

Maguire Correctional Facility (3101P)

Program Locator

- County
 - Healthy Community
 - Sheriff's Office
 - Administrative and Support Services
 - Professional Standards Bureau
 - Forensic Laboratory
 - Patrol Bureau
 - Investigations Bureau
 - Office of Emergency Services
 - ▷ **Maguire Correctional Facility**
 - Custody Programs
 - Court Security and Transportation Services

Program Outcome Statement

The Maguire Correctional Facility (MCF) serves the community by incarcerating pre-trial and Court-sentenced inmates in a humane and respectful environment. 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.

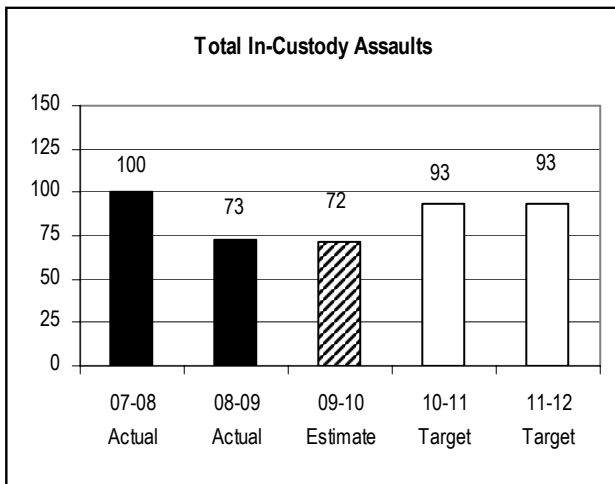
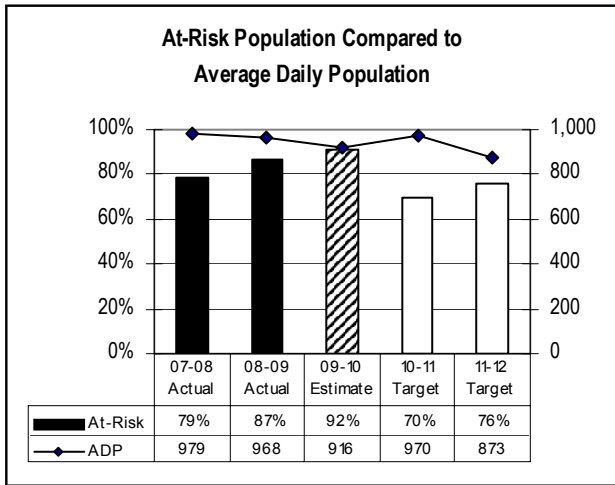
Services and Accomplishments

The Maguire Correctional Facility (MCF) primarily contributes to the Shared Vision of a Healthy Community by 2025 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 948 inmates. The Detention Division has been actively working to develop alternatives to incarceration with the Custody Division and the Court to manage the growing inmate population.

The following are major accomplishments in the current year:

- Recognized by the California State Association of Counties (CSAC) by receiving a 2009 Challenge Award for the "Green Jail Initiative"
- Began a ten year old capital improvements project to replace the carpeting in the housing units and increase the life expectancy of the carpets by adding a "ucrete" pathway between the cells and the carpet
- Completed a capital improvements project to resurface two outside recreation areas that also serve as the roof for a portion of the facility
- Through a re-utilization plan of modifying work hours reduced overtime and enhance security during key operating times in the facility
- Using STARS award money purchased equipment to assist in the "green" efforts by compacting cans for recycling
- Through a restructuring of the work hours for managers reduced the number of positions and increased continuity of shifts
- In partnership with Correctional Health Services implemented the H1N1 response plan reducing and isolating the number of H1N1 cases in the facilities
- Continued with preventative maintenance projects in the facilities including painting and re surfacing approximately 35% of the men's jail
- Expanded the Corrections Division Compliance Unit with the assignment of one Correctional Officer as the Grievance Compliance Officer
- Completed the three year project to replace the Life Safety Air tanks in the MCF and WCC

Headline Measures



- Continued to utilize the medical housing unit to provide overflow housing when inmate populations rise on weekends
- Assisted the Jail Planning Unit in the effort to plan and construct a replacement correctional facility
- Implemented the Correctional Assessment and Intervention System (CAIS), which is designed to provide an integrated assessment tool which identify evidence-based supervision strategies that emphasize public safety, rehabilitation, accountability, and criminogenic needs. CAIS employs a single semi-structured interview to derive assessments of risk, strengths, and needs.
- Enhanced a tracking and evaluation system to identify outcome measures for successful re-entry efforts
- Through a reorganization, consolidated Maguire, Women's Correctional Center and Alternative to Custody Programs under one Corrections Division Captain to increase efficiency in jail and inmate management
- Continued to collaborate with Correctional Health Services, Probation and Community Based Organizations to reduce jail population through an active re-entry program which helps reduce recidivism
- Developed implementation procedures for the Jail Management System (JMS) that will replace Criminal Justice Information System (CJIS) and provide advanced tracking and security for inmate management
- Continued to utilize the medical housing unit to provide overflow housing when inmate populations rise on weekends
- Continued to collaborate with the Courts and Probation to implement the use of the "Pathways" program for modified sentenced inmates
- In partnership with the Information Services Department and County criminal justice departments, completed the multi-year project to migrate the CJIS operating system

Story Behind Performance

The daily population at the Maguire Correctional Facility (MCF) continues to experience a pronounced and sustained increase, reaching numbers from 950 to 1,000 inmates in a facility rated by the California State Corrections Standards Authority for 688. Two measures of challenges to inmate management include the percent of inmates classified as "at-risk" – which impact where and how inmates are housed within the existing, limited number of beds; and number of assaults on staff and other inmates. The average daily population (ADP) in FY 2009-10 is 948, representing a slight decline from the prior two years primarily as a result of successful efforts by the County's Criminal Justice Departments to modify low offender inmates out of custody and into community re-entry programs. The percent of Maguire's "at-risk" population rose from 75% in 2007 to 89% in 2009, partly as a result of the reduced ADP.

The cause for today's overcrowding in MCF is due to the closure of alternative low-risk-inmate custodial facilities including the Men's and Women's Honor Camps. Increased gang enforcement and increased average length of stays for inmates has exacerbated the

overcrowding. The Minimum Security Transitional Facility (MSTF) has a capacity of 46 inmates, 25 of those beds are designated Work Furlough. While the remaining beds provide an important transitional program for inmates in the last 30 days of sentence, these beds offer limited overall relief for the general Maguire Facility population. An issue of great concern affecting the Maguire Facility was inmates' surrendering during the busiest hours in order to serve weekends. A reorganization of the Sheriff's Corrections Division consolidated non-custodial alternative programs such as the Sheriff's Work Program, Work Furlough, and Weekenders to the "Alternative Sentencing Bureau." The Alternative Sentencing Bureau allows for better management of the sentenced inmate population and minimizes this issue of weekend surrenders. While an average 57% of the sentenced inmate population currently serves sentences in alternative non-custodial programs, trends reveal increasingly more sentenced inmates are not eligible for alternative custody programs due to the severity of the crime.

In October 2006, the population of the Women's Correctional Center (WCC) exceeded its maximum bed capacity. Staff from Maguire and WCC worked to develop a formal plan that would allow for the temporary use of a medical housing unit in Maguire for overflow housing for men or women based on target highs and lows in the Maguire and WCC populations. In May 2007, the men's population peaked and the Unit was converted to men's overflow housing until April 2008. These target highs and lows in the population allow for the Overflow Housing Unit to ease emergent overcrowding in these facilities and assist management of the total inmate population. The Overflow Housing Unit has been used in FY 2009-10 for men on weekends when the population peaks.

To address jail overcrowding and potential state legislation that may increase County jail populations and the need to upgrade current County custody facilities and program services, the Sheriff's Office is participating in critical jail planning entities. The Jail Overcrowding Task Force, which includes the Court and County Criminal Justice agencies, is planning a multi-targeted approach to managing jail population. The Inmate Re-entry Services Committee, which oversees a collaborative approach with Correctional Health Services, the Probation Department, and community treatment programs to reduce recidivism among mentally ill and drug dependant offenders through in-custody to post-custody targeted services. The results prove an increase in the number of participants who successfully complete drug treatment programs, a reduction of probation violations for failure to complete probation terms and a decrease in jail population. These positive outcomes have led to a County Stars Award for program performance.

The Release on Own Recognizance Program (ROR) continues to operate effectively interviewing, classifying and expediting the release of misdemeanor arrestees through the Promise to Appear Citation Program. ROR provides information for Probation Pretrial to ensure accurate and timely pretrial reports to the Court. Staff prepares weekly lists of new modifiable inmates based on a review of sentences determined by the Courts. This list is reviewed by a jail classification officer and the dedicated probation officer to ensure quality assurance regarding the information about the progress of

individual inmates. Post-release recidivism data is regularly gathered by querying the jail's booking database for the current status of released inmates. Statistical reporting continues to improve. The addition of enhanced methods to track new booking fees and the collection of data used by the Re-entry Work Group has contributed to an improved ability of Maguire Correctional Facility (MCF) staff to compile reports.

In FY 09-10 a new program designed to reduce inmate recidivism was implemented. Federally funded Second Chance Grant funds are being used to create an evidence-based CAIS assessment system for the purpose of placing inmates into programs that are better tailored to the inmates needs. All ROR staff have been trained to administer an initial assessment to new bookings, and two assessors have been added to review assessments, identify high-risk offenders, and perform case management tasks.

Correctional staff has strengthened its relationship with Forensic Mental Health staff to address an increase in demand for mental health services. These steps have included an emphasis on developing and adhering to approved Inmate Management Plans to effectively manage and meet the needs of those inmates who require additional supervision and care. These efforts have resulted in a decrease of violent incidents involving assaults by inmates on both staff and the inmate population.

Major challenges over the next two years will be:

- To continue to manage an overcrowded population
- To complete necessary maintenance projects at MCF to protect the facility's life expectancy
- To reduce assaults on inmates and staff
- To reduce the number of rule violations by inmates
- To find more alternative placements for inmates with modifiable sentences through the continued work of the Re-entry Work Group
- To complete a thorough review of the expanded Choices Program to measure its effectiveness as both an inmate management tool and its impact on recidivism
- To identify and implement a quality assessment tool matching inmates with program opportunities
- To build, train, and implement the new Jail Management System (JMS) and assist with the Criminal Justice Information System (CJIS) link to the JMS
- To review the quality and accuracy of the Correctional Assessment and Intervention System (CAIS)
- To keep jail staff trained to manage the challenge of gang members in custody, as inmate gang membership grows
- To support the jail planning unit and other committees and task forces working toward addressing the County's critical inmate population challenges
- To continue to work effectively in the review of inmate services and programs to best meet the needs of inmates and inmates families.

Program Objectives

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

Reduce Inmate Assaults by 10% and Staff Injuries by 5% Within Five Years

- Increase training for line staff to avoid one on one staff to inmate physical interventions
- Enforce and re-emphasize direct supervision principles and strategies related to inmate daily pod activities
- Maintain a system to measure and evaluate the reduction of violence toward inmates and staff
- Update and increase ongoing training of defensive tactics and arrest and control techniques
- Provide drug awareness education to ensure staff readily recognizes those under the influence in order to prevent suicide attempts, assaults, and potential life threatening seizures or other reactions
- Increase the use of the Emergency Response Team (ERT) deployment in movement of potentially assaultive inmates
- Increase the use of the administrative classification unit to assist facility staff in identifying potentially violent inmates and assign suitable housing to ensure staff and inmate safety

Increase Overall Security and Functionality of the Facility by Meeting or Exceeding Standard Guidelines Rated Annually by the Correction Standard Authority

- Continue to support the County's CJIS Migration plans and identify the steps necessary to secure a new JMS
- Establish a Special Enforcement Team designed to investigate criminal behavior and security issues
- Continue to work with Mental Health Services to use inmate management plans effectively
- Continue the Crisis Intervention Training (CIT) for all correctional staff with inmate contact
- Continue to assign a full time Deputy Sheriff as security in front public lobby and visitor areas
- Continue suicide prevention training for staff and inmates
- Continue to utilize the Relief Staffing Unit to backfill temporarily vacant staff positions and reduce reliance on overtime
- Continue and evaluate the effects of the Customer Service Training Program for front public lobby staff

Continue and Expand "Greening" Efforts in the Facility by Reducing Waste and Energy Cost by 5%

- Develop inmate housing unit compost / recycling collection points
- Provide education for staff and inmates on value and ways to reduce the facility's carbon footprint
- Expand use of low energy lights while maintaining security
- Work with Department of Public Works to find "green" solutions to maintenance projects in the facility including paint, floor replacement and cleaning products

With Custody Programs and County Partners, Increase Re-entry Program Opportunities to Serve 10% More Inmates

- Continue to partner with County partner agencies to enhance existing re-entry services programs to help reduce recidivism
- Evaluate the effectiveness of the newly implemented Correctional Assessment and Intervention System (CAIS) in it's ability to identify specific programming needs
- Evaluate inmate programs and services through evidence based assessments
- Continue work with Probation to assign a full time Probation Officer to inmates in custody in an effort to modify sentences out of custody and into re-entry programs
- To provide a clear map of program availability to inmates and inmates families

Performance Measures Summary Table

Performance Measures	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Estimate	FY 2010-11 Target	FY 2011-12 Target
What / How Much We Do (Effort)					
Number of persons booked into custody	18,894	18,398	16,728	19,000	17,500
Number of releases	16,770	17,793	16,968	18,000	16,500
Number of inmates bailed from custody	3,125	3,433	3,208	3,200	2,880
Number of inmates cited out of custody	2,854	2,881	3,114	3,200	2,880
Average daily population managed at the Maguire Correctional Facility:					
- Pre-sentence inmates	584	671	626	650	585
- Sentenced inmates	395	297	291	320	288
- Total inmates	979	968	916	970	873
How Well We Do It (Quality / Efficiency)					
Percent of average daily population classified as:					
- Gang affiliation	16.3%	16.8%	20.7%	15.0%	17.0%
- Assaultive	29.0%	30.6%	28.5%	25.0%	28.0%
- Suicidal	19.4%	23.3%	21.2%	18.0%	18.0%
- Requiring psychological monitoring	2.2%	2.7%	4.2%	3.0%	2.5.0%
- Requiring protective custody	12%	13.2%	15.7%	8.0%	10.0%
- An escape risk	0.3%	.45%	12.0%	0.5%	0.5%
Number of documented major rule violations committed by inmates	457	374	252	460	400
Is Anyone Better Off? (Outcome / Effect)					
Number of assaults:					
- inmate vs. inmate	80	53	60	75	75
- inmate vs. staff	20	20	12	18	18
Number of:					
- escapes	0	0	0	0	0
- attempts	0	0	0	0	0
- release in error	0	3	0	0	0
Number of reported staff injuries	25	32	10	30	30

Maguire Correctional Facility (3101P) Resource Allocation Summary

	Actual 2007-08	Actual 2008-09	Revised 2009-10	Recommended 2010-11	Change 2010-11	Recommended 2011-12
Salary Resolution	226.0	226.0	221.0	219.0	(2.0)	219.0
Funded FTE	225.6	226.0	221.7	219.0	(2.7)	219.0
Total Requirements	46,481,820	46,661,651	49,456,496	55,060,219	5,603,723	55,180,034
Total Sources	13,996,277	13,201,832	14,688,716	12,726,403	(1,962,313)	12,726,403
Net County Cost	32,485,543	33,459,820	34,767,780	42,333,816	7,566,036	42,453,631
NCC Breakdown						
Proposition 172 MOE			9,027,185	9,027,185		9,027,185
Mandated Services			24,304,644	31,752,899	7,448,255	31,843,492
Non-Mandated Services			1,366,035	1,483,816	117,781	1,513,038
Local Overmatch			69,916	69,916		69,916

Discretionary Net County Cost

The portion of this program's FY 2010-11 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$42,333,816 or 76.9%, of which \$1,553,732 or 3.7% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include Release on Own Recognizance Program.

FY 2010-11 Program Funding Adjustments

The following are significant changes from the FY 2009-10 Revised to the FY 2010-11 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and negotiated labor increases, and increases in retirement contributions and health benefit costs; and adjustments to revenue including an increase in State Criminal Alien Assistance Program (SCAAP) funding and decreases in Public Safety Sales Tax (Proposition 172).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,962,313)	5,805,004	0	0	7,767,317	0

2. Maguire Correctional Facility Lobby Hours

Two vacant Legal Office Specialist positions assigned to the Maguire Correctional Facility have been deleted to meet budget target. This reduction will result in the closure of the Maguire Correctional Facility Lobby from midnight to 5:00 a.m. This will result in a reduction of availability of public contact and access to inmate information. Prisoners released at midnight will have to wait in the kiosk outside of the building and persons requesting to enter the facility for business will need to use a direct line free phone located outside of the doors in order to arrange bail or vehicle release.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(177,318)	0	0	(177,318)	(2)

3. Overtime

Reduction in overtime has been made in order to meet budget target. This will impact the supervision and management of the operations of the correctional facilities, including a reduction or delay in jail services, inmate supervision, and inmate movements.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(23,963)	0	0	(23,963)	0

TOTAL FY 2010-11 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,962,313)	5,603,723	0	0	7,566,036	(2)

FY 2011-12 Program Funding Adjustments

The following are significant changes from the FY 2010-11 to the FY 2011-12 Recommended Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit and annualized labor increases and increases in health benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	779,268	0	0	779,268	0

5. Adjustments to Meet Budget Target

Budget adjustments have been made to meet budget target. These adjustments will result in a reduction of law enforcement services to the community and correctional facilities including increased response times, reduction in customer service, reduction or delay in functions provided, possible restructuring of service delivery, reduction in programs, and / or an increased workload for remaining staff.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(659,453)	0	0	(659,453)	0

TOTAL FY 2011-12 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	119,815	0	0	119,815	0