

| Recommendations | Rationale | Resources | Comm. |
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| Revamp the composition of the IWF Committee to include independent community members familiar with custody operations and add an oversight component for direct services to ensure the fair and consistent distribution of educational and recreational supplies to all inmates. | The IWF Committee is currently composed of 9 members, most of whom are jail personnel. Our investigation disclosed that the IWF Committee deals with only with the purchasing of supplies but not the distribution of them. It also disclosed the absence of those supplies to most inmates even though the IWF Committee ordered and delivered supplies and materials as requested. | | Bernardini |
| Completely redo the Inmate Orientation and Rulebook and the manner in which it is disseminated to inmates. Separate the Orientation portion from the Rulebook portion. Reduce the language to plain English with a table of contents and provide translations in Spanish and Vietnamese. | The current Inmate Orientation and Rulebook contains disorganized and unreadable information. There is only an English version. The grievance procedure is buried. Inmate rights and responsibilities table is poorly written. | | Bernardini |
| Commissary Prices - Prices for all commissary items should be reduced by 10 percent to 20 percent. | It is unfair for inmates to pay exorbitant prices for commissary items or prices that are higher than those charged for comparable items by grocery stores on the outside. For example, a can of tuna at the commissary costs \$4. A 6-ounce can of Starkist albacore tuna costs 5.79 at a supermarket, about 80 percent less. A can of 5-ounce Chicken of the Sea albacore tuna costs \$.99 at a supermarket, about 75 percent less. | | Amy Le |
| Recommendation: Inmate Welfare Fund Review - Designate an existing or new committee or entity to conduct a comprehensive review of the sources and uses of the Inmate Welfare Fund. | I realize recommendations are supposed to be short and specific, however, there are serious issues related to the IWF that should be addressed to ensure fair and ethical treatment of inmates and the proper and appropriate use of county resources. | | Amy Le |
| Extra Meals - Instead of providing extra meals for inmate workers, each inmate worker is allotted \$5.00 credit weekly to use toward commissary purchases. If the inmate is released prior to using the \$5.00 credit, the funds will go back to the IWF for indigent funds. | Inmates should have the ability to choose when they want have an extra meal, and what kind of meal they will eat. | | Amy Le |

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| <p>Hygiene Kit - Inmates are given a free hygiene kit when housed. The current hygiene kit includes: 1 pencil, 1 toothbrush, toothpaste, a spoon, a comb, and 2 bars of soap. My recommendation is to add the following items to the hygiene kit: 1 package of Tylenol, 2 sheets of writing paper and a stamped envelope for personal correspondence. If inmates line up for pill call and complain of a headache, the nurse will not provide medication without a doctor's order. Inmates must submit a white or blue (dental) assessment card, which takes days before a doctor reviews it.</p> | <p>It is important for inmates to communicate with family members. They are provided three free phone calls during the booking process, however, for a variety of reasons they may be unable to make a call. Providing a free stamped envelope allows inmates to have initial correspondence with their families. Currently, inmates may purchase a stamped envelope by submitting a commissary form but if they miss the deadline, they must wait a week to submit the order.</p> | | <p>Amy Le</p> |
| <p>Inmate Orientation and Rulebook - Update the current Inmate Orientation and Rulebook to add a Table of Contents. Elmwood and Main Jail Complexes should have the same rule violation number, except for specific rule violations that may only be applicable at that facility (i.e. Elmwood minimum camp for feeding animals or climbing the fence, etc.). A sample copy of a blank medical request form and a grievance form should be included in the rulebook. Create a committee to assist with updating the Inmate Orientation and Rulebook so it's more user-friendly and easy to understand</p> | <p>Rules should be kept up to date and should be clearly, simply and consistently explained so that miscommunication and misunderstanding are minimized.</p> | | <p>Amy Le</p> |
| <p>Visitor Lobby - Visitors who are preregistered and sign up on-line should check in 15 to 30 minutes prior to their scheduled visit (current requirement is 45 minutes to one hour). Visit cancellations should be immediately updated for the public via the Internet and the visiting phone line voicemail.</p> | <p>We should make it easier, not harder, for families and friends to visit inmates. Requirements should be reasonable, not onerous, and clearly communicated.</p> | | <p>Amy Le</p> |

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| IWF Program and Class - Increase life skill classes (communication skills class, how to conduct a job search, complete a job application, preparing for an oral interview, dress for success, how to open a checking account and balance a checkbook, provide employment assistance and homeless shelter listings) to assist inmate integration into society upon release, as well as nutritional and stress management classes to help live a healthy and drug-free life. | This is not only the humane thing to do but, if we want to reduce recidivism, we must implement such programs. | | Amy Le |
| Vocational Training - Classes and vocation training should lead to certification in order to assist inmates' integration back into society when released (embroidery, bakery, food services, machine shop, auto mechanic, wood work, gardening, maintenance, janitor, etc.). | Vocational training is vital for successful reintegration into society. Training is wasted if there is no opportunity for inmates to apply skills they've learned in jail to get a decent job on the outside. | | Amy Le |
| Add two additional members of the public to the Inmate Welfare Fund Committee to bring the number of the public members to a total of three. | | | Statman |
| Do not use the Inmate Welfare Fund to pay for the salaries of staff working on classification, assignment (assignment officer), information services support and warehouse operations. These funds should be directed toward funding education for the inmates. | These positions are not necessary for the management of the Inmate Welfare Fund. The Jail would have these positions regardless. | | Statman |
| Do not use the Inmate Welfare Fund to purchase capital or depreciable assets. | | See Minutes of the IWF Committee meeting of January 13. The purchase of televisions. | Statman |
| Spread the programs funded by the Inmate Welfare Fund equally across all Jail locations (Elmwood, MJS, MJN) and allow equal access to the programs to all inmates regardless of classification. | The availability of programs should be at least proportional to the jail section contribution to the IWF. | See Harvey Rose Audit. | Statman |

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| Inmate rule book should be revised with respect to structure, language, simplification, and should be aimed at a common reading level around 4th or 5th grade. | | | Statman |
| Expand the IWF committee membership to include 1-2 members with direct inmate experience (former inmate and inmate family members) | The IWF is primarily funded thorough commissions on commissary and phone charges, which is paid for by the families and friends of the incarcerated. No one from the community that provides the funds is represented on the committee. | | Clifford |
| Establish a plan and timeline for increasing the funding provided from non-commission sources to the recommended levels of 8.3% | The Harvey Rose Audit from December of 2014 recommended the IWF diversify its revenue sources beyond commissions collected from phones and commissary, raising the amount gleaned from other sources to 8.3%, comparable to similar counties. The IWF has not yet met that goal. | Management Audit of the County of Santa Clara ... www.sccgov.org/sites/bos/Management Audit... Management Audit of the County of Santa Clara Inmate Welfare Fund December 31, 2014 Prepared by the Management Audit Division | Clifford |
| Eliminate the use of IWF funds being allocated in part or full for services and equipment already mandated to be made available to inmates (such as legal research, food safety, grooming equipment, equipment repair, inmate assistance/infracton services, classification staff). | The IWF should not be used to assist in funding any services that may already be mandated to be provided via general fund. | | Clifford |
| Establish a program evaluation process that includes feedback and data from program participants (inmates) and instructors as to their effectiveness, possible help in the future (lead to employment? Help with recovery? Help with family reunification? Help with personal growth?) and their overall impression of its content and delivery (length of time, instructors, materials). | Currently data is kept regarding the programs offered and how many participate, but not on how they were received or perceived by the participants or those delivering the programs. | | Clifford |

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| Establish equitable distribution of programs and equipment provided by the IWF across facilities. Increase the number of programs provided via IWF in MJS and MJN beyond the current level to be more in parity with those offered at Elmwood. | Of the 14 Inmate Programs funded in full or in part by the IWF, only 2 appear to be offered at the Main Jail. Since approximately 40% of inmates are at MJN and MJS, their families generate approximately 40% of IWF revenue, yet their loved ones receive about 14% of the IWF funded programming. | | Clifford |
| Reduce the % of Salaries and Benefits paid for by the IWF and increase spending on programs and activities that support inmates and families. Suggestions include but are not limited to; providing calling cards for those who cannot afford calls, bus and VTA tokens to needy families to encourage visitation, insuring the distribution of games, activities and programs throughout all areas of the facilities, increasing visiting opportunities, providing activities on tablets, increase funding to the Jail Observer Program, fund a grant writer to seek support from the tech community for funding, materials and support to inmates and families. | Of the 3.7 million in the Inmate Welfare Fund last year, 2.98 of it was allocated for Salaries and Benefits for Assignment Officer, Commissary and Program Staff, IWF Fiscal and Administrative Staff, Classification, Operations/Warehouse. .048 M was allocated for Inmate Expenses such as athletic equipment. Games, grooming equipment, Hot Water Pots, Inmate worker incentive meals and equipment repair, .05 million was spent on office supplies, the IWF Audit and Misc. | IWF information from PACT provided in a separate Pdf attached to this e-mail. | Clifford |
| Have a system in place that allows inmates to call friends or family at least once a week at no cost. | Costs of calls are extremely high. | | Amador |
| Develop a system which allows for examination of commissary purchases or packages families order for inmates prior to requiring a signature. | Apparently due to limited time, inmates are required to sign receipt of items that they have not inventoried. | | Amador |
| Increase recreational and educational activities for Inmates. | From given testimony and actual jail tour, these items appear to not be available. | | Amador |
| The Committee For Inmate Welfare Fund should have increased community representation. | The addition of community representation will add an unbiased representation. | | Amador |
| Increase programming for Women. | Public testimony alluded to a lack of programming for Women. | | Amador |
| Prices of goods sold to inmates should be monitored and updated. | Many items appeared to be overpriced. | | Amador |

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| Fees charged to deposit funds should be reassessed to see if they can be reduced or removed. | These absorbent fees create a financial hardship on families. | | Amador |
| Devote more Inmate Welfare Fund dollars to develop programs for mentally ill inmates held in protective custody and other classifications that prohibit them from participating in group rehabilitation programming. Develop those programs as specific to mentally ill and mentally challenged offenders. | | | Manley |
| Require a current report about the status of all recommendations outlined within the Management Audit of the County of Santa Clara Inmate Welfare Fund (December 2014) and identify a specific date for the completion of specific recommendations and actions needed to diversify other sources of revenue by at least 6.8% for the Inmate Welfare Fund. | The current sources of IWF revenue are insufficient to support programs and services for the inmates at levels comparable to what has been achieved in other counties. The audit suggested that the revenue sources should be increased by at least 6.8%; an indexed approach would provide a more sustainable model for funding. | The Management Audit of the County of Santa Clara Inmate Welfare Fund (December 2014) and the Management Response to the audit findings. Numerous examples have been identified of how other counties have diversified other revenue sources. | Price |
| Develop a variety of ways to communicate the content of the Inmate Handbook to all inmates, including individuals with significant mental health challenges, including inmates in the psychiatric unit 8A | The inmate population is very diverse (cultural, race, levels of education, cognitive abilities, special needs population, with various levels of literacy and behavioral health conditions impacting abilities to focus and comprehend information available in the handbook; it is critical that multiple languages (not just English) and approaches (including non-written) be implemented to fully communicate the handbook information to inmates and those concerned about their welfare. | The consultants evaluating services to inmates with mental health conditions should also make specific recommendations about how to communicate critical information to inmates with behavioral health issues. The County should explore best practices in this area. | Price |

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| Expand the educational and vocational training opportunities for all inmates by using state of the art resources for direct instructions and on-line options, which meet the expressed needs of inmates. | The provision of state of the art vocational and education programs is necessary to improve opportunities for inmates. The current offerings are limited, traditional and do not reflect creative options. | There are a significant number of on-line options available and distributing tablets would be a cost effective way of expanding options. Example of classes: a Coding Class is available at San Quinton. Seeking additional funding such as: For example a coding class Linking Employment Activities Pre-Release (LEAP) which will fund a number of satellite American Job Centers within local correctional facilities; this approach gives access to a range of employment, training, and support opportunities. | Price |
| Ensure that men and women receive an equal opportunity to participate in direct-service programs funded by the IWF, including educational and vocational opportunities. | Men and women's sustainability programs and vocational programming are not equally accessible, and do not lead to similar economic security once released. | | Erin O'Neill |
| Develop a mechanism for the IWF Committee to measure whether men and women are receiving equal benefits from IWF-funded programs, and report back to the Committee on findings. | Currently, programs available to women, such as embroidery, do not lead to the same economic security as programs offered to men, such as auto repair and wood/metal work, once released from custody. | | Erin O'Neill |
| Utilize tablets or other available technology for educational materials for IWF-funded programs, so that all inmates who are eligible and who would like to participate, may participate in these programs. | | | Erin O'Neill |
| Ensure that a mental health professional is on the IWF Committee. | Only a mental health professional is able to give proper guidance on effective programming for mentally ill inmates. | | Erin O'Neill |

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| Ensure that there is an equal mark-up on all food sold at the commissary. | | | Erin O'Neill |
| Gather data to determine whether there are inmates who want to participate in IWF-funded programs and who are eligible, but who are not currently participating. Report back to the Committee on these findings and ensure that inmates who are eligible and want to participate in programs are able to participate. | The IWF audit stated that in 2013-2014, 23.1% of the inmate population was participating in programming. Since neither the Sheriff nor the DOC tracks whether these levels of participation represent all inmates who both want to participate and are eligible to participate, it is impossible to know if everybody who can participate, is able to participate. | | Erin O'Neill |
| Ensure that pregnant inmates are provided enough food as needed between regularly scheduled meals, whether or not she has money to pay for commissary items. | There are currently large gaps between meals. Pregnant inmates may pay for food items from the commissary, but women who do not have any money, have to wait for their next scheduled meal to eat. This is not healthy for the mother or the child. (I wasn't sure if this belonged in the IWF category or the non-scope subject.) | | Erin O'Neill |
| Ensure the "Inmate Orientation and Rulebook" grievance procedure forms and other important documents are available in English, Spanish, Vietnamese, and other languages. Also ensure the videos shown at inmate intake are available in multiple languages. | If the inmates are expected to follow the rules then they need to be able to read them. Having forms in other languages will make it easier to file grievances. | | Weatherspoon |
| Revise and simplify the "Inmate Orientation and Rulebook." | Simplifying the rulebook will help illiterate inmates understand the most important rules and procedures they need to be aware of and are expected to follow. Currently the book is too complicated and has too much information. | | Weatherspoon |

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| A financial audit and a time-study of IWF funded positions and contracts should both occur on an annual basis, with review of these evaluations and the Inmate Welfare Fund Committee and DOC's response to them, by the Board of Supervisors. | The 2008 Hopkins v. Flores Settlement Agreement required that a financial audit of the IWF and a time study of the positions and contracts funded by the IWF be performed every two years. The Sheriff has current policy is to conduct the financial audit on an annual basis and the 2014 Harvey Rose Audit recommended that the time study occur on an annual basis as well. | | Brunner |
| The use of the Inmate Welfare Fund for inmate programming should be guided by an overarching County policy that (a) establishes benchmarks to ensure adequate and equitable programming opportunities to inmates across jail facilities and classifications and (b) identifies appropriate funding sources for those programs (including, the Inmate Welfare Fund). Guided by this policy, the Inmate Welfare Fund Committee should be tasked with identifying and evaluating the types of programming that are most needed, effective, and desired by inmates and their families. | Currently, the Inmate Welfare Fund Committee appears to be the driving force for the development of inmate programming in the jails, but appears to do so without the guidance of any overarching policy that outlines what levels and what types of programming the jail should be providing to inmates throughout the jail system. | | Brunner |
| The County should review its current model of providing commissary to inmates with a view toward providing a variety of products at prices that are reasonable and fair to family and friends who pay into the commissary system, and ensuring that any profit made is funneled back into the IWF, rather than to a third-party vendor. This review should re-examine the outsourcing of the commissary system to third party for-profit vendors and identify a variety of models of "in house," jail-administered commissary systems that can be administered efficiently while providing reasonable prices to inmates and families. | The jail commissary is one source of funding for the Inmate Welfare Fund, but the third-party vendor that provides the commissary appears to benefit most from this system at great cost to inmates and families that pay unreasonable prices for at least some of the items available. The jail should revisit its commissary system to determine if there are better ways to provide reasonably-priced products and to channel any profits back into the jail to the Inmate Welfare Fund, rather than to a third-party. | | Brunner |

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| A needs assessment should be conducted on an annual basis that evaluates the quality and quantity of existing inmate programs and services funded by the Inmate Welfare Fund, and surveys inmates and family members regarding existing programs and services, and those that should be additionally funded by the Inmate Welfare Fund. The needs assessment, and the Inmate Welfare Fund Committee's response to it, should be reviewed by the Board of Supervisors. | There is no current system for evaluating whether the Inmate Welfare Fund is being used in a manner that best, and most efficiently, benefits Santa Clara County inmates. For example, the 2014 Harvey Rose Audit pointed out that although inmates are regularly waitlisted for programs funded by the Inmate Welfare Fund (indicating unmet inmate needs), that issue was not being sufficiently tracked or analyzed. | | Brunner |
| It is recommended that Inmates have fair commissary prices. Evaluate the cost of having commissary be run in-house to lower cost. (See CDC operations) | There is no reason a 20 cent Ramen should cost \$1.00 | | Gaxiola |
| Audit should be made concerning program that are offered and programs that are being paid for. | There is not an equal distribution of program services provided across the custody levels. | | Gaxiola |
| Fish Kits for indigent women should include Shampoo and conditioner. Tooth paste, as well as hygiene products. | | | Gaxiola |
| That there be a system in place that better audits the spending of funds for things like Recreation equipment and the actual distribution of these items. (i.e. Basketballs,board games etc) | I have been in many parts of the jail and the distribution of these items has not been equivalent to the amount they say they are spending. For example on the minimum camp the area where you can use items such as handballs, basketballs etc, is not open regulatory, it is opened at the most once a week for a couple of hours. Rarely have I seen new equipment. | | Gaxiola |
| The Board of Supervisors should assign a staff person to oversee a formal application process to fill vacancies on the IWF Committee, and who will ensure that information about the application process is widely circulate to the public. | Currently, there is no formal application process to fill vacancies on the IWF Committee. The Sheriff oversees the process that fills vacancies. | | Cordell |

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| <p>The Board of Supervisors should change the membership of the Inmate Welfare Fund Committee so that it has the following members: two members from the Sheriff’s Dept., the Public Defender, six community members who not currently employed by the county. Of these six members, at least one must have an accounting background; at least two must be mental health professionals, and at least two must have a background and/or experience in the mental health field (e.g., family members of mentally ill inmates, former inmates, members of mental health organizations, etc.)</p> | <p>Currently, eight of the nine members of the Inmate Welfare Fund Committee are county employees, seven of whom report to the Sheriff. With the exception of the Director of Custody Health, none of the members are mental health professionals; none have backgrounds in fiscal auditing, and only one is a community member.</p> | | Cordell |
| <p>Require the IWF Committee members to tour all County jail facilities at least once a year.</p> | <p>Require the IWF Committee members to tour all County jail facilities at least once a year.</p> | | Cordell |
| <p>Disseminate notices of meetings of the IWF Committee throughout the community to maximize public attendance at the meetings.</p> | <p>Currently, the notice to the community about the IWF Committee meetings is not widely disseminated. As a result, very few members of the public are aware of the meetings and very few attend.</p> | | Cordell |
| <p>Divert IWF funding for salaries and benefits from positions such as, but not limited to, Assignment Officer, ISD Support, Classification, and Operations/Warehouse, to funding for programs and services.</p> | <p>98.5% of IWF revenue (\$3.64 million) is generated from inmate phone calls and commissary purchases, yet 81% (\$2.98 million) of that money is expended on salaries and benefits, with only 13% (\$.48 million) is expended on programs and services. The IWF was created “primarily for the benefit, education, and welfare of the inmates.” The “maintenance” language in Penal Code 4025 is a loophole that has been exploited to fund positions that should be funded from the Department’s budget.</p> | | Cordell |

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| Discontinue the Incentive Meals and Beverage Program, use those funds for programs and services, and increase the portions of food in the inmates' meals. | In FY 2016, 82% (\$156,000) of inmate expenses were spent on incentive meals and beverages that reward inmates with extra meals and drinks for their work. Inmates would benefit far more from participation in quality programs and services that will prepare them for re-entry, than from extra meals. The use of food as an enticement means that inmates are not receiving adequate meals in the first place. | | Cordell |
| The Board of Supervisors should direct the IWF Committee to review the Department's contract with the Commissary vendor(s) and to review and re-evaluate the prices charged to inmates for commissary items to ensure that the prices are reasonable and not exorbitant, and make recommendations from these reviews and re-evaluations to the Board of Supervisors and the Sheriff. | The Blue Ribbon Commission's review of the prices charged to inmates for commissary items revealed prices that appeared, in some instances, to be exorbitant. Information provided to the Commission about the vendor and its profit margin was vague. | | Cordell |
| Require the IWF Committee to convene two public forums each year to review the programs and services and the contracts for those programs and services currently utilized in the jails, and to receive community input about new and/or other programs and services that can be considered for implementation. The forums should be held at dates and times to maximize public attendance. | The community should be aware of all of the programs and services provided to inmates and the IWF Committee should solicit input from a variety of sources for better programs and services to replace and/or supplement existing programs and services. | | Cordell |
| Contract with an outside agency to rewrite the entire Inmate Rule Book so that it contains accurate information, larger font, is reader-friendly, and available in languages other than English. Do not finance this rewrite with Inmate Welfare Funds. | The Inmate Rule book contains inaccurate information, is not reader-friendly, has small (almost unreadable) print, and is not available to inmates who are proficient in other languages. | | Cordell |

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| <p>Visitor Lobby: Visitors should be allowed to visit their inmate even though they arrive after the 60-minute rule that they must be present at least 60 minutes before the appointment. Many families travel great distances. Perhaps within the 60 to 30 minute limit should be allowed.</p> | | | Mukoyama |
| <p>Rule Book: Should be written in threshold languages. Chinese(Mandarin), Spanish, Vietnamese, Tagalog,, etc., and there should be someone who can orient new inmates by explaining the main issues of the rule book. The Rule Book should be part of an in person orientation (to the facility) of new inmates.</p> | | | Mukoyama |
| <p>IWF Committee: should have someone from the Human Relations Commission to be a member of the Committee to review the needs of the inmates and their requests including indigent needs.</p> | | | Mukoyama |
| <p>Commissary: Trustees could speak for inmates and make requests for products to be sold at the commissary, provided they meet security restrictions. Products should be sold at market values and not inflated. Sell supplementary clothing such as socks, and feminine hygiene products, and “real food” such as fish, oysters, jalapenos, chicken, beef, pork, etc. if containers, meet security restrictions. (The request for “real food” was from an inmate).</p> | | | Mukoyama |
| <p>Indigent fund: Indigent fund should have a budget figure. Currently there is a 0 budget proposed</p> | | | Mukoyama |
| <p>Mental Health Treatment: There should be group therapy focused on substance abuse, Post Traumatic Stress Disorder and anger/stress management and pre-discharge planning/counseling for release to the community.</p> | | | Mukoyama |

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| Physical Health Treatment: Treatment should be a timely with a compulsory minimum wait time to be seen after a request has been made. Also, Optometry should be included in physical health treatment to examine inmates perhaps during “orientation” for possible eyeglasses. | | | Mukoyama |
| Meals: Expand the 20-minute time limit to eat their meals to 30 or 45 minutes. Breakfast could be served later than 4 a.m. Dinner could be served later as well. | | | Mukoyama |
| Clothing: Issue more than one set of clothing: Inmates are expected to exercise in their clothing. Issue more than one pair of socks. Alameda County jail issues 3 set of clothing. Allow inmates to bring their own slippers, hygiene product within security restrictions. | | | Mukoyama |
| Storage: Larger or more bins to store belongings such as books, legal papers, hygiene products, etc. | | | Mukoyama |
| Programs: Provide more programs for inmates who are in the jail longer. Since AB 109 was passed, inmates have been incarcerated in the jail for 3 to 4 years or longer. It has become a prison in itself. | | | Mukoyama |

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| <p>Create a grant program within corrections department to pursue funding. The funding should be used to offset IWF funding needs and to generate programmatic funds.</p> | <p>It does not appear that the corrections department pursues grants at all.</p> | <p>Utilize online search engines like E-Civis to research and pursue grants. https://www.ecivis.com/ Ecivis describes itself as the nation's leading grant management software for accurate grant acquisition, award management, and grant writing. There is simply no other product that comes close to matching our quality, design, capability, and expertise. From Los Angeles to Washington, D.C., thousands of state, local, and tribal government offices and community-based organizations rely on us to drive their grants success.</p> | <p>Callender</p> |
| <p>Use Funds from IWF to provide at minimum access to one phone call per week to all inmates that otherwise cannot afford to make phone calls to loved ones. (A phone card included in the kits with a credit)</p> | <p>Everyone should have a right to have contact with loved ones regardless of their socioeconomic background. Today's technological advances have afforded little to no cost access phone services.</p> | <p>Example of such services is Google Voice/Talk that allows for free local and Continental US phone call services: www.google.com/voice or any reloadable phone card.</p> | <p>Holland</p> |

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| Rewrite and reorganize the inmate rulebook. 2) Have the availability of a larger print (accommodation) and 3) be available in other forms of delivery such as audio and/or video | All inmates should have equal rights to access and understand the rules by which they are expected to obey. Not all individuals learn the same or are able to learn the same (a blind person cannot read standard print). Employing varied Delivery methods would improve overall inmate understanding of the rules. Individuals in the jail have mental, intellectual, and physical disabilities needs that require tailored services to meet those needs. | | Holland |
| Reduce the % of Salaries and Benefits paid for by the IWF and increase spending on programs and Activities that support inmates and families. | Of the 3.7 million in the Inmate Welfare Fund last year, 2.98 of it was allocated for Salaries and Benefits for Assignment Officer, Commissary and Program Staff, IWF Fiscal and Administrative Staff, Classification , Operations/Warehouse. .048 | | Holland |
| Re-evaluate the visiting rules and requirements with the goal of “assisting” families and loved ones to visit the incarcerated. | The visiting rules are not clear and consistent (vary by site) and vary from the written instructions to what is posted on the website. Enforcement of rules by officers varies as well. This equals confusion which equates to missed visiting opportunities. | Links to other resources, articles, citations, evidence-based practice, etc.) | Holland |
| Provide reasonably useful contents in the free kit that are also cost effective. An example is to replace the tiny toothpaste with a standard size tube, a rechargeable calling card with credit on it to make at least one call, stationary and postage for three letters, etc. | The items in the current pack can be replaced with items purchased using a vendor contract with a place like the dollar store which would give the inmate a whole lot more for much less cost. (ie. A large tube of toothpaste can last a month and costs \$1) | www.dollartree.com | Holland |
| Use of IWF funds to pay for Salary and Benefits of Peer Advocates, Mentors, and Workers that work within the jail system to directly support inmates in attaining a variety of services/needs that are under the Inmate Welfare Fund. | If IWF are used for staffing purposes, the staff funded should directly be of benefit to the inmates and their families. | | Holland |

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| Re-evaluate and redistribute allocation of all programs to have equitable access to programs throughout the jail system. | | | Holland |
| Full time, benefitted/coded Substance Abuse positions added to the staffing throughout the entire jail system | With the jail population being so high with dual diagnosed individuals...Substance Abuse Professionals as dedicated staff, as part of the jail staffing team, makes sense. | | Holland |
| Conduct a needs assessment throughout the jail to tailor programs to meet the needs of the inmates | Programs that do not meet the needs of the inmates is money being wasted. | | Holland |
| Inmate welfare fund (visitor lobby, inmate rule book, IWF committee, commissary, etc.) Employ/Implement practices as outlined in the Bloom Document. Specifically in the areas of non-violence, sanctuary, and addressing the system and the people it serves from trauma informed best practices. | | www.sanctuaryweb.com www.thesanctuaryinstitute.org | Holland |
| Quality Improvement Program within the jail to evaluate and improve outcomes of Programs, Satisfaction of the end users, Quality of Instructors, etc. Also, to track how things in the jail translate to the community. Did the successful completion of a program improve the outcomes for the inmate? | There are many unanswered questions regarding the effectiveness of the Programs etc. This data helps to inform where and what to spend funding on. These tools need to be built into the framework of all pragmatic and service delivery areas | | Holland |