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May 25, 2022

TO: Each Supervisor

FROM: Arlene Barrera, Auditor-Controller

SUBJECT: **SHERIFF’S DEPARTMENT – INMATE WELFARE FUND PROGRAM REVIEW
(November 2, 2021, Board Agenda Item 16)**

On November 2, 2021, your Board instructed the Auditor-Controller (A-C) to perform a programmatic audit of the Sheriff’s Department (Sheriff or Department) Inmate Welfare Fund (IWF). Specifically, your Board requested:

- Motion Directive 1.a - An accounting of all programs funded by the IWF covering Fiscal Years (FY) 2018-19 to 2020-21.
- Motion Directive 1.b - An analysis of current programs funded by the IWF to determine if the programs are effective in achieving their goals of servicing the incarcerated population, including:
 - i. The stated purpose of each funded program and any short-term and long-term performance goals.
 - ii. How data is collected and utilized for each program.
 - iii. Available information about funded program development, such as any needs assessments that were conducted and whether programs are evidence-based.
- Motion Directive 1.c - An evaluation of the of the Sheriff’s Department’s and the Inmate Welfare Commission’s (IWC) process for identifying, proposing, and approving new programs that are funded by the IWF, including evaluating the process for determining whether existing programs should be continued or if additional programs need to be provided or offered.

We interviewed Sheriff management and staff, observed a sample of programs within the jails, attended an IWC meeting, and reviewed financial and programmatic documentation. This review did not include an evaluation of the compliance with the California Penal Code (CPC) or IWF monies spent on jail maintenance, nor did this review include recommendations, since these areas were generally covered in two previous Auditor-Controller reports:

Sheriff’s Department - Inmate Welfare Fund Financial and Compliance Review reports issued October 6, 2021 and December 14, 2021, respectively.

FAST FACTS

The Sheriff managed 35 IWF programs in FY 2018-19 and currently has 22 remaining programs for the benefit, education, and welfare of the inmates.

The Sheriff has 87 staff that directly and indirectly operate, manage, and oversee IWF programs, projects, and other operations.

In Fiscal Year 2020-21, the Sheriff spent approximately \$10.5 million on program expenditures.

Review Summary

CPC 4025 requires IWF monies to be used for the benefit, education, and welfare of inmates confined within the jail. CPC 4025 also allows the Sheriff to use any funds not needed for the welfare of inmates on maintenance of the jail facilities. The Sheriff allocates a minimum of 51% of the IWF monies towards benefits and programming and a maximum of 49% towards maintenance of jail facilities.

Our review noted the Sheriff expended a total of \$19.3 million, \$15.4 million, and \$10.5 million in IWF monies for FYs 2018-19, 2019-20, and 2020-21, respectively. The Sheriff spent those IWF monies on programs, projects and other purchases, Sheriff staffing, and other operations that benefit the inmates as part of the 51% mentioned above. In addition, Sheriff staff directly and indirectly supported an additional 29 programs during those three fiscal years in which the service providers were no-cost to the Department. As of June 30, 2021, the Sheriff manages a total of 22 programs. Eight of these programs are currently inactive due to COVID-19 restrictions, and the Sheriff does not have a timetable to reinstate the programs due to the uncertainty of inmate safety and other regulations.

Our review noted that while the Sheriff has approved contracts with service providers, the Sheriff does not maintain documentation of the research conducted and/or needs assessment completed for the current IWF programs. This includes missing information/documentation on the purpose and goals for each program, and whether research or a needs assessment, if any, was conducted before establishing/implementing the programs. Therefore, during our review, with the assistance of Sheriff management, we compiled a list of information for all 22 current IWF programs, including the research or needs assessment, program purpose, goals, and performance measurements. However, as originally noted in our Sheriff's Department – Inmate Welfare Fund Process Review issued April 4, 2021; re-confirmed in our Sheriff's Department – Inmate Welfare Fund Financial and Compliance Review issued on October 6, 2021; and again noted in this review, the Sheriff currently does not have key performance indicators developed to determine the effectiveness of each of the IWF programs. As a result, we were not able to determine the effectiveness of the Sheriff's 22 current IWF programs.

The Sheriff has a process for proposing, reviewing, and approving new programs, which includes a determination of whether the proposed program is in-line with best practices in the specific discipline, if there is a need for the program, and whether the facility has adequate staffing, space, equipment, and population for the program. The Sheriff also has a process for identifying and approving new projects, Sheriff staffing changes, and other expenditures. However, our review noted that the Sheriff does not have a documented policy or process for reviewing existing individual programs to determine if the programs should be continued.

We discussed the results of our review with Sheriff management who indicated general agreement with our report. For details of our review, see Attachment.

Review of Report

We thank Department management and staff for their cooperation and assistance during our review. If you have any questions please call me, or your staff may contact Mike Pirolo at mpirolo@auditor.lacounty.gov.

AB:OV:MP:JU:jd

c: Fesia A. Davenport, Chief Executive Officer
Celia Zavala, Executive Officer, Board of Supervisors
Alex Villanueva, Sheriff
Audit Committee
Countywide Communications

**Sheriff's Department
Inmate Welfare Fund Program Review**

At the request of your Board, we completed a programmatic review of the Sheriff's Department (Sheriff or Department) Inmate Welfare Fund (IWF). Specifically, your Board requested:

- Motion Directive 1.a - An accounting of all programs funded by the IWF over the last three completed fiscal years.
- Motion Directive 1.b - An analysis of current programs funded by the IWF to determine if the programs are effective in achieving their goals of servicing the incarcerated population, including:
 - i. The stated purpose of each funded program and any short-term and long-term performance goals.
 - ii. How data is collected and utilized for each program.
 - iii. Available information about funded program development, such as any needs assessments that were conducted and whether programs are evidence-based.
- Motion Directive 1.c - An evaluation of the of the Sheriff and the Inmate Welfare Commission's (IWC) process for identifying, proposing, and approving new programs that are funded by the IWF, including evaluating the process for determining whether existing programs should be continued or if additional programs need to be provided or offered.

Background and Scope

The IWF is governed by California Penal Code (CPC) 4025, which allows the Sheriff to receive revenue from sources such as telephone services and commissary sales to inmates and others. CPC 4025 requires the IWF monies to be used for the benefit, education, and welfare of inmates confined within the jail, and the maintenance of County jail facilities. The Sheriff allocates a minimum of 51% of the IWF monies towards benefits and programming and a maximum of 49% towards maintenance of the Sheriff's five jail facilities.

The IWF is administered and managed by the Sheriff, with oversight by both the Department and the Inmate Welfare Commission (IWC or Commission), consisting of seven Sheriff-appointed members. The Commission oversees IWF programming expenditures, and the Sheriff's Facility Services Bureau administers and oversees all facilities maintenance expenditures. The IWC generally meets monthly to discuss planned program funding uses and are required by their bylaws to review and approve all funding requests over \$10,000. In addition, the IWC approves all Sheriff staffing changes that impact IWF monies. However, also per the IWC bylaws, the Sheriff has the ultimate authority to determine what allocation and use of funds is in the best interest of the inmates.

The Sheriff has 87 staff positions that directly and indirectly operate, manage, and oversee the IWF programming, including the Data System Bureau which provides information technology support.

We conducted a review and analysis, as outlined by the motion directives above. This review does not include an evaluation of the compliance with the California Penal Code (CPC), IWF monies spent on jail maintenance, nor does this review include recommendations, since these areas were covered in two previous Auditor-Controller reports: Sheriff's Department - Inmate Welfare Fund Financial and Compliance Review reports issued October 6, 2021 and December 14, 2021, respectively.

Motion Directive 1.a - Accounting of Programs

Accounting of Program Costs and Other IWF Expenditures

We accounted for all IWF monies spent on the benefit, education, and welfare of inmates for FYs 2018-19 to 2020-21. We did not account for facility maintenance cost, commissary and telephone contract costs, revenues, or fund balances since these were reviewed by BCA Watson Rice LLP and reported on December 14, 2021 in our Sheriff's Department - Inmate Welfare Fund Financial and Compliance Review report. As indicated in Table 1 below, the Sheriff expended a total of \$19.3 million, \$15.4 million, and \$10.5 million in IWF monies for the three fiscal years, respectively, in the following four cost categories:

- Contracted Programs - This includes costs for inmate programs provided by contractors in which the contractor charges the IWF for the services. These are generally ongoing academic, life skills, and career/vocational training classes.
- Projects and Other Purchases - This includes costs for equipment and other major purchases (e.g., equipment, training materials) for inmates. These differ from programs in that they are not classes but still benefit the welfare of the inmates, such as tattoo removals.
- Sheriff Related Staffing - This includes costs for Sheriff staff to provide direct and indirect inmate program services, as well as oversee all IWF programming.
- Ongoing Operations -This includes costs for daily needs, such as hygiene products, newspapers, etc.

Table 1
Detailed Accounting of IWF Monies Used for the Benefit of Inmates
For the Three Year Period of Fiscal Years 2018-19 to 2020-21

Cost Category	FY 2018-19	FY 2019-20	FY 2020-21
Contracted Programs			
Five Keys -Technical and Life Skills Course (A)	\$ 6,174,238	\$ 3,164,746	\$ -
Gender-Responsive Rehab (B)	627,967	537,754	-
Legal Education for Female Inmates at CRDF (A)	153,670	88,935	-
UCLA - Second Chance Act Adult ORPPDP (A)	84,214	\$ -	\$ -
Back on Track - College of the Canyons Program (A)	27,153	-	-
Moral Reconciliation Therapy Staff Training (B)	5,799	-	-
Total Programs	\$ 7,073,041	\$ 3,791,435	\$ -
Projects and Other Purchases			
Baxter Ovens for NCCF, TTCF & CRDF (A)	\$ 262,785	\$ -	\$ -
Inmate's Birth Certificate Project	138,796	91,649	77,777
Overtime for Tattoo Machine Operations (B)	101,727	77,408	-
Upgrade Jail Inmate Class System - COMPAS (A)	98,371	102,306	-
Men's Central Jail Televisions (A)	66,099	8,261	-
Purchase of Narcotics Canines (A)	55,040	-	-
Los Angeles Risk Assessment Infrastructure (A)	46,115	-	-
Telephone Equipment Replacement Project (A)	32,272	-	-
Inmate Data Network (A)	28,867	17,129	-
Tattoo Removal Machine Maintenance (B)	25,440	25,440	-
Office Supplies for Mentally Ill Inmates Program (A)	11,703	-	-
Prison Rape Elimination Act Education Materials	9,242	49,156	49,711
Board Games Tables & Chairs for Pitchess Detention (A)	-	21,139	-
Total Projects and Other Major Purchases	\$ 876,457	\$ 392,488	\$ 127,488
Sheriff's IWF-Related Staffing Costs			
Population Management / Community Transition Unit	\$ 3,492,000	\$ 3,564,747	\$ 3,560,502
Inmate Service Bureau	2,637,187	2,692,439	2,859,733
EBI Unit	2,672,566	2,716,053	2,061,691
Special Funds Accounting Unit	308,717	218,060	228,786
Data System Bureau	284,000	350,548	376,943
Jail Enterprise Unit	224,000	220,809	210,206
Total Sheriff's IWF-Related Staffing Costs	\$ 9,618,470	\$ 9,762,656	\$ 9,297,861
Ongoing Operations for the Benefit of Inmates	\$ 1,717,480	\$ 1,477,764	\$ 1,045,346
Total Costs for the Benefit of Inmates	\$ 19,285,448	\$ 15,424,343	\$ 10,470,695

(A) Program contract expired and not renewed, or project completed/discontinued.

(B) Temporarily suspended due to COVID-19 restrictions.

Source: Sheriff's Department expenditure reports and BCA Watson Rice LLP Compliance Audit report

Contracted Programs

The Sheriff had six programs in which the contractor charged the IWF as of July 1, 2018, and two of such programs as of June 30, 2021. The Sheriff spent approximately \$7.1 million in FY 2018-19 and \$3.8 million in FY 2019-20 on these programs. The Sheriff did not incur program provider costs in FY 2020-21, as the two remaining programs were temporarily suspended due to COVID-19 restrictions.

Projects and Other Purchases

The Sheriff spent approximately \$876,000 in FY 2018-19, \$392,000 in FY 2019-20, and \$127,000 in FY 2020-21 on projects and other purchases that benefit the inmates. For example, the Sheriff provides birth certificates to inmates upon release to assist them with applying for various assistance, housing, etc. In addition, the Sheriff purchased various equipment and data networks within the facilities. These expenditures decreased in FY 2020-21 due to some of the projects being completed and some temporarily suspended due to COVID-19 restrictions.

Sheriff IWF-Related Staffing Costs

As mentioned above, the Sheriff has 87 staff positions that directly and indirectly operate, manage, and oversee IWF programming and other operations that benefit the inmates. These positions are funded by the IWF and cost approximately \$9.6 million, \$9.8 million, and \$9.3 million, respectively, in the three fiscal years reviewed. The IWC approved all staffing that is funded by the IWF and approves staffing changes that impact the use of IWF monies. The staffing costs were spent as follows:

- *Population Management Bureau/Community Transition Unit* - These 28 staff oversee all aspects of inmate classification processes, housing and re-entry operations, inmate data analysis, alternatives to custody processes, etc. Sheriff management indicated that these full-time duties are not impacted by the decreased level of programs due to COVID-19 restrictions. They also work directly on some projects as listed in Table 1 above.
- *Inmate Services Bureau (ISB)* - These 25 staff provide oversight of jail compliance with various regulations (e.g., Title 15, settlement agreements), and oversee the IWC processes. They also manage all contracts related to the IWF, process and approve IWF requests, and provide administrative oversight of staff that work with IWF programs. Sheriff management indicated that these staff also assist the Gender Responsive Services unit (GRS) and perform these duties full-time even with the decreased level of programs due to the COVID-19 restrictions. They also work directly on some programs, as described further in the Programs Supported or Operated by Sheriff Staff section below.
- *Education Based Incarceration (EBI) Unit* - EBI is a unit within the ISB. However, EBI staffing costs are accounted for separately from the rest of ISB staff since they have specific duties that primarily relate to IWF programs. These 25 staff provide security for the educational areas of the jail facility, transport inmates to different areas within the jail facility, and recruit inmates to the programs. Sheriff management indicated that EBI staff work on IWF related duties full-time even with a decreased level of programs due to the COVID-19 restrictions. They also work directly on some programs, as described further in the Programs Supported or Operated by Sheriff Staff section below.

- *Special Funds Accounting Unit* - These six staff charge some of their time supporting the IWF operations by accounting for IWF revenues and processing expenditure transactions.
- *Data Systems Bureau* - This one staff charges their time supporting the IWF operations by providing information technology support.
- *Jail Enterprise Unit* - These two staff operate the shops, nursery, and woodworking within the jails, of which the revenue is deposited into the IWF.

Programs Supported or Operated by Sheriff Staff

As mentioned above, Sheriff staff provide direct and indirect support of programs, including some programs that do not have a contractor charge to the IWF. In these cases, the contractor is separately funded (i.e., State grants, not-for-profit organizations), but the associated Sheriff staff costs are charged to the IWF. The Sheriff had 29 of these programs as of July 1, 2018. The Sheriff does not track staffing time and costs by program, so we are not able to determine how much of the Sheriff staff costs of \$9.6 million, \$9.8 million, and \$9.3 million for the three fiscal years indicated in Table 1 above, relate to each program.

Table 2 below details these 29 Sheriff staffed programs, including who operates the program and program status as of June 30, 2021.

Table 2			
Inmate Welfare Fund - Sheriff-Staffed Programs			
Fiscal Years 2018-19 to 2020-21			
	<u>Programs</u>	<u>Operated by</u>	<u>Status as of June 30, 2021</u>
1	High School - Five Keys (A)(C)	Five Keys Schools and Programs	Ongoing
2	High School - NOCS (A)(C)	New Opportunities Charter School (NOCS)	Ongoing
3	College, Life Skills, and Vocational - COC (A)(B)(C)	College of the Canyons	Ongoing
4	Hollywood Impact (Vocational Education) (A)(C)	Hollywood Impact	Ongoing
5	Malachi Dads(C)	Global Lifeline	Ongoing
6	Library (A)(C)	EBI/GRS staff	Ongoing
7	The Urban Ministry (A)(C)	Global Lifeline	Ongoing
8	CRDF Career Center (C)	WDACS- Center for Employment Opp	Ongoing
9	Therapeutic Activities - Music, Dance, Workouts, Choir, Sewing, Crafts (C)	EBI/ISB Staff	Ongoing
10	Life Skills - BTP / Smart Anger Mgt(C)	EBI/SBI Staff	Ongoing
11	Strindberg Laboratory (A)(C)	Strindberg Laboratory	Temp suspended due to COVID-19
12	Story Telling (A)(C)	Community Based Organizations (CBO) Volunteer	Temp suspended due to COVID-19
13	Street Symphony Projects (A)(C)	Street Symphony Volunteers	Temp suspended due to COVID-19
14	Buddhist Meditation(C)	CBO Chaplain	Temp suspended due to COVID-19
15	Interactive Journaling (A)(C)	Certified EBI staff	Temp suspended due to COVID-19
16	Moral Reconciliation Therapy Classes (A)(B)(C)	Certified EBI staff	Temp suspended due to COVID-19
17	Peace Education Program (A)(C)	Prem Rawat Foundation	Temp suspended due to COVID-19
18	Jail Guitar Doors(C)	Jail Guitar Doors	Temp suspended due to COVID-19
19	Alcoholics Anonymous(C)	Religious & Volunteer Services staff	Temp suspended due to COVID-19
20	Narcotics Anonymous(C)	Religious & Volunteer Services staff	Temp suspended due to COVID-19
21	Harm Reduction & Keeping it Real (A)	Center for Health Justice Contract	Transferred to Access to Care Bureau-(ACB) March 2020
22	Pet Therapy/Comfort Dog (A)	Pet Prescriptions & Volunteers	Transferred to ACB -2021
23	Substance Trtmt & Reentry Trans (A)	Department of Public Health	Transferred to ACB-March 2020
24	Adults Bonding with Children (B)	Sheriff Staff	Transferred to GRS in FY 2020-21
25	Yoga Classes (B)	CBO Volunteers	Transferred to GRS in FY 2020-21
26	Hannah's Gift (B)	Lifeline Global Ministries	Transferred to GRS in FY 2020-21
27	Incarcerated Parenting Program (B)	DCFS - Friends Outside	Transferred to GRS in FY 2020-21
28	Family First Charter (High School) (B)	NOCS	Transferred to GRS in FY 2020-21
29	Miracle Project (A)	Special Service for Groups & Volunteers	Closed January 2020

(A) EBI staff manages, recruits, and/or provides custody/security.

(B) Moved, or partly moved, to GRS staff in FY 2020-21, which are not funded by the IWF.

(C) These 20 programs remain funded by the IWF and are ongoing or temporarily suspended due to COVID-19 restrictions and will resume operations in the future. Additional details of these current 20 programs are included in Table 3 in the section below.

Source: Sheriff Management

As of June 2021, there are 10 ongoing IWF programs staffed and/or administered by Sheriff personnel. Of the original 29 Sheriff staffed/administered programs, eight have been transferred to non-IWF funded Sheriff units, ten are currently suspended due to COVID-19, and one has been closed. Four of the suspended programs resumed operation as of December 2021.

Ongoing Operations for the Benefit of the Inmates

The Sheriff spent approximately \$1.7 million in FY 2018-19, \$1.5 million in FY 2019-20, and \$1 million in FY 2020-21 on ongoing operations for the benefit of the inmates. This includes a one-time purchase of ovens for the jails (i.e., \$263,000 in FY 2018-19), and daily needs, such as hygiene products (e.g., \$420,000 in FY 2020-21), newspapers (e.g., \$338,000 in FY 2020-21), etc.

Motion Directive 1.b - Analysis of Current Programs' Effectiveness

The Sheriff currently manages a total of 22 programs funded by the IWF as of FY 2021-22 that are either ongoing or temporarily suspended due to COVID-19 restrictions that will be resumed in the future. Specifically, the Sheriff manages two programs where the contractor charges the IWF, as mentioned in Table 1 above, and 20 additional programs directly and indirectly supported by Sheriff staff, as mentioned in Table 2 above.

We conducted an analysis of the current 22 programs to determine if the programs are effective, including the stated purpose of each program, any short-term and long-term performance goals, how data is collected and utilized, and available information about the program development (i.e., if needs assessments are conducted by the Sheriff to determine what programs would be beneficial to add, and whether the potential/current programs are based on credible third-party evidence-based research concluding that the programs have potential benefits).

Sheriff management indicated that 21 of the 22 current programs were established and approved under previous management, and that while there are approved contracts with service providers, the Sheriff does not maintain documentation of the research conducted and/or needs assessment completed of the IWF programs. This includes missing information/documentation on the purpose and goals for each program, and whether needs assessments or evidence-based research, if any, was conducted before establishing/implementing the programs. We did note that the Sheriff and the contractors compile some general outcome data. For example, many of the contractors track class attendance and graduation rates, which assist them in measuring their internal goals. However, we noted that the data compiled does not specifically measure effectiveness of the programs or accomplishment of a goal established by the Sheriff in determining overall effectiveness of the program.

Due to the lack of program documentation and ability to evaluate the program effectiveness, we interviewed Sheriff management and staff, observed programs in the jail, obtained supporting documentation where available, and attended an IWC meeting to obtain information on the current IWF programs. We incorporated this information into Table 3 below.

Table 3 Inmate Welfare Fund Program Measurements Fiscal Year 2020-21							
#	PROGRAM	EVIDENCE-BASED SUPPORT (A)	PURPOSE	SHORT-TERM GOAL	LONG-TERM GOAL	TYPE OF MEASUREMENT & DATA COLLECTION	MEASUREMENT FY 2020-21
1	Gender-Responsive (Rehab Health Right 360 (B))	National Institute of Justice (NIJ) - Gender Specific Programing	Focused on female offenders to address issues related to mental health, parenting, domestic violence, and LBTQI populations	Not provided	<ul style="list-style-type: none"> • Recidivism • Family reunification • Increase reentry success 	<ul style="list-style-type: none"> • Attendance • Class completion 	N/A - COVID-19
2	Moral Reconciliation Therapy (MRT) Training (B)	Substance Abuse & Mental Health Service Administration (SAMHSA)	Certify staff on MRT	<ul style="list-style-type: none"> • # Staff certified in MRT • # Facilities implementing MRT 	Continued training	<ul style="list-style-type: none"> • # Staff certified 	N/A - COVID-19
3	High School -Five Keys Schools and Programs	NIJ - Correction Based Adult Education	High School Diploma	<ul style="list-style-type: none"> • Class attendance • Completion of High School classes 	<ul style="list-style-type: none"> • Increase reentry employment • Reduce jail misconduct • Recidivism 	<ul style="list-style-type: none"> • # Registrations • Course completions • # High School graduates 	PDC: # Registered students 425 # Course completions # Graduates 20
4	High School -New Opportunities	NIJ - Correction Based Adult Education	High School Diploma and life skills classes (LEARN)	<ul style="list-style-type: none"> • Class attendance • Completion of High School classes • Completion of LEARN/ life skills curriculum 	<ul style="list-style-type: none"> • Increase reentry employment • Reduce jail misconduct • Recidivism 	<ul style="list-style-type: none"> • # Registrations • # Course completions • # High School graduates 	MCJ & TTCF: # Registered students 71 # Course completions 183 # Graduates 41
5	College and Life Skills (COC)	NIJ - Correction Based Adult Education	College credit courses and non-credit life skills	<ul style="list-style-type: none"> • Class attendance • Completion of college reading and life skills 	<ul style="list-style-type: none"> • Increase reentry employment • Reduce jail misconduct • Recidivism 	<ul style="list-style-type: none"> • # Registrations • # Course completions 	PDC: # registered students 3521 # course completions 510 CRDF: # Classes offers:29 # Different types of classes: 14 # Enrolled: 678 # Completed: 438
6	Hollywood Impact (Vocational Education)	NIJ - Correction Based Adult Education	Vocational education. Uses the art of television and filmmaking	<ul style="list-style-type: none"> • Filmmaking • Related employment skills 	<ul style="list-style-type: none"> • Increase reentry employment • Reduce jail misconduct • Recidivism 	<ul style="list-style-type: none"> • # Course completions. Three (3) semesters per year 	South 25 Completions and partial completions
7	Malachi Dads (Global Lifeline)	No research conducted	Helping men, husbands and fathers to find healing in their relationships with their families, especially their children.	<ul style="list-style-type: none"> • Attend weekly meetings • Completion of individual/group work • Write to their child(ren) monthly. 	<ul style="list-style-type: none"> • Develop community and become responsible fathers • Promotes pro-social and religious messages with the goal of changing attitudes 	<ul style="list-style-type: none"> • # Meetings offered weekly • # Locations served 	North 2 meetings per week South 3 meetings per week NCCF 3 meetings per week TTCF 3 meetings per week
8	The Urban Ministry (TUMI) - Global Lifeline	No research conducted	To train pastors and church leaders among inmates who demonstrate spiritual leadership. A series of high-level college theology classes.	<ul style="list-style-type: none"> • Class attendance • Completion of classes leading to completion of TUMI curriculum 	<ul style="list-style-type: none"> • Increase reentry employment • Reduce jail misconduct • Recidivism; fulfills discipleship and leadership development. 	<ul style="list-style-type: none"> • # Course completions 	# Course completions 30

Table 3 (cont.) Inmate Welfare Fund Program Measurements Fiscal Year 2020-21							
#	PROGRAMS	EVIDENCE-BASED SUPPORT (A)	PURPOSE	SHORT-TERM GOAL	LONG-TERM GOAL	TYPE OF MEASUREMENT & DATA COLLECTION	MEASUREMENT FY 2020-21
9	CRDF Career Center	Needs Assessment & Academic Research	Address workforce development needs of women (general career readiness training, industry-specific training in construction or technology, and case management)	<ul style="list-style-type: none"> • Improve knowledge • Improve attitude • Increase job readiness 	<ul style="list-style-type: none"> • Improve economic stability • Improve reentry • Reduce recidivism 	<ul style="list-style-type: none"> • Registration / Attendance forms • Social services referred and used • Certifications awarded • Review of use of force and IRTS records • Interviews of students and providers • Recidivism 	CRDF: # 103 enrolled # 103 case managed # 51 graduated # 35 industry-specific training # 21 placed in transitional jobs # 9 in permanent employment # 5 recidivated
10	Therapeutic Activities - Music, Dance, Workouts, Choir, Sewing, various crafts	Academic Research	Individual expression, learn new skills, and time management	<ul style="list-style-type: none"> • Improve behavior & mental focus • Improve physical health • Improve social interactions 	<ul style="list-style-type: none"> • Improve economic stability • Improve reentry • Reduce recidivism 	<ul style="list-style-type: none"> • Records view of attendance rosters • Interviews with students and providers 	CRDF: # classes conducted: 79 # students participated 890
11	Life Skills Classes - Break Through Parenting and SMART Anger Management	Academic Research; NIJ and DOJ	Life skills classes to improve knowledge, attitude, and behavior	<ul style="list-style-type: none"> • Increase awareness and knowledge • Improve behavior, reasoning and social interactions 	<ul style="list-style-type: none"> • Reduce jail violence • Reduce use of force • Improve entry success • Reduce recidivism 	# classes # student participation	CRDF: # classes conducted 45 # students participated 516
12	Library (book donations)	No research conducted	Libraries serve both justice involved persons and the public by helping to educate inmates, reduce recidivism, and improve family bonds through reading.	Access to books	Access to books	N/A – Book donations	N/A - No measurable data for books
13	Street Symphony Projects (B)	No research conducted	Live musical events to engage musicians and inmates through live performance and dialogue. Educates and exposes attendees to a variety of music genres.	Opportunity for inmates to connect with society through art/music.	Opportunity for inmates to connect with society through art/music.	No data provided	N/A - COVID-19
14	Buddhist Meditation (B)	No research conducted	Meditation	Lower a person's level of reactivity and impulsivity and provision of a calming effect	To create inner change and peace within themselves & the world around them	Year-round program - attendance per session	N/A - COVID-19
15	Strindberg Laboratory (B)	No research conducted	To create self-awareness through literary and performing opportunities	<ul style="list-style-type: none"> • Attend weekly meetings • Completion of curriculum 	<ul style="list-style-type: none"> • Sense of purpose • Raised consciousness • Belief in realizing positive change in their lives 	Attendance per session Year-round	N/A - COVID-19

Table 3 (cont.) Inmate Welfare Fund Program Measurements Fiscal Year 2020-21							
#	PROGRAMS	EVIDENCE-BASED SUPPORT (A)	PURPOSE	SHORT-TERM GOAL	LONG-TERM GOAL	TYPE OF MEASUREMENT & DATA COLLECTION	MEASUREMENT FY 2020-21
16	Interactive Journaling (The Change Companies) (B)	SAMHSA	Journaling helps participants identify how they learned to play the con game, the myths that support it and ways to confront the con within and move toward self-responsibility and positive life change	Participants will implement appropriate decision-making skills	Recidivism reduction	# Participants in specialized program	N/A - COVID-19
17	MRT Classes (B)	SAMHSA	MRT fosters moral development in treatment-resistant individuals to assist how people make decisions about what they should or should not do in a given situation.	<ul style="list-style-type: none"> • Decrease recidivism • Increase personality functioning 	<ul style="list-style-type: none"> • Decrease recidivism • Increase personality functioning 	# Inmates participating in year-round program	N/A - COVID-19
18	Peace Education Program - Prem Rawat Foundation	Prem Rawat Foundation	To discover their own inner resources—innate tools for living such as inner strength, choice, and hope—and the possibility of personal peace.	Participation in facilitated reflection time, participant discussions, workbook activities, and reading materials	<ul style="list-style-type: none"> • To focus and reflect on their own humanity, and their inner resources • The program empowers individuals to reach their own understanding 	Year-round program - attendance per session	N/A - COVID-19 This program resumed in December 2021.
19	Jail Guitar Doors (B)	No research conducted	Provides musical instruments and opportunities to help rehabilitate inmates	<ul style="list-style-type: none"> • Class attendance • Completion of curriculum 	Opportunity for inmates to connect with society through art/music.	Number of participants in program (8-week program meets 1 time per week)	N/A - COVID-19
20	Story Telling	No research conducted	To write and share their personal stories in an empowering/impactful way	<ul style="list-style-type: none"> • Attend weekly meetings • Completion of story/curriculum 	<ul style="list-style-type: none"> • Prepares for success upon release • Improves safety and environment of the facility 	Year-round program - attendance per session	N/A - COVID-19 This program resumed in December 2021.
21	Alcoholics Anonymous	No research conducted	12 step AA intervention for abstinence from alcohol over the long term compared to other treatments for alcoholism	Stay sober and help other alcoholics to achieve sobriety	Child/family well-being	N/A - submission of panel information by area coordinator	N/A - COVID-19 This program resumed in December 2021.
22	Narcotics Anonymous	No research conducted	To maintain sobriety	Stay sober and help other substance users to achieve sobriety	Child/family well-being	N/A - submission of panel information by area coordinator	N/A - COVID-19 This program resumed in December 2021.

(A) Evidence-Based Support is any credible third-party evidence-based research concluding that the programs have potential benefits. This column sites the source per Sheriff management.

(B) These eight programs are currently temporarily suspended due to COVID-19 restrictions. The Sheriff plans to resume operation of these programs in the future.

Source: Sheriff Management

As indicated, the Sheriff has limited outcome data for nine of the 22 programs. We previously recommended that the Department develop Key Performance Indicators (KPI) to formally establish specific metrics that would determine if the programs were effective and meet their goals in our Sheriff's Department – Inmate Welfare Fund Process Review issued April 4, 2021 and re-confirmed in our Sheriff's Department – Inmate Welfare Fund Financial and Compliance Review issued on October 6, 2021. As noted in our previous reports and again noted in this review, the Sheriff is not able to determine when they can fully implement KPIs due to staffing shortages and other high priority assignments. We plan to follow-up on our prior reviews in FY 2022-23.

Motion Directive 1.c – Evaluation of Program/Project Establishment/Approval Processes

Identifying, Proposing, and Approving New Programs

Based on our discussions with Sheriff management on their current process and reviews of documentation, such as program request memos and approval workflow, new IWF programs are introduced through two methods, which appear to be reasonable and appropriate. Specifically:

- Sheriff's management conducts a needs assessment and identifies areas that can be implemented. Sheriff management will then research available community-based providers that will not charge IWF funds and invite them to submit a proposal for review. Per the Sheriff's policy "Vetting and Adoption of New Education Based Incarceration Programs", the Sheriff's Contract Unit receives the proposals and provides them to EBI's Educational Development Administrator (EDA). The EDA reviews to determine if the proposed program is in-line with best practices in the specific discipline, the need for the program, and whether the facility has adequate staffing, space, equipment, and population for the program. The EBI Lieutenants and ISB Captain make the final determination if the program is adopted.

Since these programs are at no cost from the contractor and only use existing Sheriff staffing levels funded by IWF, they do not require IWC approval. We noted that the Sheriff does not have a written policy on how often this needs assessment will be conducted. However, the Sheriff is in progress of developing various written policies as we recommended in our Sheriff's Department – Inmate Welfare Fund Process Review issued on April 22, 2021 and followed-up on in our Sheriff's Department – Financial and Compliance Review issued on October 6, 2021. The Sheriff plans to add this policy as part of their implementation efforts.

- A program contractor will contact the Sheriff with their own program ideas and submit a proposal for Sheriff's review. The Sheriff will only accept proposals from contractors who will not charge IWF funds and are funded by other sources (e.g., not-for-profits, State funded). The submitted proposal will go through the same review process as above.

Identifying and Approving New Projects, Sheriff Staffing Increases, and Other Expenditures

When the Sheriff would like to implement a new project, increase Sheriff staffing funded by the IWF, or spend IWF funds on other benefit-related items (e.g., newspapers, various supplies for inmates), the respective Sheriff bureaus and units (e.g., Data Systems Bureau for technology-related purchases) have their own internal processes to identify and propose a purchase. The

proposal is submitted to ISB for review. ISB reviews the request to determine if funding is available and if the purchase will benefit the inmates in line with CPC 4025. For purchases over \$10,000 and for all Sheriff staffing changes, IWC approval is required.

We attended an IWC meeting where the Sheriff presented a proposed purchase for equipment to be installed, explained the justification, discussed it with the IWC, and the IWC approved the purchase.

Reviewing Existing Programs to Determine Need

We noted the Department has no policy or process for reviewing individual programs to determine if the programs should be continued. As mentioned above, we previously reported and re-confirmed that the Sheriff does not yet have KPIs for their programs to determine their effectiveness. Once the Department implements KPIs, they will be able to establish a process to determine if programs should be continued.