

## Maguire Correctional Facility (3101P)

### Program Locator

- County
  - Criminal Justice
    - Sheriff's Office
      - Administrative and Support Services
      - Professional Standards Bureau
      - Technical Support Services
      - Forensic Laboratory
      - Patrol Bureau
      - Investigations Bureau
      - Office of Emergency Services
      - ▶ **Maguire Correctional Facility**
        - Custody Programs
        - Court and Security Services

### Program Outcome Statement

The Maguire Correctional Facility (MCF) serves the community by incarcerating pre-trial and Court-sentenced inmates. It assists the Court, law enforcement agencies, inmates and their families by operating a safe and secure correctional facility that ensures defendants appear in Court and complete jail sentences. Inmates are incarcerated in a manner which provides for their medical, nutritional, hygienic, legal, and spiritual needs and are offered program services designed to provide opportunities to improve their lives both during and after incarceration to reduce recidivism.

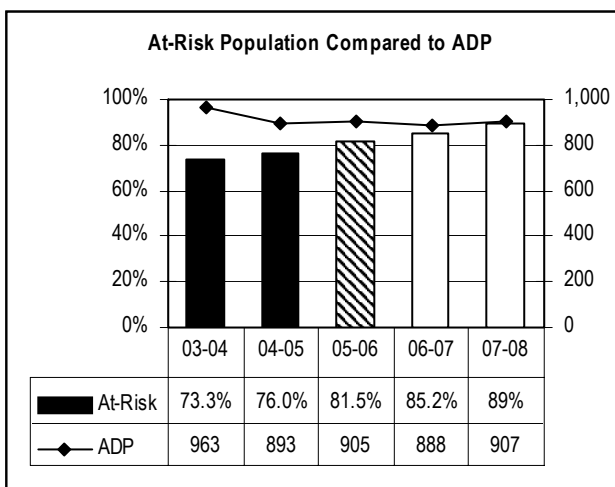
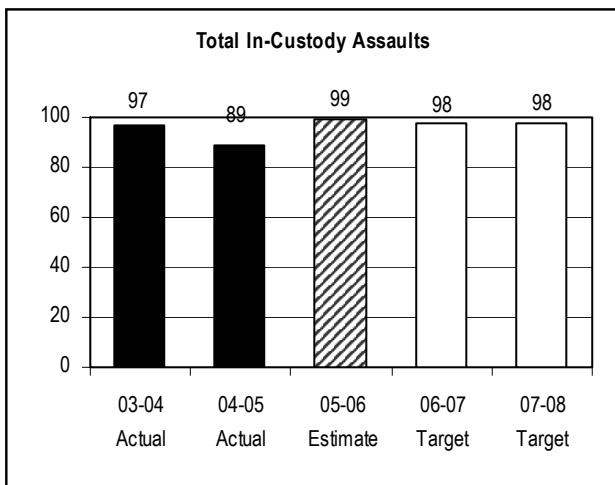
### Services and Accomplishments

The Maguire Correctional Facility contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All as the largest housing facility and the only receiving correctional facility for adult offenders in San Mateo County. It is a maximum-security facility with an average daily population (ADP) of approximately 905 inmates. The division has been actively working to develop alternatives to incarceration with the Custody Division and Courts to manage the growing inmate population.

The following are major accomplishments in the current year:

- Experienced no jail escapes
- Completed important technical security projects for the facility including the first phase of a security camera upgrade; a new communication base station for the Central Control Room
- Completed support software product enhancements such as a New Facility Training Officer evaluation database and Proposition 69 DNA database/tracking compliance
- Completed critical staff training efforts including cross-training of staff at WCC/MCF; gang training for Intake Classification Officers; and new POST-certified Critical Incident Training for sworn personnel to better serve at risk persons
- Instituted facility infrastructure and operating environment improvements, including flooring replacements in Old Maguire Staff Areas; improved inmate/staff food services; improvement to inmate commissary services; improved landscape around Maguire Facility perimeter; completed a new Emergency Response Team manual and enhanced training/equipment; and worked with Department of Public Works for Ongoing facility maintenance/upgrades
- Began work with ISD and other County Criminal Justice agencies to plan for the migration of the CJIS operating system off of the ISD mainframe computer, as well as commencing initial planning for a new Jail Management System
- Conducted a first-ever Maguire Jail stakeholder meeting, to solicit feedback from representatives of key main jail stakeholder agencies
- Instituted inmate safety management plans and staff training, in conjunction with Correctional Health Services

### Headline Measures



## Story Behind Performance

The average daily population at the Maguire facility continues a moderate, steady rise. This is reflected in the increased bookings and releases, which are projected to rise moderately over the next two years. The primary reason for the increased population at Maguire appears related to a rising crime rate in the County, resulting in additional arrests, combined with the loss of alternative low-risk-inmate custodial facilities such as the Men's and Women's Honor Camps. The one remaining facility for low-risk offenders, the Minimum Security Transitional Facility (MSTF) has been at full capacity (46 inmates) since opening, so while it does provide an important transitional program for inmates in their last 30 days of sentence, it offers limited overall relief for the general Maguire facility population.

The percentage of pre-sentence inmates continues to climb, with a current percentage of around 56%. This, coupled with the changing demographics of the inmates themselves, increases the complexity of facility operations. Pre-sentenced inmates must be housed in a secure facility. Sentenced inmates, however, are eligible for non-custodial alternative programs such as the Sheriff's Work Program. However, many sentenced inmates are now too great a risk for community-based alternative programs.

Coupled with a rising population, there is also an increase in severity of pre-sentencing arrest violations and in gang affiliation. The percentage of inmates classified as "at risk" continues to rise due to increased gang involvement, as well as suicide potential and mental health problems. The increased gang affiliation contributes to many inter-related problems in operation of the jail, leading to more lock-downs, more rule violations and assaultive behavior, and increasing challenges in inmate housing to segregate rival gang factions and prevent violence and intimidation in the facility, including the need to protect inmates testifying in Court against other inmates.

A priority for jail management continues to be reducing the number of assaults and major rule violations among inmates. Undertaken in a steadily increasing jail population with higher risk and at-risk classifications, it is expected that improvement will take time, with slow but steady progress.

The development of an inmate Close Supervision Pod is still in progress. This pilot program will allow staff to better monitor and control those inmates identified as disruptive or persistent rule violators. It will also more closely supervise those who have been assaultive towards staff or other inmates. Dedicated space to manage inmates with mental health issues and improved data collection are other benefits of a Close Supervision Pod.

The Inmate Classification Unit and Release on Own Recognizance Program continues to operate effectively. Decisions on jail citations, which permit release of misdemeanant arrestees on a promise to appear and appropriate housing options for those arrestees remaining in custody are made quickly and efficiently. The Victim Notification program ensures that victims of violent crimes are notified of an inmate's release, if they request notification. Statistical reporting on in-custody assaults, assaults on staff, gang violence

and affiliation and escape attempts continues to improve. This data is critical as the challenges of effectively managing an ever more demanding inmate population grow by the month.

A portion of the inmate population that requires the most resources is the population of inmates diagnosed and classified with moderate to severe mental health issues. After overcoming some administrative barriers, and with the assistance of the Courts, the facility successfully moved 20 such inmates to Napa State Prison early in the year. This freed up internal treatment beds, and helped ensure that the 20 transferred inmates received the specialized mental health care they needed. San Mateo County's multi-disciplinary, in-custody team approach for inmate care and services, with participation from Sheriff's Corrections, Correctional Medical Health, and Forensic Mental Health staff, has been recognized by the Department of Corrections as a model inmate management approach.

### Major challenges over the next two years will be:

- To continue to manage an increasing Average Daily Population
- To implement incarceration alternatives like the Sheriff's Work Program and Electronic Monitoring with the support of the Court
- To reduce assaults on inmates and staff
- To manage increased gang activity and violence within the population
- To improve reporting capabilities with new technology systems
- To address inmate classification and program needs
- To prepare for the 2009 mandates of Proposition 69 regarding inmate DNA collection
- To enhance overall jail security and functional operations through technology improvements
- To continue to evolve and review inmate services and programs to best meet the needs of inmates and their families
- To maintain facility maintenance needs and janitorial services with limited financial resources

### Program Objectives

The Maguire Correctional Facility will meet performance targets by doing the following:

#### Reduce Inmate Assaults by 10% and Staff Injuries by 5%

- Complete establishment of the Inmate Close Supervision Pod
- Update security equipment, security training and improve staffing levels
- Establish an Inmate Management Specialist Team to promote inmate management and refine disciplinary policies to achieve positive inmate behavior
- Establish a system to measure and evaluate the reduction of violence toward inmates/staff
- Improve staff injury investigations and reporting
- Continue mandated Professional Training for staff during on duty hours, and explore the possibility of using on line training aids

Decrease the Number of Documented Major Rule Violations

Committed by Inmates by 5%

- Train staff to manage the Inmate Close Supervision Pod
- Develop an Intensive Direct Supervision training program for new Managers, Supervisors and staff
- Establish baseline tracking of inmates requiring intensive supervision
- Create staffing management plans and enhance jail statistics to better identify behavior trends that lead to violence/gang related crimes
- Formulate inmate information programs and jail rule compliance such as a jail orientation video for new inmates

Increase Overall Security and Functionality of the Facility

- Work with the County's CJIS Migration plans to identify the steps necessary to secure a New Jail Management System
- Update jail rules and facility policies
- Assign a full time Deputy Sheriff as security in front public lobby
- Update security equipment and workstations in the front public lobby
- Implement suicide prevention training for staff and inmates
- Fill vacant positions promptly
- Utilize the new Staffing Relief Pool to fill temporarily vacant staff positions with less reliance on overtime
- Implement customer service training program for front public lobby staff

**Performance Measures Summary Table**

Performance Measures	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Estimate	FY 2006-07 Target	FY 2007-08 Target
<b>What/How Much We Do</b>					
Number of persons booked into custody <sup>(1)</sup>	18,266	18,301	18,684	18,870	19,060
Number of releases <sup>(1)</sup>	16,041	15,463	16,000	16,270	16,340
Number of inmates bailed from custody <sup>(1)</sup>	3,585	2,889	2,850	2,880	2,900
Number of inmates cited out of custody <sup>(1)</sup>	4,545	2,780	2,830	2,855	2,875
Average Daily Population (ADP) managed at the Maguire Correctional Facility:					
- Pre-sentence inmates	526	467	504	483	488
- Sentenced inmates	437	424	401	429	432
- Total inmates:	963	893	905	912	920
<b>How Well We Do It (Quality)</b>					
Percent of average daily population classified as:					
- Gang affiliation	13%	16%	18%	20%	21%
- Assaultive	27%	29%	29%	30%	31%
- Suicidal	16%	15%	19%	19%	20%
- Requiring psychological monitoring	5%	3%	4%	4%	5%
- Requiring protective custody	11%	12%	10.5%	11%	11%
- An escape risk	1.3%	1.0%	1.0%	1.2%	1.3%
Number of documented major rule violations committed by inmates	402	387	395	400	405
<b>Is Anyone Better Off? (Outcome)</b>					
Number of assaults: inmate vs. inmate / inmate vs. staff	62 / 35	76 / 13	84 / 15	84 / 14	85 / 13
Number of escapes / attempts/ release in error	0 / 2 / 1	0 / 6 / 1	0 / 5 / 3	0 / 5 / 2	0 / 6 / 2
Number of reported staff injuries	55	52	55	52	49

<sup>(1)</sup> Reflects impact of SB 1102 (elimination of State reimbursement to cities for jail booking fee), which took effect July 1, 2005. This will require careful monitoring during FY 2005-06, the first year of impact. The long-term impact of SB 1102 on First Chance revenues and admissions is also an unknown factor.

## Maguire Correctional Facility (3101P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2005-06	Recommended 2006-07	Change 2006-07	Recommended 2007-08
Salary Resolution	229.0	224.0	226.0	226.0		226.0
Funded FTE	229.0	224.0	226.0	226.8	0.8	226.8
<b>Total Requirements</b>	35,421,631	39,312,797	38,800,844	40,117,420	1,316,576	40,974,200
<b>Total Sources</b>	13,688,953	14,937,078	13,530,801	13,863,736	332,935	13,863,736
<b>Net County Cost</b>	21,732,678	24,375,719	25,270,043	26,253,684	983,641	27,110,464

### NCC Breakdown

State Grants Match			198,900	210,000	11,100	216,846
Local Grants Match			88,895	92,896	4,001	95,924
Mandated Services			24,836,539	25,806,150	969,611	26,648,341
Non-Mandated Services			145,709	144,638	(1,071)	149,353

### **Program Net County Cost**

The portion of this program's FY 2006-07 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$26,253,684 or 65.4%, of which \$25,950,788 or 98.8% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch. Non-discretionary services represent the County's MOE requirement for the State COPS and CAL-ID grants, as well as the mandated operation of jail facilities provided for under the Penal Code.

### **FY 2006-07 Program Funding Adjustments**

The following are significant changes from the FY 2005-06 Revised to the FY 2006-07 Recommended Budget:

#### **1. Adjustments to Provide Current Level of Services**

Budget adjustments have been made as follows: inclusion of merit increases; reductions to Workers' Compensation charges due to a change in methodology; mid-year department position transfers; annualization of mid-year position changes and negotiated labor increases; deletion of one-time capital improvements; adjustments to operating costs; and Public Safety Sales Tax revenue (Proposition 172).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
332,935	1,228,270	0	0	895,335	2

#### **2. Contract with Department of Public Works for Custodial Services**

The department will contract with Public Works to provide custodial services at the Maguire facility, to address continuing problems with facility cleanliness and inspections in recent years, due to overcrowding and lack of staff for adequate supervision for inmate work crews. Two vacant Utility Worker positions will be transferred to Public Works, Custodial Services to help fund this program, where they will be converted into three Custodian positions. This funding adjustment achieves the program objective of maintaining facility maintenance needs and janitorial services with limited financial resources.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	88,306	0	0	88,306	(2)

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**TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
332,935	1,316,576	0	0	983,641	0

**FY 2007-08 Program Funding Adjustments**

The following are significant changes from the FY 2006-07 to the FY 2007-08 Recommended Budget:

**3. Adjustments to Provide Current Level of Services**

Salaries and Benefits adjustments have been made to meet performance targets: annualization of negotiated increases for all employee bargaining groups, as well as merit increases and higher benefit costs. Operating expenses have been adjusted reflecting negotiated labor increases and inflation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	856,780	0	0	856,780	0