your facility. Provide the requested data on pretrial offenders and risk-based pretrial*

*release services. Describe the facilities or services to be added as a result of the proposed construction; the objective of the facilities and services; and the staffing and changes in staffing required to provide the services.*

### ***Programming Need***

██ was constructed long before the multitude of benefits provided by programming and classes were fully understood. There is a huge need to be able to prepare inmates for reentry to the mainstream population in accordance with state law; a need which requires more robust programming options, and space in which to deliver that programming, and coordination with the community based partners who will help provide the programming, and with whom the Sheriff's Office will work to provide the necessary continuing support. When ██████████ was designed, large dormitory type space was sufficient for the need, and little thought given to the facility's ability to provide for training, programming, education and advanced mental and health care. In today's criminal justice world, the space, use, and layout are hopelessly out of date, seriously inhibiting staff's ability to meet its more modern mission. Of the average 41 offenders that occupy the ██████████, only eight are able to receive programming per day.

- **Approximately 33% of the inmate population has an education at or below 11<sup>th</sup> grade.**
- **Approximately 60% lack a GED or high school diploma.**
- **Approximately 10% have a gang affiliation.**
- **Approximately 7% have some sort of disability, ranging from minor to major.**
- **All of these factors decrease an offender's ability to gain employment upon release and transition to a life without crime.**

### ***Current Programs and Services***

Due to the facility's space and layout limitations, staff lacks the ability to segregate inmates according to individual need, and cannot protect potential victims from potential

predators. The existing program space is far from flexible or conducive to evidence-based programming in many ways. It serves as the library, religious room, barbershop, substance abuse meeting place, interview room, Tele-psych room, classroom, and law library. Currently, the programming delivered in the facility is limited to: incarcerated inmate work crews; AA; religious services; basic (un-proctored) GED studies; reentry interviews provided by the Center for Opportunity, Reentry and Education (CORE); Work Furlough; Weekend Service; Medi-Cal eligibility or Covered California assistance (provided by Health and Human Services).

██████████ is currently or recently offering the following programs, classes, and services within the Jail and the County at large, as not all of the programs are suitable for deliver in an in-custody setting:

#### Current Programs and Services

- **Adult CARES:** The CARES Day Program is a unique community-based day program where volunteerism and outreach work is the center of social skills building. *Participating: 1*
- **Anger Management:** Certified Anger Management classes will be provided to incarcerated individuals referred to this Program. Classes teach skills to recognize signs of anger and take action to calm down and deal with the situation in a positive way. *Participating: 12*

#### Current Programs and Services (cont.)

- **Batterer's Program:** Batterers' Intervention Programs (BIP) focus on changing thinking patterns, behaviors and dynamics within relationships that lead to domestic violence. Offenders convicted of domestic violence and mandated to BIP will be able to start their classes while in Jail, when appropriate. *Participating: 22*
- **Behavioral Health Court:** Behavioral Health Court was recently launched to engage offenders with mental illness into treatment services and supports to decrease their likelihood of relapse and recidivism.
- **Center for Opportunity, Re-entry and Education (CORE):** The ██████████, ██████████ provides support, case management, resources for individuals reentering the community after incarceration. The CORE organization has committed to assist in providing more substantial programming when more space is available for that purpose. *Participating: 74*
- **DUI:** These classes provide a state licensed Driving Under the Influence (DUI) program which will satisfy Court and/or DMV requirements. *Participating: 45*
- **Diversion:** This program provides a method for qualified offenders to satisfy a court imposed sentence by meeting treatment or other requirements while remaining entirely, or in some cases, partially out of custody. *Participating: 30*

- **Drug Court:** This is a court ordered program for persons who have not been successful with other Substance Use Disorder treatment programs and need closer supervision to maintain sobriety and stay out of Jail. **Participating: 76**
- **GED:** Inmates are given the opportunity to earn a GED. The GED has been computerized requiring more space and electrical outlets that is very limited in the [REDACTED].
- **Men Stopping Violence:** Men Stopping Violence is an evidence-based 26-week program which works with men to gain a better understanding of the dynamics of violence against women and how to change their behaviors that promote violence. **Participating: 1**
- **Mental Health Treatment:** [REDACTED] offers a variety of mental health and substance abuse treatment options for offenders and former offenders to help them stabilize their symptoms, maintain sobriety, and lead healthy and productive lives. **Participating: 17**
- **Probation Works Program (PWP):** The PWP provides opportunities for the Probation Department to divert violators into a program that provides real world work experience and community restitution through County Public Works in lieu of Jail time. **Participating: 69**
- **Prop 36:** An initiative statute that permanently changed California State law to allow qualifying defendants convicted of non-violent drug possession offenses to receive a probationary sentence and substance abuse treatment in lieu of incarceration. **Participating: 28**
- **Substance Use Disorder Residential Treatment:** Residential treatment programs, all located outside the community and typically 28 days in duration, provide a safe and sober environment for individuals to detox from drugs or alcohol while learning skills to stay clean and sober.
- **Sex Offender Treatment:** Sex offender treatment is different than other therapies for adults. Sex offender treatment is a serious and encouraging process which focuses on learning specialized strategies for stopping abusive behavior, being accountable and taking responsibility for harm done. **Participating: 2**
- **Electronic Monitoring:** This program utilizes electronic ankle transmitters to aid the subject in adhering to compliance issues while permitting participation in normal lifestyle activities in an out of a custody setting. **Participating: 28**

#### Current Programs and Services (cont.)

- **Benefits Enrollment and Social Security Advocacy:** [REDACTED] enrolls individuals in benefit programs including: General Assistance, Medi-Cal, CalFRESH and CalWORKs. For those that may have a disability, Social Security assistance and Advocacy is provided.
- **Domestic Violence and Rape Crisis Services:** [REDACTED] provides both Domestic Violence and Sexual Abuse support and advocacy services to victims.
- **Job Assessment and Skills Building:** Assistance with job searches, resume building, training programs, and educational programs provided to inmates.
- **Housing Navigation and Supports:** [REDACTED] has developed a spectrum of housing supports to assist homeless individuals and those at risk of homelessness to find housing, pay for housing when needed, and develop skills to be successful in maintaining housing.

#### **Alternatives to Incarceration**

[REDACTED] operates an alternative to custody program administered by the court and the Probation Department. The Jail maintains a trustee program which allows

the inmates to work at various approved locations throughout the county. This diversion program is currently reserved for persons deemed eligible by the courts. The program consists of an opportunity to work at select county associated sites (i.e. the county landfill) in lieu of incarceration. The operation of the program is overseen by Probation Department personnel. Another option for custody diversion is the work furlough/weekend service programs administered by the Jail. Under these programs, incarcerated persons are allowed to work at their own jobs during the period of incarceration. In the case of work furlough, the inmate works during the day and reports to the Jail at night. In the case of weekend service, an inmate is allowed to live at home and work as usual, but reports to the Jail on weekends serving their sentence in three or four day increments. In the past, for special circumstances (usually medical in nature), the Jail has allowed inmates to serve an in-custody sentence under house arrest under the supervision of the Sheriff's Office. Currently, there is no dedicated space at the Jail for these programs due to lack of available space.

***Reentry, Day Reporting Center, and Community Corrections Partnership***

██████████ currently operates a Day Reporting Center in conjunction with the Center for Opportunity, Reentry and Education (CORE) program. This operation is overseen by the Probation Department, and the program has space at the CORE office. CORE also facilitates current reentry efforts. Personnel from this agency meet with inmates five or six days before release to determine what sort of help and support the inmate will require upon release (i.e. transportation, mental health/medical issues, and housing). The Jail medical division supplies several days' supply of any medication the

inmate may need along with a prescription for a refill of the medication. CORE and Probation Department personnel assist the inmate in filling those prescriptions.

The Sheriff's Office enjoys a very strong and positive relationship with the ██████████ Community Corrections Partnership (CCP), and the CCP provides for a special Jail sub-committee meeting each month in order to discuss Jail issues and to determine how the CCP can be of assistance to the Jail.

### ***Grand Jury Findings***

The Sheriff's Office has found, and the Grand Jury agrees, that the inmate population is increasing, mainly due to AB 109. Longer sentences and a more violent population strains what appears to be a continually understaffed department. Officer safety is a serious concern not only to the 2015-2016 ██████████ Grand Jury, but to previous Grand Juries as well. Expected rise in inmate population (both male and female) will eventually cause overcrowding and necessitate the need for additional facilities. The facility is an aging facility. The facility appeared to be managed professionally.

Although the current caseloads are equivalent to or exceed standards, caseload reduction and efficient distribution of offenders are still a priority. The Static Risk and Offender Needs Guide (STRONG) and Positive Achievement Change Tool (PACT) screening tools will continue to be used in determining the risk of offenders. Departing from the previous "one size fits all approach", the implementation of the plan has permitted an intelligent database equipped with baseline knowledge used to predict the behavior of offenders. This same technology used currently for categorizing offenders will

be expanding further to also allow conjectures to be made about the individual services that may be necessary for each offender.

### ***AB 109 Realignment Act***

An assessment was conducted to determine the primary challenges that law enforcement agencies faced to managing the offender population, the primary barriers/factors faced by offenders that influence recidivism rates, the existing resources in the community, and evidence based practices that could address these issues.

- **Jail Alternatives:** Probation actively provides services to low risk offenders by use of electronic monitoring, house arrest, and community restoration projects. By implementing alternatives, staff can increase their ability to safely supervise offenders in the community. Electronic monitoring services are provided for the supervision of low risk offenders for a minimum of fourteen days, a variable depending on severity of crime and identified violations. The concept of work and community projects is currently being explored. Expansion of these types of programs is favored by the CCP. The outcome of this portion of the plan has proved to be deserving of support for future years. Although the system of electronic monitoring has been reliable and efficient in confirming the whereabouts of those monitored, the activities in which such offenders may engage are not tracked by the electronic equipment. Therefore, in future years the monitoring equipment will be supplemented with an increase in random checks on the activities of offenders to ensure compliance. This more comprehensive approach will further encourage offenders to abide by requirements. The increased use of electronic monitoring requires additional probation officer time to monitor the associated computer programs. It is anticipated that a reorganization of Probation

Department staffing may be necessary in order to utilize non-sworn peace officer positions to assist in this vital function. The original plan projected action relating to community restoration projects. The feasibility of such projects is greatest on weekends and such service opportunities would offer the court an additional alternative to Jail service, helping to further free up beds during times of high utilization. The effects of this type of project, not only increased Jail vacancy, but the impact on the community and the offenders themselves provide the motivation for the pursuit of such projects.

- **Post Release Community Supervision/High Risk Supervision:** Acceptable caseload standards require that no more than 50 high risk offenders be assigned per Probation Officer. By using resources such as the STRONG assessment program and other current evaluative resources, as well as those mentioned in Objective One above, caseloads will be reduced significantly from current rates of 75 high risk offenders per Probation Officer. By evaluating offender risk, through both STRONG and PACT, two separate assessment programs, the Probation Department was able to realign the offender distribution and utilize the aforementioned electronic monitoring equipment to reduce overall caseload sizes. The original high risk caseload estimating 75 has been dramatically reduced to 50 High Violent and 50 High Property per probation officer. The decrease in officer caseload provides an increased focus on high risk offenders and minimizes officer burnout. Although the current caseloads are equivalent to or exceed standards, caseload reduction and efficient distribution of offenders are still a priority. The STRONG and PACT screening tools will continue to be used in determining the risk of offenders. Departing from the previous "one size fits

all approach", the implementation of the plan has permitted an intelligent database equipped with baseline knowledge used to predict the behavior of offenders. This same technology used currently for categorizing offenders will be expanding further to also allow conjectures to be made about the individual services that may be necessary for each offender.

- **Reentry Resource Review:** Deputy probation officers and other support agencies will serve as the Reentry Resource Review support team. After notification from California Department of Corrections and Rehabilitation (CDCR), the team will assess the offender, contact family, determine specific services required for offender, and after discussion, tentatively discover proper levels of treatment and supervision. Additionally, the team will convene if the need arises to review imminent post-release community supervision cases. The team is comprised of probation officers and supervisors as well as community based treatment agencies. Since implementation of the plan, the team has routinely reviewed cases increasing the efficiency and effectiveness supervision efforts as well as streamlining access to services. The ongoing review of cases has provided for an easier transition for offenders into the community and promoted specialized treatment. Funding associated with the activity of the team has included ensuring resources are available for a safe and effective return to the community. Assessment of AB 109 offenders has proven to be vital for a safe release into the community and has maximized impact of the role of the probation officer. The team will be continued and activities for the most part will remain constant. After evaluating the effect of incentives, the team wishes to expand their use while ensuring incentives are appropriate and beneficial for those involved. Incentives used have included free

bus passes, drug tests, and gift cards, all items that provide positive reinforcement for progress made by offenders. Amidst the often negative environment that emerges between the enforcer and the offender, incentives have proven to be beneficial in strengthening the relationship between the two, a relationship that is essential to bolster cooperation from the offender. The other components of this objective have proven to be effective as well. Communication with the families of offenders has increased the ease of post custody release and has given the team an opportunity to provide information about the specific services available in the community. Preceding release into the community, the team has traveled to prisons in order to meet with the offender to ensure prompt linkages to supervision and services. The team has found it helpful to meet twice per month in order to communicate concerns, improve effectiveness and communication, and review cases. Such meetings will be continued.

- **Integrated Forensics Drug and Alcohol Team:** In order to combat a statistically large population of mentally ill offenders and those with drug and alcohol related dependencies, the formation of a team and establishment of funding will be instituted. The Community Corrections Partnership (CCP) has utilized funds set aside in order to obtain consultation regarding the optimal use of Medi-Cal funding to provide services to offenders. Outsourcing has been minimal, but otherwise the objective has been completed. An overall increase in those involved in the program has impacted health costs, but the implementation of this objective has ensured that the increase in funds is necessary and no more than required. The CCP has focused on maintaining a high standard of treatment for offenders to ensure that release into community is safe and offenders themselves are enriched by the programs that exist. As drug and

alcohol use continue to contribute to many criminal behaviors, the team will continue to provide necessary services to minimize the impact. Deputies have found that by uncovering and accessing treatment for the underlying issues associated with crime, often substance abuse or mental illness, the offender is significantly less likely to continue this behavior. Thus far service contracts have been limited primarily due to the local accessibility of needed programs. Such programs are generally community-based, free of charge, and take a holistic approach towards recovery, an approach that has suited officers and offenders well to date. By maximizing the use of available resources, the efficient utilization of existing funding sources has proven to be productive, however the introduction of the Affordable Care Act has complicated the current understanding of how funding will impact treatment and over time revisions to this strategy may be necessary.

### ***New Jail Program Space and Services***

With expanded program and classroom space, [REDACTED] would be in a position to present many new programs as well as expand those already offered. The vision of the Sheriff's Office begins with a multi-departmental effort, including Probation, Office of Education, Health and Human Services, and local community based volunteers. The main goal is to bring a full continuum of care to the offenders, both while in custody and after release. This is accomplished by blending programs and classes received in custody with those offered in the Day Reporting Center after release.

Inmates at [REDACTED] face a number of challenges including mental illness, substance use disorders, unemployment, health illnesses or challenges and an overall disconnection from services, positive social supports and recovery supports. Not only

does this lead to multiple challenges while they are in custody, but to multiple barriers to stabilizing their lives when out of custody. The ripple effect of this inability to stabilize their lives has a negative impact on them, on their families, and on the community as a whole. Additionally, individuals who may have been starting to connect with treatment upon their incarceration often take steps backward or have to reconnect to treatment providers once they are released, a process that can be both time consuming and emotionally taxing.

The expansion project enables [REDACTED] service partners to begin to provide regular and ongoing services to inmates. Due to this current opportunity for dedicated treatment space, partner agencies will come together in a more coordinated fashion to deliver the following services while inmates are still in custody. Funding for these efforts will come from a variety of sources including AB 109, AB 678, Mental Health Services Act, and SAMHSA Substance Abuse Prevention and Treatment funds.

- **Reentry Planning and Case Management:** Case Management staff, hired by M [REDACTED] in coordination with the Probation Department, will meet 1:1 with all inmates shortly after the time they enter custody to begin reentry planning. Reentry planning will involve creating a plan for linking inmates to services and dismantling barriers to allow them to integrate successfully back into their families and their community. Based on the needs of the inmate, connections will be made to a variety of services providers. Domains to be explored will include: mental health, substance abuse, housing, financial security/employment, family, health, etc.
- **Mental Health Treatment:** [REDACTED] [REDACTED] will provide a mental health clinician and psychiatric nurse practitioner to provide mental health assessments, medication management (when necessary) and

counseling. Mental health treatment will consist of individual and group counseling. Groups will be developed to address the predominant needs of those in custody.

- **Substance Use Treatment:** Substance Use Disorder (SUD) assessments for treatment and recovery support groups will be offered to inmates. Upon reentry, when indicated, inmates may be eligible to enter either residential treatment programs or a sober living placement. Payment will be provided through a combination of AB 109 or SB 678 Funding, Substance Abuse Prevention and Treatment Funding, Medi-Cal Funding, Proposition 47 Grant Funds, etc.
- **Benefits Enrollment and Social Security Advocacy:** [REDACTED]  
[REDACTED] currently sends an eligibility worker to the Jail to assist with benefit enrollment in programs such as General Assistance, Medi-Cal, CalFRESH and CalWORKs so that when inmates are released their benefits can begin immediately. This service will be expanded to include SSDI and SSI Advocacy. When inmates have disabilities and have been unable to work, an application for Social Security Disability or Supplemental Security Income could be started with the help of a social worker/advocate who can guide and advocate for an inmate through this process.
- **Family Visitation and Counseling:** Often children and their parents get disconnected through incarceration. There is currently very limited ability for inmates to receive visitors. The expansion would allow for visitation rooms that would be child appropriate to enable children to stay connected to their incarcerated parent(s), when appropriate. When necessary and when they are involved, Child Welfare Services staff from [REDACTED] will supervise these visits. Additionally, a family counselor will assist the entire family to support the reentry of inmates back home.

This will help to make the transition smoother not only for inmates but for their families.

- **Fatherhood Matters:** Several [REDACTED] Departments have begun exploring the establishment of a Fatherhood Matters program to better engage fathers in their roles and to teach parenting skills to fathers with children throughout the developmental spectrum. The benefits of this program are not only to help with current issues surrounding parental connection and parenting, but to prevent intergenerational abuse, neglect, incarceration, substance abuse, etc. Once the program is established it will be offered in the Jail and inmates can continue the program once they re-enter the community.
- **Domestic Violence and Rape Crisis Services:** From time to time inmates are identified or report being victims of domestic violence or rape. Mountain Crisis Services, the local CBO that provides both Domestic Violence and Sexual Abuse services will be better able to respond to the victim's needs on site with this current Jail expansion. Funding for this service is provided by the California Office of Emergency Services.
- **Health Screenings and Treatment:** Inmates, especially those who experience mental health or substance use issues, often have confounding and unaddressed physical health or medical issues. Currently nursing staff, through a contract with [REDACTED], conduct an incarceration screening physical and provide basic treatment while in custody. This aspect of programming will be expanded in two ways. With the expanded room for conducting classes and groups, [REDACTED] Staff may begin to offer a variety of health screenings and workshops to assist inmates to manage their medical concerns and issues.

Additionally, the County is currently submitting an application for a Whole Person Care Pilot Program (Medicaid Waiver) for individuals with multiple health issues, multiple ER visits or incarcerations, experiencing homeless, etc. to stabilize their health and their lives. This Project will assign an intensive case coordination team to these individuals to effectively manage their care through the coordination of health care services, housing navigation, behavioral health care, and social services. Some inmates will be enrolled in this Project and will be able to receive their intensive case coordination while in custody.

- **Job Assessment and Skills Building:** [REDACTED], our local Workforce One Stop Provider and/or CalWORKs, our Welfare to Work program will begin to offer workshops on Job Searching, Resume Building, and Interviewing Skills, as well as soft skills training including Getting and Keeping a Job.
- **Housing Supports:** [REDACTED] has developed a spectrum of housing supports to assist homeless individuals and those at risk of homelessness to find housing, pay for housing when needed, and develop skills to be successful in maintaining housing. The Case Management team will work with Human Services to assess each individual's housing needs and connect them with the appropriate resources in the community.
- **GED Supports:** There are several supportive services for helping individuals get their GED's. As the demand for this service becomes needed it can be expanded at the Jail.
- **Basic Life Skills:** Steps are also being taken to identify a provider for basic life skills to help inmates learn household budgeting, checking and savings account

management, household management, time management and priority setting skills.

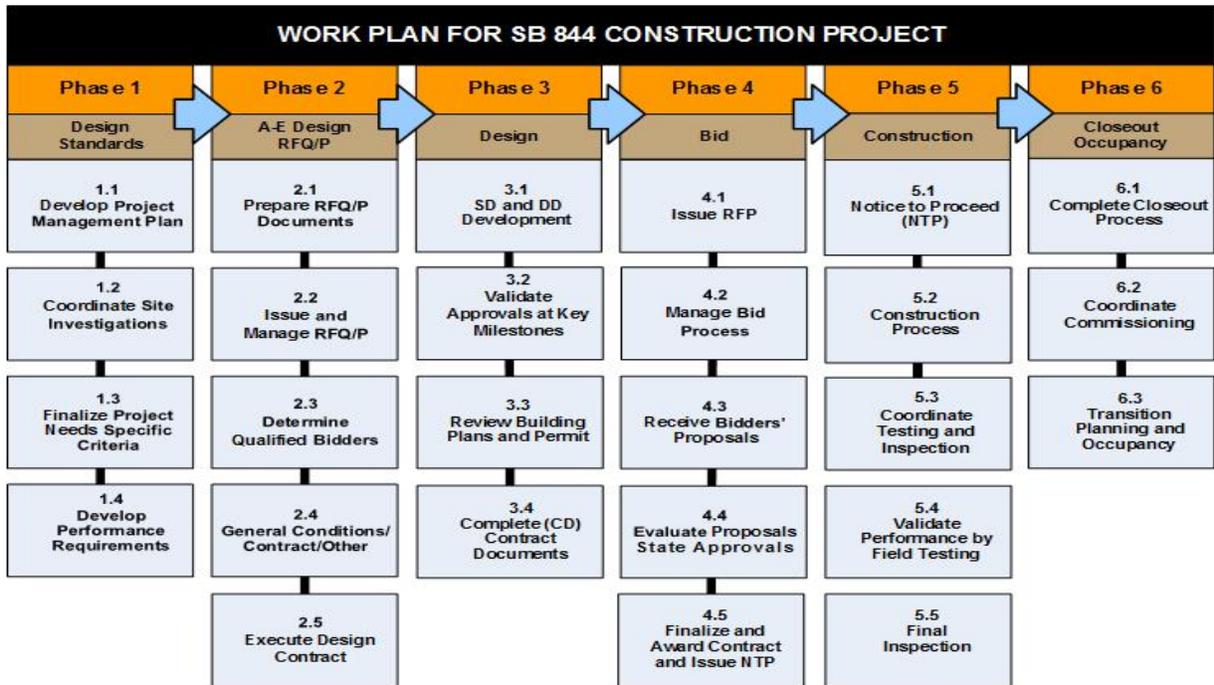
### ***Program Staffing Changes***

The realignment goals and objectives of [REDACTED] include ensuring public safety, reducing recidivism, and promoting community-based alternatives to incarceration. These goals and objectives are planned to be accomplished through an expanded use of evidence-based practices and programming, including contracting with community-based organizations that will assist in promoting positive behavioral change and outcomes.

### **4. Administrative Work Plan:**

***Describe the steps required to accomplish this project. Include a project schedule, list the division/offices including personnel that will be responsible for each phase of the project, and how it will be coordinated among responsible officials both internally and externally.***

Upon conditional award of SB 844 funds, the County will work with the Board of State and Community Corrections to begin the process of establishing the project through the State Public Works Board. Project Establishment is anticipated on or before July 2017. Schematic Design with Operational Program Statement will be substantially complete by January 2018. An RFQ will be released for Architect-Engineer (A/E) Design Proposal. A/E Design selection will occur between October and December 2017. Construction Documents will be completed by December 2018 and Bid Phase will occur between January and February 2019. Construction will begin on May 2019. Completion of Construction will occur in June 2020 with planned occupancy on or before September 2020. The following chart depicts the Design-Bid-Build phases 1 - 6 and tasks associated with each phase:

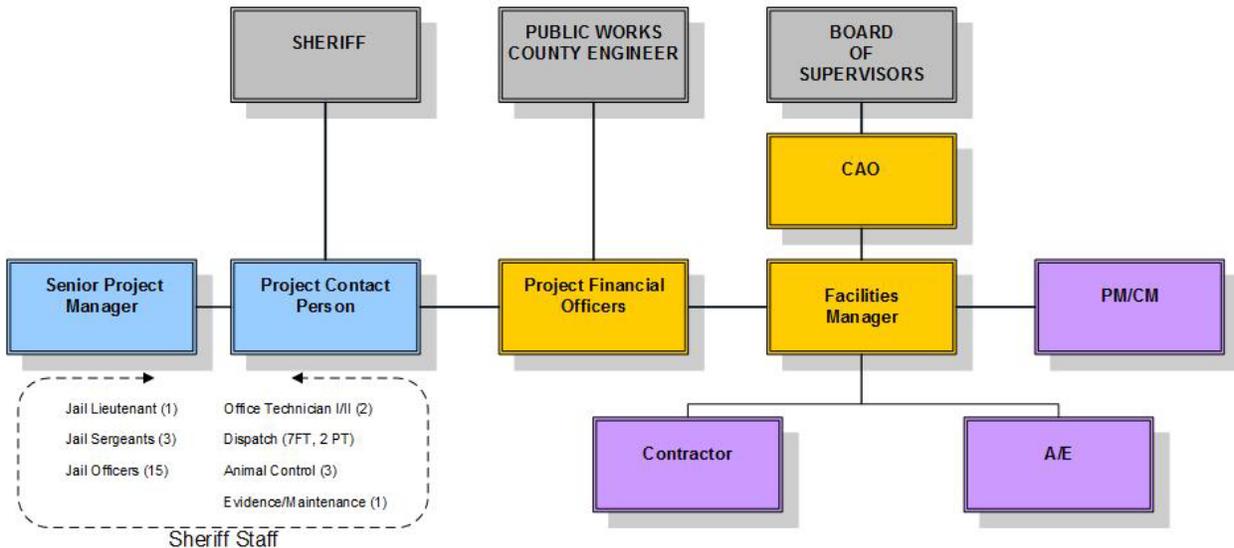


**Responsibilities and Coordination**

The County has divided the responsibilities of the [REDACTED]

[REDACTED] between the following main entities:

This project will be run primarily by two teams: a Project Team and a Core Construction team. The full Project Team will consist of a consulting Master Architect and County staff from several agencies and departments, including Sheriff's Office,



Administrative Services Department, County Counsel, Health and Human Services, and Information Technology. This team will be heavily involved in ensuring all necessary components are incorporated into the design and construction of the facility. Their involvement will be heavy in the pre-design and design phases, and begin to lessen when the project transitions to construction. This is when the Core Construction team will pick up more heavily. The Core Construction team consists of those involved in the daily onsite construction activities and coordination. This will be composed of the County's Construction Administrator, Project Manager, Financial Officers, and Sheriff's Office Representatives, as well as the Construction Manager, Inspector, the Architect of Record and Construction Contractor.

The [REDACTED] will provide the overall coordination of the project. [REDACTED], the County's Public Works Civil Engineer, will serve as the County Construction Administrator. He will be assisted by [REDACTED] and County Auditor [REDACTED], Financial Officer and Finance Project Manager within the Administrative Services Department. They will serve as project management leads and provide direct administration and oversight of the full Core Construction Team including contracted consultants, as well as the multi-disciplinary Project Team. [REDACTED], [REDACTED] and [REDACTED] have already begun the process starting with this application. They will continue their roles throughout the pre-design, design, construction, occupancy, and closeout phases.

The Sheriff's Department members of the Core Construction and Project Teams will include [REDACTED] as the Sheriff's Project Manager and [REDACTED] as Project Contact Person. These individuals will represent the interests of

the Sheriff and provide technical assistance and operational expertise. They will also lead the transition team. They will continue their roles throughout all phases of this project through closeout.

██████████ has contracted a Master Architect as part of the Project Team who will begin pre-design efforts after conditional award and continue with review of submittals through construction closeout. A full-service Construction Management firm will also be contracted as part of both the Project Team as well as the Core Construction team. This firm will provide a Project and Construction Manager to help guide the Project Team through the Design-Bid-Build process alongside the Master Architect, providing technical assistance throughout. As the project moves through construction, the CM team will continue to provide this technical assistance and remain onsite to manage the project progression in a seamless transition.

## **5. Budget Narrative:**

*Describe the amounts and types of funding proposed and why each element is required to carry out the proposed project. Describe how the county will meet its funding contribution (match) requirements for all project costs in excess if the amount of state financing requested and how operational costs (including programming costs) for the facility will be sustained.*

### ***Project Construction Budget***

██████████ is requesting approximately \$13.6 million in State funds. The types and amounts being requested include the following:

- **Construction** – The County is requesting \$13,667,883 in construction funding and will contribute an additional \$110,000 in cash match and \$510,795 in-kind match for total anticipated project costs of \$14,288,678. The estimated cost of construction was determined in 2017 dollars and then escalated to the mid- point of construction based

on the anticipated project schedule. Included in the construction (bid) costs is a 7% construction contingency. Construction cost estimates were provided by Vanir, Inc. and based on a conceptual 9,300 Gross Square Feet building and site layout plan.

- **Additional Eligible Costs** – Includes cost for non-fixed moveable items necessary to operate the facility and outfit program and treatment areas such as furniture, shelving, fixtures and equipment, inmate management systems, video storage systems, and video visitation equipment (\$861,000). This item also includes advertising, construction support activities such as inspections, testing, equipment commissioning, plan check services and utility connection fees (\$722,000). The County is requesting **\$1,583,000** for additional eligible costs.
- **Architectural** – The County will solicit proposals and contract with an A/E to develop schematic design, design development, construction, and bid specification documents. The County is requesting **\$1,180,000** for A/E services.
- **Project/Construction Management** – The County will contract with a Project/Construction Manager to assist with management of contractor project and construction activities. The County is requesting **\$1,053,000** for P/CM costs.
- **CEQA / State Agency Fees / Audit & Needs Assessment** –The County has contributed **\$0** for CEQA preparation. The County is requesting **\$16,000** towards the cost of State agency fees and will contribute **\$85,000** for SFM fees. Additionally, the County will contribute an estimated **\$25,000** for an outside audit to be performed at the close of the project.
- **Transition Planning** – The Sheriff's Office will lead the transition planning for the project. This will consist of a phased approach as the project moves closer to

completion this will expand to include the planning, development, and implementation of the new facility's operations. The total transition planning in-kind contribution is anticipated to be **\$165,000**.

- **County Administration** – The County has found that close oversight and coordination by County staff of contractors as well as communication and coordination within the County results in higher quality, lower cost projects.

While a number of County staff will be actively involved in the project (see Administrative Work Plan), the project administration in-kind contribution will primarily consist of a Project Manager in the County's General Services Department who will serve as design and construction project management lead, coordinating the entire facility development process – planning, design and construction activities. The total County Administration in-kind contribution is anticipated to be **\$95,795**.

- **Land Value** – The appraised value of the site of the new facility is **\$250,000** and will be a portion of the County's in-kind match.

### ***Cash Match Requirements***

The County's contribution to the project as approved by the Board of Supervisors totals \$620,795, 4.40% of the construction costs. The County will meet the required contribution through a combination of cash and in-kind match. The \$25,000 in cash contribution will be provided from the General Fund. In-kind contributions totaling \$510,795 will be provided through staff time for County Administration and transition planning and the appraised value of the project site.

***Sustaining Operational Costs***

The Sheriff’s Office and County construction staff are seeking building designs with minimum staffing cost that will translate into the lowest long-term lifecycle cost expense to community taxpayers. The County intends on not only minimizing capital construction costs, but is specifically mindful of the need to minimize lifecycle cost including, annual staffing and operations cost of the new housing, medical and mental health services space, and expanded program areas. The programming and inmate services spaces designed for the project incorporates what research is showing will aid in reducing recidivism and controlling crime. The project specifically provides much needed program and vocational training opportunities for male and female inmates that can support offender reentry efforts.

The ██████████ Sheriff’s Office will require a net increase of a minimum of three Custodial Deputies to effectively staff the expansion once complete. The first year additional cost including salaries and benefits will be ██████████. Of this amount, two thirds ██████████ will be provided by the County, and one third ██████████ will be provided by the CCP. The plan in ██████████ is to phase in these three additional deputy positions over the next four years, culminating in the necessary total staff increase within ninety days of construction completion of the expansion unit.

The County and the ██████████ Community Corrections Partnership, through their submittal of this SB 844 funding proposal is committing to this phased in approach to provide the required staffing for operation of the finished project as detailed in the proposal. With conditional funding award, the County and the CCP will commit

through their budgetary practice and long range financial planning the funding to operate the new facility.

The Mental Health Unit will be staffed by Department of Health and Human Services personnel, and will not present a direct increase in staffing cost at the Jail. The medical personnel currently assigned to the Jail are sufficient for the need, and will require no additional funding. Probation will operate the Day Reporting Center activities, and the additional programming services will be provided and staffed by Community Based Organizations, Probation Department (and/or their contractors) or DHHS personnel which again will require no additional funding from the Sheriff's Office.