

Custody Programs (3150P)

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

environment and provides public and rehabilitative services to promote community safety; support the successful transition of inmates back into the community; prevents overcrowding and reduces costs at the Maguire Correctional Facility; and provides cost savings to government and non profit agencies.

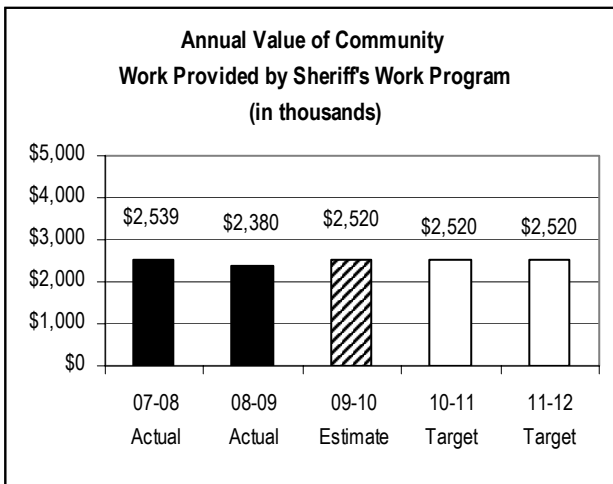
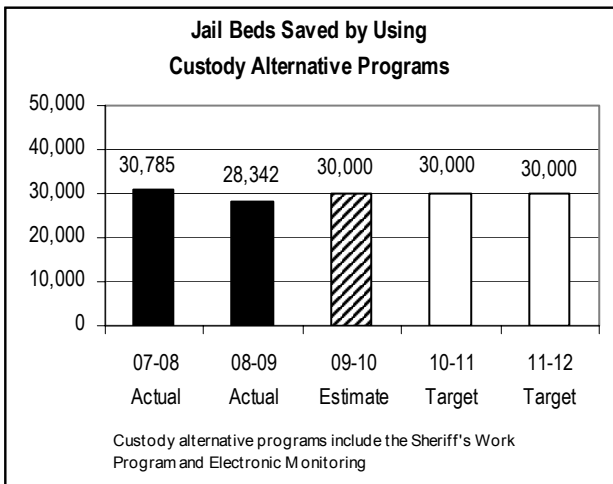
Services and Accomplishments

Custody Programs primarily contribute to the Shared Vision of a Healthy Community by 2025 by operating two Custody facilities, the Women's Correctional Center and the Men's Minimum Security Transitional Facility, and three custody alternatives programs; the Sheriff's Work Program, the Electronic Monitoring Program and the Work Furlough Program.

The following are major accomplishments in the current year:

- Managed the Women's Correctional Center at an average of 161% of rated capacity without an escape, suicide or serious injury
- Saved approximately 28,500 jail beds through alternatives-to-incarceration programs
- Performed 315,000 hours of work in the community valued at \$2,520,000, through the Sheriff's Work Program
- In collaboration with the Courts, created an Alternatives Sentencing Bureau to provide greater opportunity for successful completion of a defendant's sentence
- Implemented a gender responsive program at the Women's Correctional Center
- Created a Women's Transitional Facility for minimum security women to prepare for re-entering the community.
- Implemented an In-Custody Culinary Program at Maple Street Kitchen in collaboration with Job Train
- In partnership with the Peninsula Humane Society, created and implemented the T.A.I.L.S. Program at the Minimum Security Transitional Facility for Men
- Expanded recycling efforts through composting and vermaposting
- Collaborated with the Service League of San Mateo County to implement the transitional program, "Hope Inside" for females assigned to the newly opened Women's Transitional Facility (WTF)
- Collaborated with Correctional Health to implement a "Parent's Workshop" to address the needs of women housed in WTF to address parenting skill and contact visit
- Continued efforts with the Health System, Probation Department, Mental Health and community service providers, through the expansion of services linking the working re-entry group to the County wide Re-Entry services to provide inmates with a continuum of care while in custody and when released under probationary supervision
- Continued efforts with the Probation Department, Mental Health and community service providers, through a working re-entry

Headline Measures



Program Outcome Statement

Custody Programs house minimum security-risk male and minimum and high security-risk female inmates in a safe and secure

group to provide inmates with a continuum of care while in custody and when released under probationary supervision

- Increased the number of male inmates participating in the Work Furlough Program to an average of over 25; and created six female work furlough beds averaging five participants this year
- In collaboration with Department of Public Works (DPW) and Correctional Food Services, continued green efforts through distribution of the recyclable spork, compostable dining ware and use of environmentally friendly cleaning products
- Continued to make progress in planning for the replacement of the Maple Street Correctional Facilities: attending a National Institute of Corrections jail planning seminar; hired a functional program consultant for the next phase of facility design; and held community outreach meetings
- Worked with the DPW to ready the Men's Medium Security Facility in La Honda, closed in 1999, to provide inmate bed space in the event of emergent in-custody population increases or the need to house inmates currently at the Maple Street Correctional Facilities during the construction of the replacement jail

Story Behind Performance

The Women's Correctional Center (WCC) has a Board of Corrections capacity rating of 84 inmates. During FY 2009-10, the facility provided security, care and custody for a population that ranged from 102 to 132 inmates with an average daily population of 135, (121% to 157% of Corrections Standards Authority rated capacity, or an average of 139% of capacity). The women's jail population exceeded the WCC maximum bed capacity in October 2006. This required the men's Maguire Correctional Facility (MCF) staff to convert a medical pod to house the excess female inmates full time through May 2007 when the men's population rise required housing male overflow in that pod. Since then, both MCF and WCC administration have established protocols for the use of that overflow housing pod and have periodically opened it for either men or women as needed. In 2009-2010, it has been used on weekends when the population in both facilities is highest.

In January 2010, new guidelines were established via Penal Code Section 4019. This statute provided for good time / work time credit to be calculated at 50% of an actual sentence. This impacted the sentenced inmate population at both the Women's Transitional Facility and Men's Minimum Security Transitional Facility.

A Jail Planning Committee has been established to plan for the eventual replacement of the facility. In January 2008, a Jail Planning Unit (JPU) was established in the Sheriff's Office, with additional resources in Department of Public Works of as a designated project manager in order to further the planning and implementation to replace the Maple Street Correctional Facilities. In 2008, the JPU coordinated three community outreach meetings on the jail replacement project; attended the National Institute of Corrections jail planning seminar and hired a functional program consultant – the next phase in planning the facility design.

The JPU also oversaw the refurbishment of the Sheriff's Office Medium Security Facility in La Honda. This gives the Corrections Division and additional 116 beds to address overcrowding should the population dictate its opening.

In January 2010, the "In-Custody Culinary Program" began in the Minimum Security Transitional Facility (MSTF) kitchen located at the Maple Street Complex. Classes are held on Tuesday mornings from 0800 - 1100 hours for a period of 6 weeks. Chef Adam Weiner authored the specialized curriculum and will be teaching the class with Staff Chef Elihu Kittel. The culinary arts class will include the following kitchen basics: food safety & sanitation, kitchen safety, knives, recipe creation and cooking principles. Once an inmate completes the course, the inmate will have attained basic kitchen knowledge and a certificate that can assist them in finding a job. Those who are successful and motivated in the program will have the opportunity to continue to train in the full culinary program at Job Train in Menlo Park. There will be 10 spaces per class session.

The Court-sanctioned "Choices" Alcohol and Drug Rehabilitation Program is available to long-term substance abusers with an established pattern of criminal behavior. Choices is conducted in a dorm that has 26 beds and averages 24 participants or 93% of the program's capacity. The goal of the program is to reduce recidivism among participants. When graduates of the Choices Program have been compared to a sample group of program dropouts, graduates were 2.6 times less likely to have been rearrested, 3.8 times less likely to have been subsequently convicted, and 5.5 times less likely to have been subsequently incarcerated, according to a longitudinal study conducted in 2003-04 by County Mental Health Services. In 2008, the Choices program was moved to a larger dorm, increasing the program capacity from 26 to 30 and also allowing for the establishment of 6 designated Work Furlough Program beds for women and two designated night worker beds, for a work crew who provide laundry and other maintenance services to Women's Correctional Center (WCC) on the night shift. This has increased the average daily Choices Program participants from 23 to 28. In 2009, two Correctional Officer Program Liaisons were appointed to facilitate recruitment of female inmates into Choices and other programs.

Further efforts have been focused on increased programming and development of programs within the limited space at WCC. In January 2010, a dormitory once used to house "weekenders" was converted to a minimum security transitional facility for women. This facility is located on the Maple Street campus. The dorm has 16 beds and it is estimated that over 100 women per year will benefit from its programming as the inmate prepares to re-enter the community after incarceration. Programming has been implemented focusing on Transition issues, education, and parenting.

In addition to the Choices Program, a pilot, Gender Responsive Program was implemented at WCC in the fall of 2008 and provides three hours of programming a week for 12 inmates. The program includes classes on substance abuse, trauma, post traumatic stress recovery, and yoga, which is also open to the general inmate population.

The Men's Minimum Security Transitional Facility (MSTF) houses 46 minimum security inmates. Currently 25 beds are designated for Work Furlough participants and the remaining 21 are assigned to laundry and facility work crews that provide laundry and ground maintenance services to MSTF / WCC and the Maple Street Homeless Shelter.

Work Furlough is a Custody Program that allows the participants to continue to support their families, pay taxes, reduce welfare rolls and make restitution payments to the victims. Program participants sleep in the facilities, but are allowed to leave custody to work during weekdays. The program has gradually built up an average population of 25 male participants, housed in MSTF and five female participants, housed in the WCC Choices dorm.

In July 2009, the Sheriff's Office and the Peninsula Humane Society partnered to create the T.A.I.L.S. Program. For eight weeks, male inmates housed at the Minimum Security Transitional Facility care for and provide obedience training to dogs with questionable adoption potential. The men learn empathy and compassion as the men spend 24 hours per day with the assigned dogs. The inmate hones writing skills by maintaining a journal documenting progress in the program. Upon graduation, the dogs become available for adoption and the men receive certificates.

The Sheriff's Work Program (SWP) is a custody alternative work program that has an ongoing population of approximately 430 to 480 low-risk, minimum-security offenders. Participants pay a set fee to participate in the program. SWP is an alternative to high cost incarceration / full-time confinement and saves approximately 28,500 potential jail beds annually, which are instead used to house more serious offenders. In addition, SWP work crews serve government and non-profit agencies by providing various manual labor services, at an annual minimum-wage value of over \$2,520,000.

The Electronic Monitoring Program (EMP) is a court-ordered incarceration alternative that averages five participants per month. The Sheriff's Office is using new electronic monitoring equipment Global Positioning System (GPS) that enables deputies to monitor participant locations / movements and maintain telephone contact. The Sheriff's Office has partnered with the Probation Department on the GPS technology contract, so that this service can also be offered to in-custody minors. Historically, the Court has been more inclined to approve EMP for minors, than for adult offenders.

Major challenges over the next two years will be:

- To continue to find creative and safe ways to house the various classification of female and low-offender male inmates in the existing, limited space at the Maple Street complex
- To manage a female jail population that has outgrown the existing facility, and continues to increase in severity of crime and / or mental health status
- To support the County's jail planning for the Maple Street Correctional Facilities replacement project
- To maintain minimum attendance level to all programming at WCC, WTF and MSTF

- To support County partners in developing and enhancing gender responsive programming for female inmates
- To support County partners in continuing re-entry efforts
- To assist the department in jail overcrowding mitigation efforts
- To support development of a Jail Management System which will replace the outdated Criminal Justice Information System
- To develop and enhance programming for female inmates in conjunction with County partners

Program Objectives

Custody Programs will meet performance targets by doing the following:

Replace the Maple Street Correctional Facilities by 2013

- Assist the County study of replacement options for the Maple Street facilities to include the Women's Correctional Center, Sheriff's Work Program, Electronic Monitoring Program and Work Furlough Program / housing for female and male participants
- Provide staff support with statistics, programmatic information, and other support as required
- Assist the County in moving forward with the next steps of the process, including architectural and detailed program design

Increase and Enhance Re-entry Program Opportunities to Serve 10% More Female Inmates

- Continue to support the expanded Choices program by increasing recruitment efforts
- Expand the pilot, gender responsive program by adding additional classes
- Implement a needs assessment tool to improve the gender responsive program
- Consider options for utilizing the Weekender Dorm for additional re-entry programs

Increase the Number of Maguire and WCC Jail Bed Days Saved Using Custody Alternative Programs by 5%

- Continue to seek the support of the Court to increase inmate population on the Electronic Monitoring Program and Sheriff's Work Program
- Develop and expand the Work Furlough Program through incorporation of GPS electronic monitoring into the traditional work furlough model
- Help prepare the existing inmate population for re-entry into the community by planning with the Service League, Mental Health Services, and other community based agencies, to determine the components of a successful re-entry program

Increase the Number of Sheriff's Work Program (SWP) Community Service Hours Provided by 15,000 Hours

- Continue to increase partnerships with County and non-profit organizations which utilize SWP, to better serve the inmate population and the community, and increase the number of worksites for placement of inmate work crews

- Collaborate with key stakeholders to determine the best avenues for expansion of SWP activities, including expanding partnerships to non-traditional worksites and activities
- Develop a publicity program highlighting the benefits of using SWP work crews for manual labor programs such as landscaping and general clean-up

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)					
Average daily population (ADP):					
- Women's Correctional Center (WCC)	140	120	120	140	120
- Minimum Security Transitional Facility	42	37	39	42	37
- Medium Security Facility (MSF) ⁽¹⁾	---	---	---	---	---
Average daily number of Sheriff's Work Program (SWP) and Electronic Monitoring Program (EMP) Participants	480	434	456	500	400
Average daily number of inmates participating in Choices at WCC	23	25	23	28	23
Average daily number of participants in the Work Furlough Program	22	13	18	30	20
Average number of inmates participating in SWP community work crews per day	116	109	110	120	110
How Well We Do It (Quality / Efficiency)					
Percent of WCC inmates participating in Choices program based on program capacity of 26	89%	89%	93%	93%	80%
Percent of total inmate population participating in custody alternative programs	33%	29%	30%	30%	30%
Number of assaults at Women's Correctional Center	4	9	5	4	4
Number of Assaults at MSF ⁽¹⁾	---	---	---	---	---
Is Anyone Better Off? (Outcome / Effect)					
Number of jail beds saved:					
- using custody alternative programs (SWP, EMP)	30,785	28,342	30,000	30,000	30,000
- modifying inmates out of custody through the Sheriff's reentry program	---	13,124	12,700	13,000	14,000
Number of community service hours and value of work performed by work crews:					
- Total SWP hours	338,496	317,424	315,000	315,000	315,000
- Total value	\$2,538,720	\$2,380,680	\$2,520,000	\$2,520,000	\$2,520,000
Number of jail beds saved at Maguire Correctional Facility ⁽¹⁾	---	---	---	---	---

⁽¹⁾ These measures will be tracked if and when the Medium Security Facility (MSF) is opened.

Custody Programs (3150P) Resource Allocation Summary

	Actual 2007-08	Actual 2008-09	Revised 2009-10	Recommended 2010-11	Change 2010-11	Recommended 2011-12
Salary Resolution	37.0	38.0	39.0	41.0	2.0	39.0
Funded FTE	37.0	38.0	38.5	40.0	1.5	39.0
Total Requirements	9,308,559	9,126,673	10,188,295	11,687,149	1,498,854	10,555,873
Total Sources	3,128,424	2,725,782	3,627,749	3,455,319	(172,430)	2,386,663
Net County Cost	6,180,135	6,400,891	6,560,546	8,231,830	1,671,284	8,169,210
NCC Breakdown						
Federal Grants Match				62,620	62,620	
Proposition 172 MOE			1,939,090	1,939,090		1,939,090
Mandated Services			3,461,053	4,794,015	1,332,962	4,762,488
Non-Mandated Services			1,160,403	1,436,105	275,702	1,467,632

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 \$8,231,830 or 70%, of which \$1,436,105 or 17% is discretionary. This discretionary amount includes Sheriff's Work Program and Electronic Monitoring 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; elimination of contingency for emergent repairs at the Medium Security Facility; and adjustments in revenue including a decrease in Public Safety Sales Tax (Proposition 172).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(329,168)	1,292,116	50,000	0	1,671,284	0

2. Women's Transitional Facility Grant

Two Correctional Officer positions that are funded by a congressional recommended federal grant have been added. This grant established a Women's Transitional Facility within the San Mateo County jail system to house minimum security female inmates that did not have a dedicated space or staffing for a Women's Work Furlough program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
156,738	156,738	0	0	0	2

TOTAL FY 2010-11 FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(172,430)	1,448,854	50,000	0	1,671,284	0

FY 2011-12 Program Funding Adjustments

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

3. 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; and one time grant funding for the jail management system and Women's Transitional Facility have been removed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,068,656)	(1,780,073)	940,000	0	228,583	0

4. Adjustment 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 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	(291,203)	0	0	(291,203)	0

TOTAL FY 2011-12 FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,068,656)	(2,071,276)	940,000	0	(62,620)	0