EDUCATIONBASEDINCARCERATION

Los Angeles County
Sheriff's Department

EDUCATION BASED INCARCERATION

A MESSAGE FROM THE SHERIFF

As the Sheriff of Los Angeles County, I am charged with running the nation's largest jail system in a fair and impartial way. We know, from the documented high rates of recidivism across the nation, that traditional incarceration with punishment at the core, does not work. In Los Angeles County we have adopted a philosophy within the jails called **Education-Based Incarceration**. This system works well within the boundaries of our Departmental Mission statement and Core Values, by providing dignity in the jails.

Creating a system that supports reducing the risks and needs of its offenders through education and rehabilitation has shown success. These successes can be seen in reduced rates of recidivism, increased employability, and family reunification, which, in totality, are reinvestments in the communities within Los Angeles County.

People agree that education is a better option than incarceration. Unfortunately, some people make choices in their lives that land them in jail. The values needed to succeed in jail are often in direct conflict with societal norms. **Education-Based Incarceration** creates a safe and empowering environment, conducive to learning and self-retrospection; it, allows the offenders to reprioritize their lives and opt for success!

It is a great honor to present this publication highlighting the successes of Education-Based Incarceration through the Offender Services Bureau, Correctional Services Division, of the Los Angeles County Sheriff's Department.

Sincerely,

Leroy D. Baca
Sheriff

CORE VALUES

As a ***leader*** in the Los Angeles County Sheriff's Department,

I commit myself to ***honorably*** perform my duties
with ***respect*** for the dignity of all people,

integrity to do right and fight wrongs,

wisdom to apply ***common sense*** and ***fairness*** in all I do, and

courage to stand against racism, sexism, anti-Semitism,
homophobia and bigotry in all its forms.

OUR MISSION

Lead the fight to prevent crime and injustice.

Enforce the law ***fairly*** and defend the rights of all.

Partner with the people we serve to secure and
promote safety in our communities.

OUR CREED

My goals are simple.
I will always be painfully ***honest***, work as hard as I can,
learn as much as I can and hopefully
make a difference in people's lives.

Deputy David W. March
EOW April 29, 2002

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EDUCATION-BASED INCARCERATION DEFINED

Changing the Way We Incarcerate

Education-Based Incarceration is a component of the criminal justice system that is focused on deterring and mitigating crime by investing in its offenders through education and rehabilitation. By providing substantive and intellectual education in jails, and being supportive rather than punitive in efforts to reduce crime related behavior, the likelihood to recidivate is lowered while success and stability in the community occurs.

Holding lawbreakers accountable for their actions is the main priority of Education-Based Incarceration, and incarceration is the chief means of imposing accountability for acts that threaten public safety. The investment made through Education-Based Incarceration is an endeavor in safer and more stable communities.

Sheriff Baca's vision, "The uneducated mind will predictably live in a threatened and limited way," provides opportunity for the following principles to be the foundation for which Education-Based Incarceration operates from. The outcome of this fully implemented system within the jails is the unlimited capability and appreciation for a productive life.

Principle 1: Evaluate and Assess both the Educational and Trade Skills of All Offenders

This multi-phased educational process will be accomplished through a collaborative effort between the Offender Services Bureau, Inmate Reception Center, and the implementation of a validated risk and needs assessment. This comprehensive assessment will be completed at the entry point of incarceration and will conclude with a reentry action plan. The assessment will aid in assessing risk and needs, developing behavior management plans, delivery of programs, preparation for reentry, transition, follow-up, and evaluation.

Using a concept whereby like people are housed together (i.e., U.S. Military Veteran offenders, substance abusers, and domestic violence offenders), expanded housing plans will be explored where appropriate level and labor market education, life, and vocational skills will produce the best outcomes for participants.

Principle 2: Develop a System for Educating Prisoners who Inevitably will Serve Time in the State Prison System, Beginning and Ending in the Los Angeles County Jail

Three institutional processes will be linked when a Los Angeles County inmate becomes a convicted state prison felon. These processes are the county jail, state prison, and reentry. Many state felons will complete their time in the custody of the Los Angeles County jail due to short sentences and a shortage of housing within the state prison system. During classification, it may not be known if an offender will be sentenced to state prison or county jail. Therefore, all offenders entering the criminal justice system will be assessed, and information will be updated regularly in the Education-Based Incarceration system.

Principle 3: The Development and Implementation of Proper Educational and Preparation Skills for Prisoners will Reduce the Likelihood of Recidivism

The inmate assessment will be linked to a case management system and allow for individuals who need and choose to refine education, life, and vocational skills while incarcerated to be managed. Effective case management is the linchpin of the reentry action plan. The information captured through both the assessment and case management system will be provided to the offender's destination once released from the Los Angeles County jail. If the offender

is transferring into the state prison system or a community program, a transfer summary will be completed and transferred with the inmate and their progress will be monitored.

Principle 4: Strengthen and Systematize the Partnership with the California Department of Corrections and Rehabilitation (CDCR)

Los Angeles County residents who, in fact, are transferred to the state prison system will be equipped with an educational transfer summary, as well as given an opportunity to continue core education classes while completing their sentence at CDCR. Through closed-circuit programming, educational opportunities will be provided at off-site institutions where beginning, continuing or completing a degree program is achievable.

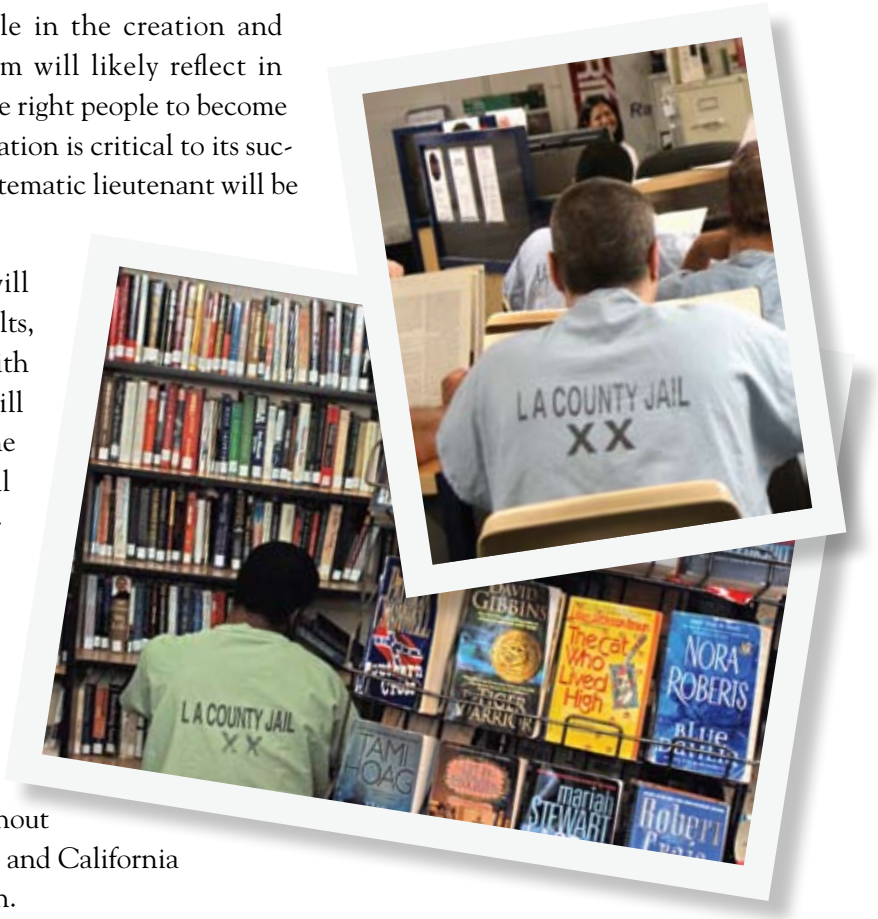
Principle 5: Develop Curriculum that puts into Action Learning Programs that are Both Structured and Unstructured

Just as the jail system is diversified in many ways, so should the education and rehabilitation provided to the inmates. The Education-Based Incarceration participants will utilize various models of engagement that reflect different learning styles, such as traditional instructor led programs, peer education, distance learning, and through education based cable channels on inmate televisions.

Whether interactive or individualized learning is employed, the responsibility for learning is placed in the hands of the participants and helps them develop as critical thinkers.

Principle 6: Transform the Custody Division and State Correction's Cultural Thinking to Support and Embrace the Principles of Education-Based Incarceration

A team of individuals highly knowledgeable in the creation and implementation of an evidence-based system will likely reflect in meeting the guiding principles. Identifying the right people to become the ambassadors for Education-Based Incarceration is critical to its success. The identification of a well educated, systematic lieutenant will be the basis for the kick-off of this project.



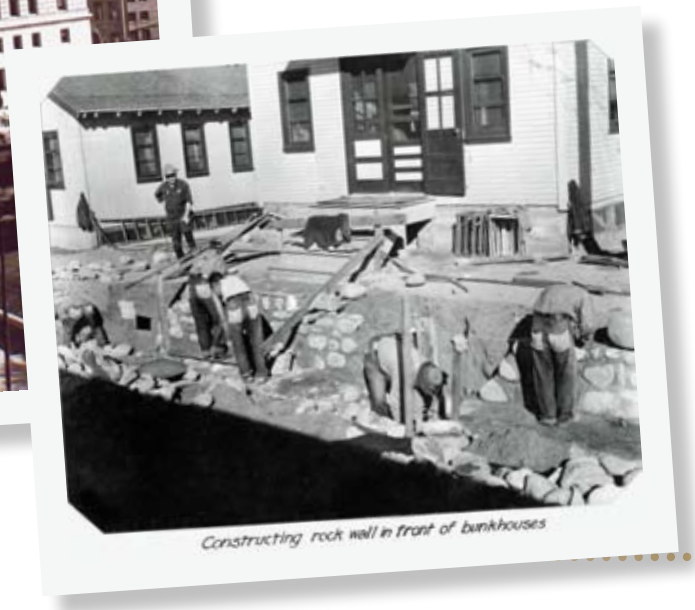
The Education-Based Incarceration system will be relevant by documenting and verifying results, thus becoming an evidence-based system. With the scientific research assembled, findings will be crafted in a way for implementation of the guiding principles. The implementation will be studied, identifying quality practice and science. The refinement and study of outcomes will produce the base for evidence.

The cycle of refinement will drive policy formulation and management decisions. The formation and refinement will create longevity, eventually anchoring the Education-Based Incarceration system throughout the Los Angeles County Sheriff's Department and California Department of Corrections and Rehabilitation.

The History of the Los Angeles County Jails

For decades, the Los Angeles County Sheriff's Department has operated the largest jail system in the nation. The system consists of eight large facilities, built between 1957 and 1994, located throughout the county. As in most modern jails, overcrowding presents a constant obstacle. The Los Angeles County jail system houses nearly 20,000 individuals on any given day, and about 160,000 people are booked and released during a year.

Over the years, the character of inmates housed in the jails has changed. When the jails were originally designed, most of the population was serving sentences for misdemeanor crimes, with a relative few awaiting trial. This has changed, and the situation is now reversed with approximately 90 percent of the inmates in trial, with only a small number there to serve sentences. Also, the severity of crimes represented by the inmate population has dramatically risen, with most in custody for felonies. There are many complex reasons for these changes, yet they exist and significantly affect the delivery of critical rehabilitative programs inside the jails.



Constructing rock wall in front of bunkhouses

The History of Los Angeles County Jail Programs

The Los Angeles County Sheriff's Department has led the nation in providing inmate programs for almost a century. J.B. Loving, the Department's first African-American deputy, is credited as the driving force behind the creation of the first inmate programs in 1913. Loving oversaw a Prisoners' Art Exhibit, carpenter shop, shoe shop, and tailor shop. In the 1910s, Los Angeles County's only jail housed about 400 inmates. Today, the Los Angeles County jail system consists of eight facilities housing almost 20,000 inmates and detainees, providing a variety of inmate services that trace their roots back to these humble beginnings.

Los Angeles County Jail Population

The Los Angeles County Sheriff's Department manages the largest jail population in the United States. In 2009, a total of 152,767 inmates were booked into Los Angeles County's eight jail facilities, which housed an Average Daily Inmate Population (ADIP) of 19,080 inmates. In addition to the 19,080 ADIP, thousands more served their time in Community-Based Alternatives to Custody (CBAC) programs, such as work release and electronic monitoring. Additionally, over a thousand immigration detainees were housed under contract. As of 2009, the Average Length of Stay (ALOS) for an inmate in the Los Angeles County jail system was 54 days. Some inmate classifications preclude an inmate from participating in some of our programs and services (see page 77).

Dynamics of Jail Program Entry

Delivering educational and vocational training to the diverse inmate population found in Los Angeles County's jails can be a complex undertaking. To begin with, the average length of stay can vary significantly, depending on the type of charge, availability of housing, and other considerations. Thus, the choice of educational programs for each inmate will vary according to their probable length of stay, individual needs, and risk.

During the initial classification process, each inmate is screened for medical need, mental health concerns, education, substance abuse, and United States military service. The information gleaned from this process is used to place inmates into the educational, vocational, and therapy programs best suited to each individual's needs.

The Los Angeles County Sheriff's Department further divides curriculum to distinguish between two groups of offenders: those who are scheduled for release back into the community and inmates who will ultimately be transferred to state prison for housing with the California Department of Corrections and Rehabilitation (CDCR). All inmates, including the approximately 18 – 20 percent who are scheduled for transfer to CDCR, are encouraged to participate in academic, vocational, and life-skills programs prior to release or relocation.

For the remaining 80-82 percent of inmates who are scheduled for release, the Offender Services Bureau (OSB) provides a number of vital programs directed specifically at preparing offenders for transition back into the community. These programs include life-skills, personal relations, anger management, cognitive-behavioral therapy, drug and alcohol education, computer skills, and parenting. The OSB also partners with a number of community agencies and resource providers to better assist inmates with their re-entry and transition back to the community.

CUSTODY OPERATIONS DIVISION: JAIL FACILITIES

Los Angeles County Jail System

1 Century Regional Detention Facility
11705 S. Alameda St., Lynwood

2 Inmate Reception Center
450 Bauchet St., Los Angeles

3 Men's Central Jail
441 Bauchet St., Los Angeles

4 Mira Loma Detention Center
45100 N. 60th St. West, Lancaster

Pitchess Detention Center

5 East Facility
29310 The Old Road, Castaic

6 North County Correctional Facility
29340 The Old Road, Castaic

7 North Facility
29320 The Old Road, Castaic

8 South Facility
29330 The Old Road, Castaic

9 Twin Towers Correctional Facility
450 Bauchet St., Los Angeles

10 Los Angeles County Medical Center Jail Ward
1200 N. State St., Los Angeles

CUSTODY OPERATIONS DIVISION: JAIL FACILITIES

The Los Angeles County Sheriff's Department (LASD) operates the largest jail system in the nation.

• Century Regional Detention Facility

Century Regional Detention Facility (CRDF) was opened for inmate housing in 1994. This facility consists of two towers, east and west, with three floors per tower and the capacity to house 2,400 inmates. In March 2006, CRDF officially re-opened as an all-female jail.

• Men's Central Jail

Originally constructed in 1963, Men's Central Jail (MCJ)was designed to house 3,323 inmates. Currently, it houses about 5,000 inmates, and is the largest jail in the world. MCJ is a maximum security facility and also has specialized medical housing, capable of handling 781 inmates, which is staffed by Sheriff's Department medical personnel. They provide services for inmates with communicable diseases, long-term medical conditions, and those who are recovering from wounds or surgery. There are also provisions for mentally ill inmates. The Hacienda La Puente Unified School District offers basic educational courses that provide credit toward high school equivalency General Educational Development (GED) certificates.

• Mira Loma Detention Center

Mira Loma Detention Center (MLDC) is an Immigration and Customs Enforcement (ICE) detention center staffed by the LASD. This facility is contracted by the United States Department of Homeland Security to house immigration detainees while they are processed by the Executive Office for Immigration Review (EOIR), commonly referred to as the Immigration Court. MLDC is the nation's largest international service agreement for housing ICE detainees (approx. 1,300 inmates). Falling under federal jurisdiction, Mira Loma must comply with federal prison standards.

Pitchess Detention Center

East Facility

Pitchess Detention Center (PDC)-East Facility has 15 operating dormitories and 2 discipline modules, with a combined rated capacity of 1,900 inmates. This facility also works in a joint effort with the Hacienda La Puente Unified School District, Correctional Education Division, and the Inmate Welfare Commission to provide inmate services and programs.

North County Correctional Facility

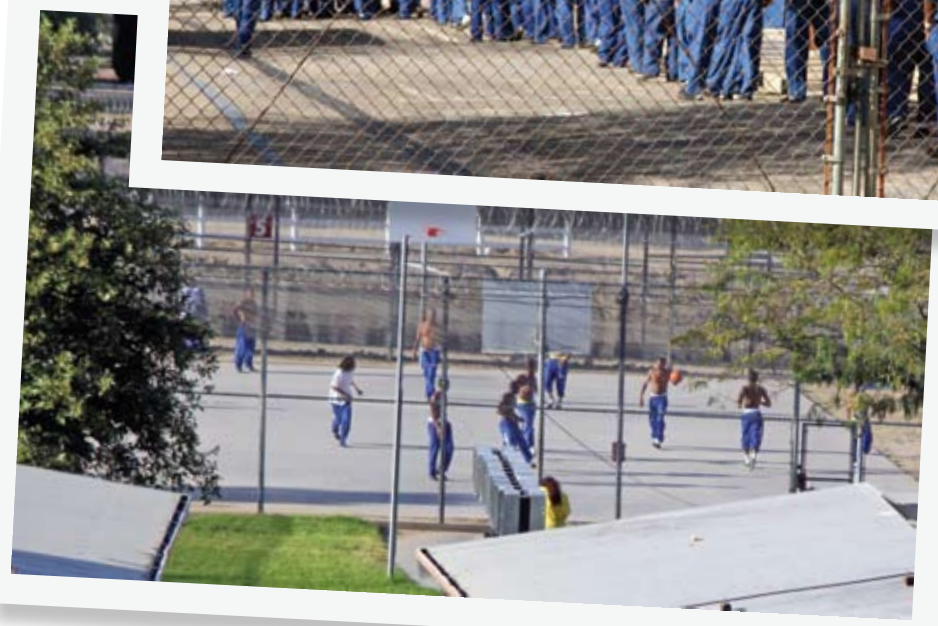
North County Correctional Facility (NCCF) is a maximum security complex comprised of five jails within one facility. It is designed to operate as 5 separate units, and houses 4,300 inmates, while providing for disciplinary segregation and clinic-level medical treatment. Inmates housed at NCCF are eligible for a variety of educational, vocational, and counseling programs, which are designed to assist inmates in becoming self-sufficient within the law. NCCF is a state of-the-art jail facility, that has enhanced the efficiency of the criminal justice system while serving the safety needs and concerns of the citizens of Los Angeles County.

North Facility

The Pitchess Detention Center-North Facility is a maximum security complex located in the northwest portion of PDC property. Opened in 1987, the facility's current population consists of pre sentenced and sentenced male inmates with security levels ranging from low to medium. This facility has the capacity to house 1,600 inmates.

South Facility

The PDC-South Facility is a medium security facility with 18 operating dorms. This facility has the capacity to house 1,500 inmates. In addition, the facility has a dorm specifically for veterans of the United States Armed Forces. The original Maximizing Education Reaching Individual Transformation (MERIT) program is located at South Facility.



• Twin Towers Correctional Facility

Twin Towers Correctional Facility (TTCF) is an eight-story facility with the capacity to hold 4,700 inmates. This facility consists of two towers, identified as tower one and tower two, and a three-story correctional treatment building. Although connected with the jail system's Inmate Reception Center (IRC), this facility is run as a separate unit. The facility was designed to house maximum security inmates and a large portion of the county's mental health inmates. It is the largest de facto mental health facility in the nation. The Sheriff's Department Medical Services Bureau provides inpatient housing for inmates with various levels of acute medical and mental health needs.

INMATE WELFARE COMMISSION

INMATE WELFARE COMMISSION

The Inmate Welfare Commission was formed in 1951 by Los Angeles County Sheriff Eugene Biscailuz. The concept of the Inmate Welfare Fund was established in law with the enactment of California Penal Code Section 4025 in 1949.

The funds... ***"shall be expended by the Sheriff primarily for the benefit, education and welfare of the inmates confined within the jail. Any funds that are not needed for the welfare of the inmates may be expended for the maintenance of county jail facilities. Maintenance of county jail facilities may include, but is not limited to, the salary and benefits of personnel used in the programs to benefit the inmates, including, but not limited to, education, drug and alcohol treatment, welfare, library, accounting, and other programs deemed appropriate by the sheriff."***

The Inmate Welfare Commission is an advisory body. This is a non-delegated duty, and the final decision to make expenditures rests with the Sheriff. The Inmate Welfare Commission's authority is derived solely from the Sheriff, while, by law, the Sheriff retains the responsibility for the expenditure of funds.

Inmate Welfare Fund

The Inmate Welfare Commission's primary duty is to provide meaningful assistance to the inmate population of the Los Angeles County jail system by reviewing and making recommendations to the Sheriff regarding funding for education, recreation, vocational training, counseling, and community transition. Funds for the Inmate Welfare Fund (IWF) are derived from revenue sharing contracts such as inmate telephones, commissary and vending. The Inmate Welfare Fund allocates 51 percent of the funds to be spent on inmate programming and services and 49 percent to jail facility maintenance. In addition, the IWF also assists with funding needs for the forty-eight (48) courthouse lock-ups and twenty-three (23) station jails within Los Angeles County.

CORRECTIONAL SERVICES DIVISION

CORRECTIONAL SERVICES DIVISION

Correctional Services Division (COSD) was created at the direction of Sheriff Lee Baca for the express purpose of enhancing the quality and care of the lives of inmates in the L.A. County jail system. It is one of the most innovative Divisions in the Department, and ensures that enhanced inmate medical services, food services and other inmate-based services are provided.

COSD and its staff are dedicated to enhancing the quality and number of educational, vocational, drug and alcohol, anger management, and religious programs available to the inmate population. COSD is comprised of numerous units, including Education-Based Incarceration, Business Management, Jail Enterprises, Religious and Volunteer Services, and Community Transition. Each of these units is designed to assist inmates who wish to better themselves and enhance their lives.

• Inmate Reception Center

The Inmate Reception Center (IRC) receives approximately 440 new bookings each day, with a total of about 160,000 each year. The main function of IRC is to account for all bookings and releases of inmates within the entire jail system, in addition to safekeeping the inmates' property and money. IRC receives all inmates, who then undergo a classification and medical screening process. The inmate classification process is designed to provide fair and consistent guidelines in determining inmate assignments to housing areas. This is based upon a combination of factors, including security level, medical and mental health, and program services including educational and vocational placement.

Medical Services

The Medical Services Bureau (MSB) of the LASD maintains correctional treatment for all inmates and provides inpatient medical, skilled nursing, and psychiatric services to inmates. MSB provides discharge planning for inmates released to community hospitals or transferring to state prison facilities to ensure continuum of care. MSB coordinates compassionate releases for specified inmates with terminal illnesses. Additionally, MSB oversees the inmate classification process to ensure inmates who want to participate in educational and vocational programs can do so whenever possible.

Los Angeles County Department of Mental Health

Within the Los Angeles County jail system is the largest de facto mental health hospital in the nation, housed at the Twin Towers Correctional Facility. At the Inmate Reception Center, every inmate receives an extensive mental and medical health screening conducted by professionals from the Los Angeles County Department of Mental Health (DMH) and medical professionals from the Medical Services Bureau of the LASD. Approximately 2,000 inmates are housed in the Los Angeles County jail who have been diagnosed with mental illness, 90 percent of whom report co-occurring substance abuse. Jail Mental Evaluation Teams (JMET) of deputies and mental/medical health professionals provide a range of services to inmates throughout the jail system.

Offender Services Bureau

The Offender Services Bureau consists of several units, including Education-Based Incarceration, Business Management, Jail Enterprises, Religious and Volunteer Services, and Community Transition. These units have the responsibility for overseeing and coordinating education, rehabilitation, community transition, and employment/industry-related programs for the inmate population. The bureau recognizes that substance use and abuse, lack of employment, and job skills are the best predictors of recidivism. Spiritual and religious resources are also available to all inmates.

Offender Services Bureau programs are financed through the Inmate Welfare Fund, with the Inmate Welfare Commission (IWC) providing oversight. The IWC has been instrumental in providing assistance with acquiring grant funding and the expansion of many award-winning programs. The Offender Services Bureau uses revenue offset and cost recovery to fund a number of programs and services.

1: Inmate Programs Unit

The Inmate Programs Unit's primary purpose is to coordinate all the educational, vocational, and inmate programs. Inmate Programs works closely with the Hacienda La Puente Unified School District in providing inmate education. This instruction varies from Adult Basic Education, Adult Secondary Education/High School Diploma, General Education Development and English as a Second Language. In addition, the unit oversees programs such as Maximizing Education Reaching Individual Transformation (MERIT) and Bridges to Recovery, among others.

a. Academic Programs

The Sheriff's Department contracts with the Hacienda La Puente Unified School District (HLPUSD) for the Correctional Education Program at all facilities. Academic courses have been developed and revised based on California's framework and content standards. A full range of adult education courses are offered to the inmates. The school district obtains approximately three-quarters

of initial annual funding through Average Daily Attendance (ADA) reimbursement, with the remainder funded by the Inmate Welfare Fund. The amount received from the state for ADA is based on the number of inmates who participate in jail academic programs.

1. Education Curriculum

Our educational curriculum is based on the California Department of Education (CDE) state model standards for Adult Basic Education (ABE), Adult Secondary Education (ASE), and English as a Second Language (ESL). In ESL and ABE classes, instructors adjust the curriculum according to student assessments, including the Comprehensive Adult Student Assessment System (CASAS). Instructors collaborate to identify areas in which students need additional assistance.

Adult Basic Education

Adult Basic Education, formatted in a life-skills curriculum, is offered to help develop basic reading, writing, and math skills, allowing for advancement toward a high school diploma or GED programs.

Adult Secondary Education / High School Diploma

The Adult High School Education/High School Diploma program offers the opportunity to earn an adult high school diploma by completing coursework in English, fine arts, mathematics, science, and social studies.

English as a Second Language

The ESL program offers language skills for limited and non-English speakers interested in learning the English language.

General Educational Development

The General Educational Development program provides an alternative to the high school diploma by preparing students for the state equivalency test (GED) in language, mathematics, reading, science, social studies, and writing.

Individualized Education Plans

There are thousands of inmates between the ages of 18-22 who have received special education services outside of jail. The Offender Services Bureau ensures that eligible inmates receive opportunities in special education services while incarcerated. This is accomplished through a screening conducted at the Inmate Reception Center. The information for eligible inmates is forwarded to the Offender Services Bureau. The Department informs the concerned school district which is responsible for providing services.

b. Behavior Modification Programs

Behavior Modification, also known as Cognitive Behavioral Therapy (CBT) to the professionals who teach it, is used in combination with traditional learning programs. CBT uses a number of proven psychological techniques, such as identifying and replacing negative behaviors with positive ones and reinforcing preferred actions. It can be effective for the treatment of a variety of problems, including personality disorders, substance abuse, and anger management. CBT applications have proven useful in correctional settings and form an important component of Education-Based Incarceration.

1. Moral Reconation Therapy (MRT)

The Moral Reconation Therapy (MRT) program is taught to female inmates by Los Angeles County Custody Assistants working as case managers through the Community Transition Unit. This successful program uses a systematic, cognitive-behavioral, step-by-step treatment strategy designed to enhance self-image, promote growth of a positive and productive identity, and facilitate the development of higher stages of moral reasoning.

2: Electronic Digital Learning System

a. Future Enhancements Utilizing Technology

Advancing educational and learning methods with expanding technologies is a commitment of the Los Angeles County Sheriff's Department. These initiatives are supported by cost recovery and revenue offset.

1. Inmate E-mail

Currently, we are working on an electronic messaging system that will be available to inmates within our custody facilities. The system will allow family members and friends to set up and activate an account with a contracted vendor for a minimal fee and to send letters to inmates through a website (via the vendor's securely stored server). Letters will be scanned by the vendor's software for keywords that the Department has deemed to be offensive

or inappropriate. Facility personnel will download, print and distribute approved letters. For security reasons, inmates will not have an e-mail address or access to the Internet.

2. Personal Audio Device

In an effort to offer music, audio books and rehabilitation materials to inmates, the LASD is considering personal audio devices (MP3 player). All content would be reviewed for offensive or inappropriate material. Inmates who purchase an MP3 player will be able to purchase digital media of their choosing.

3. Kiosk

The Department has begun installing wall or floor units (kiosks) that display information and allow inmates to request services. Future advances will allow for inmates to use the kiosks to view educational material.

3: Life Skills Programs

Life-skills programs are designed to correct social learning deficits that lead to recidivism, including parenting, personal interactions, anger management, problem solving, and sound decision-making. This mentoring program is often combined with drug education, academic education, and vocational training.

1. Art Program

The Hacienda La Puente Unified School District provides instruction in art history and appreciation at several LASD custody facilities. Students study the evolution of art from the early cave drawings through the early Renaissance era. During each period, students undertake hands-on projects related directly to the specific period of study using various media, such as pencils, water colors, charcoals, and pastels. Human anatomy and proportions are examined during the Greek period as students study the artists of that period.

2. Domestic Violence Prevention

The Domestic Violence Prevention course teaches students how to recognize various forms of abusive behavior, while utilizing the principles and techniques of stress reduction and anger management to repair the damage in the family caused by substance abuse and domestic violence.

The course goals include:

- Be more effective communicators able to demonstrate the verbal and non-verbal communication skills necessary to eliminate future incidents of partner abuse.
- Productive learning working independently and co-operatively to confront their self-destructive attitudes, beliefs, and behaviors, while allowing students to accept ownership of past violent behavior.
- Acquire the knowledge to master the physical, emotional, and attitudinal skills required to make the changes needed to live a life without violence.
- Understand how abusive behavior affects family relationships, particularly with children.

3. Drug Education

Students learn about the use and abuse of alcohol and drugs in this course, as well as their effects on the individual, family, and community. The course covers every aspect of addiction, treatment, and the process of recovery in detail. Importantly, they learn to identify addiction as a family disease, including progression and recovery within the family system. The curriculum goes over the biological and psychological effects of the four major drug groups. The class goes a step further to identify organizations and groups that provide support and assistance for the specific needs of addicts and their families.

4. Job Preparation

The job preparation course, part of the Adult Basic Education program, is designed to assist students in identifying and acquiring the skills necessary to seek and obtain employment once they are released from custody. Inmates are taught effective methods to market their work skills, despite the barriers caused by their incarceration. Throughout this course, they work toward creating a

professional resume. Inmates also receive instruction on completing a cover letter and job application. The course also discusses the precourse of employment, such as career planning, job search, and interviewing techniques.

5. Parent Education

Parenting education is taught by instructors from the Hacienda La Puente Unified school District in all jails throughout Los Angeles County. The curriculum focuses on effective parenting styles, understanding child behavior, listening and talking skills, and encouraging good behavior. The course further emphasizes the importance of productive discipline, avoiding substance abuse, managing parental anger, recognizing the signs of child abuse, and family placement. The instructors use a variety of instructional medium, including video, small-group exercises, discussion, and lecture.

6. Personal Relations

The personal relationships course teaches students the knowledge and skills needed to build and maintain interpersonal relationships. This course teaches inmates to recognize the effects of anger and violence on the family and community. In addition, students are taught how to use the language necessary to successfully articulate self-assessment, personal responsibility, and create a picture of healthy relationships. Upon completion of the course, they will be able to demonstrate the verbal and non-verbal communication skills necessary to improve workplace and family relationships.

7. Resource Fair

Twice per year the M.E.R.I.T. program (page 31) offers a general resource fair to students currently enrolled in the program at Pitchess Detention Center, South Facility. Vendors offer services ranging from educational opportunities and employment specialists to medical services and transitional housing. The students are given the opportunity to organize their exit plan and schedule contacts with members of these organizations before being released. The fair has assisted students with securing employment, returning to school, and living arrangements.

8. Returning Hearts

The M.E.R.I.T. program (page 31) is committed to helping men understand their roles as fathers, husbands, and family leaders. The M.E.R.I.T. program and a local church co-sponsor an annual day of games, food, crafts, and bonding M.E.R.I.T. students and their children to promote reconciliation and healing. This celebration enables fathers to seek forgiveness and build connections as a way of breaking the cycle of familial crime. Statistics show children of an incarcerated parent are seven times more likely than their peers to end up incarcerated, and the Returning Hearts event is aimed at changing these statistics.

9. Teaching and Loving Kids (TALK)

Teaching and Loving Kids (TALK) is a child-to-parent contact visit available to both male and female inmates. This program offers a hands-on approach to parenting and family reunification in a relaxed, child-centered environment. Parents and children participate in activities that strengthen bonds and communication. This program directs parents focus on physical, social, cognitive, and emotional development of their children through positive interaction. Support is also provided to help the children cope with the effects of separation due to incarceration. Participation is dependent upon satisfactory progress in parenting classes.

4: Multidisciplinary Treatment Modules

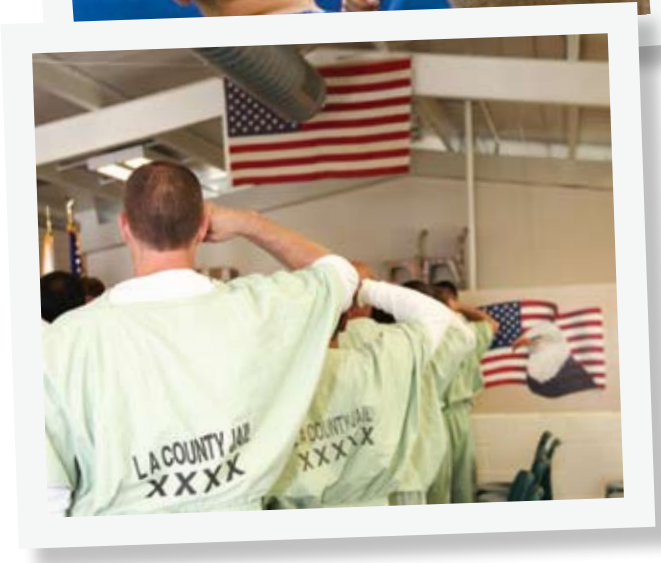
Inmates leaving jail have multiple, interwoven needs. EBI addresses as many issues as possible, including drugs and alcohol, employment, life skills, education, and behavioral and mental health problems. To effectively address behavior, EBI relies on a spectrum of academic, vocational, cognitive behavioral, and other comprehensive techniques.

1. K-9 Dog Program

The K-9 Dog Program provides inmates with the opportunity to visit and interact with a trained therapy dog. During visits to the jails, therapy dogs have provided significant benefits to the emotional well-being of their inmates. There is scientific evidence that shows therapy dogs can reduce stress, lower blood pressure, and contribute to the overall wellness of people in general. Many of these benefits are intensified in a custody environment. Currently, the Offender Services Bureau has two full-time therapy dogs, with plans to increase these numbers significantly.

2. Maximizing Education Reaching Individual Transformation (MERIT)

The Maximizing Education Reaching Individual Transformation (MERIT) program is the result of an ongoing collaborative partnership between the Hacienda La Puente Unified School District (HLPUSD) Adult Education, Corrections, and the Los Angeles County Sheriff's Department. The strength of the program lies in its ability to bring each participant to the point where they recognize the importance of a personal commitment to reaching their goals, accepting responsibility for their actions, and being accountable for their life choices. We currently offer the MERIT program at three of our jail facilities. The curriculum for South Facility's MERIT program consists of the following:



Bridges to Recovery Program

The Bridges to Recovery program is a two-phase, twelve-week domestic violence intervention and recovery program, broken down into two, six-week phases covering 220 hours of instruction. The participants are challenged to evaluate past abusive behaviors, create goals for recovery, demonstrate the will and motivation to modify behavior, and accept responsibility for future actions. The holistic education and rehabilitation program is framed in a community setting. Students are housed together, eat together, and attend classes together.

Veterans Program

The Veterans Program is also a two-phase, twelve-week program. The program is design to provide the incarcerated honorably discharged U.S. Military Veterans with the direction necessary to proceed successfully through life. Recognizing the need to give back to these individuals who have given for their country, each person is provided with an individualized program. As individuals realize their self-worth, their pride and hope are restored.

Impact Program

The Impact program is a therapeutic treatment initiative designed for inmates who have been sentenced for drug offenses within Los Angeles County. Impact helps inmates empower themselves to overcome their chemical dependency. While in the program, inmates adhere to a

full-day of rigorous treatment activities. In addition to the drug education component in place, the HLPUSD provides parenting and personal relationship classes.

3. Striving for Transformation through Education and Personal Success (MERIT-STEPS)

The MERIT-STEPS program at Men's Central Jail aims to create a positive change in incarcerated men through education. A unique feature of the STEPS program is the use of both traditional classes and self-improvement modules. Inmates in this program are housed in the same dorm and agree to help each other and treat one another as equals, as well as participate in one of several committees: Executive, New Member Relations, Tutoring, Marketing/Promotions, and Volunteer.

In a unique aspect of the program, inmates develop a working "Exit Plan." Inmates add continuously to the program as they identify the skills necessary to successfully transition from incarceration to society. Prior to participating in educational programs, students are assessed to determine their level of functioning. They also work with a school counselor for appropriate placement and class enrollment.

4. Women Investing in Success Through Education (MERIT-WISE)

The MERIT-WISE program was developed specifically to assist female inmates at Century Regional Detention Facility (CRDF). Females who commit to making changes in their behavior have the privilege of living in the MERIT honor dorm, where they attend a variety of academic, life skills, and behavior modification classes. Upon selection into the program, students are required to set goals for employment, family reunification, and rehabilitation. Students are honored for their achievements on a quarterly basis with certificate ceremonies.

5. Social Mentoring Academic and Rehabilitative Training (SMART)

SMART is an innovative and nationally recognized program designed to address issues involving gay and transgender inmates within the Los Angeles County jail system. The program curriculum includes academics, drug and alcohol counseling, HIV/AIDS education, health screenings, counseling, and pre-release case management and referral services.

LASD personnel assigned to this program partner with the Hacienda La Puente Unified School District, Los Angeles County Department of Health Services, Center for Health Justice, Tarzana Treatment Center, and other community-based organizations.

6. Veterans Program

This program assists male and female inmates who have served in the United States Armed Forces. The Sheriff's Department and Veterans Affairs' community provide veteran inmates with the resources and programs necessary to transition successfully back to their communities. This multifaceted outreach program includes medical, mental health, counseling, and support group interventions. Transitional support and resources are also provided to veterans as they prepare for release from custody.

7. Getting Out by Going In (GOGI)

Getting Out by Going In (GOGI) is committed to nurturing the internal change that comes from positive education and self-empowerment. Class topics include life skills, dress for success, spirituality, and drug awareness. Upon completing three modules, participants are awarded a graduation certificate. Classes are generally taught by university students in the process of earning master's or doctorate degrees. Each participant is offered a coach, who provides individual guidance that continues after release. Based on the last statistical review, this program's recidivism rate is significantly lower than the general population in Los Angeles County's jail system, 36.4 percent compared to the general population rate of 50 percent.

5: Business Management

a. Contracted Programs

1. AMER-I-CAN

The program offers violence mediation through conflict resolution, allowing participants to make positive and productive life choices. By teaching self-determination and interpersonal skills, the program helps to reduce racial tension and violence in the jail system. The inmates selected for the program are placed in a special housing unit for the duration of the program and, upon graduation, are sent back to regular housing units to share their knowledge

with other inmates. The program is also geared to inmates scheduled for release into the community so they can apply the techniques learned from class to their daily living routine.

2. Center for Children of Incarcerated Parents (CCIP)

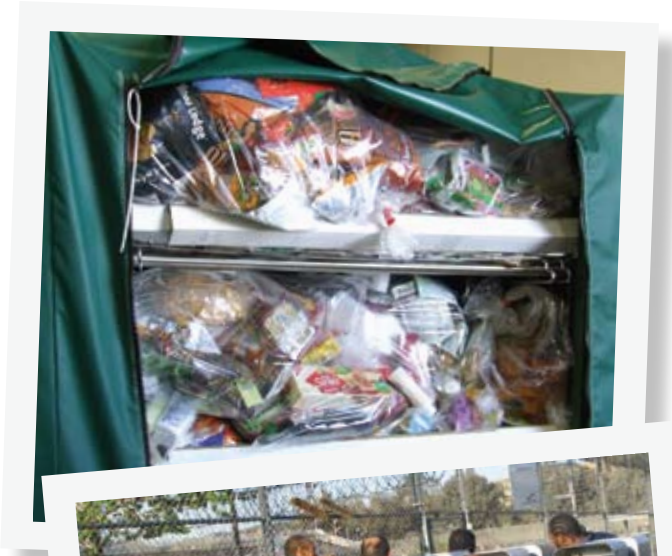
The Center for Children of Incarcerated Parents (CCIP) provides support to incarcerated female inmates who are expecting children or parenting children under 5-years old. The curriculum includes prenatal education, nutrition, fitness, and maternal drug addiction information. The CCIP operates the MIRACLE program at the Century Regional Detention Facility, the women's jail. The program also provides transitional services related to maternal incarceration and advocacy work with courts, defense attorneys, prosecutors, California Department of Corrections and Rehabilitation Division of Adult Parole, and Los Angeles County Probation Department.

3. Inmate Vending

The LASD provides the inmate population with contracted debit card vending machines inside custody facilities as a means of providing snack items and sodas, as well as serving as a source of revenue for the Inmate Welfare Fund. Vending machines are stocked with brand- name products and over-the-counter medications. Inmates purchase vending cards which can, in turn, be used in any of the Department's 200-plus vending machines found throughout the LASD's custody facilities.

4. Inmate Commissary

Pursuant to the authority granted in Section 4025 of the California Penal Code, the Los Angeles County Sheriff's Department provides commissary services to approximately 20,000 inmates housed at eight custody facilities throughout Los Angeles County. Currently, inmates order commissary items once per week by either filling out a machine scannable form or through a touch-screen kiosk. Orders are filled via a "bag and delivery" system. Items available for purchase include hygiene products, haircut tickets, Pro-per (inmates who choose to act as their own



attorney) materials, stationery, food, over-the-counter medication, postage stamps, pre-paid telephone and vending cards, and religious texts. Hygiene kits are also made available to indigent inmates.

5. Inmate Telephones

There are more than 4,000 pay telephones for inmate use inside the LASD custody facilities. In 2005, the Department implemented a new phone contract system which generates revenue for the funding of inmate programs while simultaneously providing an investigative tool for LASD Detectives. The system is capable of monitoring and recording calls and provides an array of other administrative features. The system's features have benefitted managers, jail security staff, and investigators while providing the Department with a multi-million dollar annual revenue stream for the Inmate Welfare Fund.

6. Legal Assistance Program (Harriet Buhai)

The Harriet Buhai Center for Family Law is co-sponsored by the Black Women Lawyers of Los Angeles, Los Angeles County Bar Association, and Women Lawyers Association of Los Angeles. Volunteer attorneys provide female inmates with step by-step instruction and counseling in family law, domestic violence, and other frequent issues in small-groups and individual sessions.

7. LINK

As the result of a class action lawsuit against the county of Los Angeles, a monetary settlement was reached with the plaintiffs, designating a "Cy Pres" Fund. The Cy Pres fund, a legal term meaning "as near as possible" or "as near as may be," was set up to monitor Los Angeles County Sheriff's Department programs to remedy problems relating to the original class-action lawsuit. The Cy Pres Fund monies are targeted at community-based organizations that serve the needs of populations either in custody or at high risk for incarceration in the Los Angeles County jail. Seven community-based organizations were chosen to receive Cy Pres Fund monies and work in conjunction with the Sheriff's Department. This group, now called "LINK," has

grown into a cooperative effort between community-based organizations and the Sheriff's Department, serving Los Angeles County jail inmates with reentry assistance. The seven community-based organizations are the Center for Children of Incarcerated Parents, Friends Outside, Homeboy Industries, LA Works, Office of Restorative Justice - Partnership for Re-Entry Program, Regional Congregations and Neighborhood Organizations, and Volunteers of America – Grace Project.

9. Women in Transition Support (WITS)

Women in Transition Support (WITS) offers a 16-week life-skills and empowerment program for incarcerated females. Motivational speakers provide encouragement and hope to participants. WITS is a pre-release and post-release service program that empowers women to make better decisions and choices, allowing participants to take control of their lives. The goal is not only to reduce recidivism, but to promote self-sufficiency and strengthen the family.

6: Jail Enterprises Unit

The Jail Enterprises Unit (JEU) works with the Department's vocational shops to provide appropriate occupational and workplace skills to inmates, create Departmental cost savings, create new revenue streams, and provide philanthropy to organizations in need. JEU coordinates with the Hacienda La Puente Unified School District to provide credentialed instructors for the vocational shops. During the course of instruction, inmates produce products and services for use by the Department at a substantial savings. The inmates also produce additional products and services which are sold by the Jail Enterprises Unit to government organizations within the state of California and to nonprofit organizations. JEU is able to sell these products and services at a rate that not only allows tax dollars and charitable giving dollars to go further, but also generates revenue to help fund the Department's inmate programs.

a. Vocational and Technical Training Programs

The Los Angeles County Sheriff's Department contracts with the Hacienda La Puente Unified School District to provide instruction in a variety of vocational training programs. Many of these programs are dual purpose, providing industry training designed to offset the costs of the programs while increasing the likelihood of employment in the specific vocation. The revenue offset is achieved by partnering with other government agencies and local nonprofit

organizations in the areas of printing occupations, sign making, industrial sewing, bicycle repair, pet grooming, and food services. All vocational programs are accredited and recognized by the state of California, Department of Education. Through the vocational and industry training programs, participants are trained in job-specific skills to assist them in attaining gainful employment upon release.

1. Autobody Service and Repair

In the autobody service and repair training program, participants are taught the fundamentals of the automotive service industry with emphasis on automobile detailing, body repair, and painting. After completing the course, students have a basic knowledge and proficiency in the following areas: procedural safety; automobile detailing; major and minor auto body repairs; vehicle usage and maintenance; welding techniques; hand tools; power tools - material and equipment; hydraulic tool safety; metal techniques; frame straightening including cutting, shaping, and finishing; spray painting; and refinishing.

2. Combination Welder

In the combination welder course, students acquire the skills required to perform basic welding in the industry. Students receive training and related instruction in shielded metal arc welding, gas tungsten arc welding (GT AW), gas metal arc welding (GMAW), flux cored arc welding (FCAW), and oxy fuel cutting (OFC). The course covers the theory and practical application of welding and metal preparation, as well as safety techniques and care of equipment. Students also become aware of the various opportunities in the welding industry and trade.

3. Commercial Floor Layer

The material and hands-on training covered in the commercial floor layer course prepares students to meet entry-level requirements in the floor-laying field. Basic instruction is presented in carpet installation, floor preparation, fasteners, cutting layouts, seaming, and repair. They are also trained in more complex skills, such as pattern matching, installation on steps and walls, and commercial stretching techniques. Students learn the application of hard surface coverings as well, including tile, top set base, and sheet vinyl.

4. Commercial Painting

The commercial painting course provides an introduction to the field of painting, with students learning the proper use of tools and equipment, including brushes, rollers, ladders, and paint. They are taught surface preparation techniques, water and abrasive blasting. They are also instructed on the use of spray equipment, both conventional and airless, including care and maintenance. The mechanics of rigging and scaffolding are also taught.

5. Commercial Sewing

In the commercial sewing course, inmates are introduced to the power-sewing industry. They are instructed on fabric preparation, consisting of cutting, stamping, and bundling. Specific section work is explored, such as sleeves, shirt and pants pockets, collars, hems, inseams, crotch seams, collars, elastic waistbands, and overlock seams. The students are taught to operate and care for various machines, including cutters, cloth drills, single needle, overlock, bar tack, elastic, and double needle. The sewing class manufactures all the inmate clothing issued to Los Angeles County jail inmates. Female inmates produce hand-sewn dolls which are given away to community-based organizations as part of a charitable giving program during the holiday months.

6. Computer Operations

The computer operations course provides technical instruction and skill development necessary for the students to enter employment in the computer field as a typist or computer operator. The course includes introductory keyboarding, simulated office procedures, professional communications, and practice using Microsoft Office suite applications, such as Word, PowerPoint, and Excel. The computer labs where inmates are instructed are equipped with the same computers used in most office settings today. The instructors also focus on resume writing, business grooming and attire, as well as business language and office etiquette.

7. Culinary Arts and Hospitality

The culinary arts and hospitality course involves instruction, as well as hands-on training, in the food services and cooking industry under the title of cook apprentice. Course objectives range from occupational health, safety, and hygiene to job-specific kitchen operations. Students learn all the duties of a food manager, cook, meat cutter, food preparer, wait staff, dishwasher, and bus person. Once an inmate completes this course, they will have the skills necessary to work in the field of food services. Additionally, female inmates have a gourmet-style kitchen with an instructor who teaches baking.

8. Custodial Building Maintenance

The custodial building maintenance course is an introduction to the field of custodial janitorial cleaning services, including repairs and building maintenance. Upon completion of this course, inmates are able to demonstrate a basic knowledge and proficiency of occupational health and safety, purchase, use, and storage of maintenance material and equipment, as well as floor care, including carpeted, resilient, and hard floors. They also learn advanced custodial techniques, including insect and rodent control. Inmates also become literate in the language of custodial building maintenance required for entry-level employment.

9. Masonry and Commercial Construction

Practical applications of concrete and masonry construction are taught in this course. This includes trade terminology, blueprint reading, related math, identification and use of hand and power tools, flat work, foundations, and concrete mixing. Masonry and construction students have completed several special projects for the Sheriff's Department, including building retention walls, facility BBQ areas, pathways, hardscape for the Twin Towers Correctional Facility, and a World War II Memorial at the Pitchess Detention Center.

10. Office Occupations

This course assists students with the skills necessary to obtain employment in a variety of office occupations. Students are offered the opportunity to experience hands-on applications in spreadsheets, computer bookkeeping, word processing, database, and records management. They are also taught effective methods of marketing their work skills, despite the barriers caused by their incarceration. Through this course, they work to create a professional quality resume, in addition to receiving instruction on completing a cover letter and job application. The instructors emphasize the precursors to employment, such as career planning, job search, and interviewing techniques.

11. Telecommunications – Directory Assistance Operator (Inmate Information Center)

The Inmate Answering Service handles phone inquiries to the Inmate Information Center from the general public. Inmates read public information that is posted at www.lasd.org over the phone to callers. Instruction is provided by the contracted school district. The curriculum for students consists of general fundamentals and practical applications for office procedures, as well as primary communication concepts and guidelines pertaining to public information. Approximately 45 inmates provide services on 3 shifts, 24 hours a day, 7 days a week. The students are able to seek employment in different areas, including customer service, data entry, directory assistance, dispatcher, and sales/retail.

b. Jail Enterprises Unit Training Programs

The Jail Enterprises Unit oversees a number of vocational training programs inside the jail system. This training allows inmates to learn theory and practice of several business facets while producing a variety of products and services.

Dog grooming services, printing services, bicycle repair, handcrafted wooden rocking horses, plants, and trees are amongst the products and services sold by the Department's inmate vocational training programs. The Jail Enterprises Unit manages the inmate-produced products, available exclusively to government agencies within the state of California, as well as to nonprofit organizations registered with the state as tax exempt.

1. Animal Pet Grooming and Animal Caretaker

The animal pet grooming course focuses on the skills used in the pet-services industry, such as kennels, veterinary practices, pet shops, and pet grooming salons. The students are introduced to the basic occupational health and safety procedures used in the animal health technician field. Not only do the students receive hands-on grooming practice, but they are taught the operational aspects of the industry, such as customer relations and etiquette, bookkeeping, and merchandising. After completing this program, students can seek employment in the pet grooming and/or animal care field, or become self-employed.

The Sheriff's Department offers pro bono services to the Los Angeles County Animal Shelter to help increase the adoption rate of stray animals.

2. Bicycle Repair

The bicycle repair course offers a hands-on, practical approach to bicycle mechanics, repair, and maintenance, with emphasis on repair and refurbishing. This course covers procedural safety, hand tools and bicycle-specific tools, analysis, and diagnostics. Students in this class receive instruction on how to perform tune-ups, partial and complete overhauls, frame preparation, refinishing, and employment skills. The students at the bicycle shop help curtail costs by servicing Department bicycles. Additional revenue is generated by providing low cost bike repair for Sheriff's employees' personal bicycles. As part of the Department's Charitable Giving Campaign, we partner with local community-based organizations and distribute donated bicycles which have been refurbished to like-new condition.

3. Commercial Embroidery

In the Commercial Embroidery class, female inmates are taught embroidery basics, machine maintenance, and are systematically instructed in more technical, hands-on applications. The inmates use state-of-the-art, computer-assisted embroidery machines to manufacture patches and imprint designs and logos on many types of clothing. In 2009, the embroidery machines were purchased with

In their own

“ You have forever changed the way I look at the Los Angeles County Sheriff’s Department. God bless you. ” **-John K.**

“ All you have to do is commit to change, and what you learn from the program you’re in teaches you that. All you have to do is take the tools you learn and apply them in you life one day at a time. ” **-Jimmy C.**

“ The circumstances in life are not important, but how I respond to those circumstance is what’s important. It’s the ultimate determining factor between success and failure. I really appreciate the M.R.T. program for helping me learn who I am. ” **-Brandi H.**

words...

" That day that Cameron's life and his future came under the jurisdiction of the amazing staff from SMART, was the day that Cameron's future was saved. "
-Robert S. and Sherry S.

" I believe in the Merit program. It works! " **-Ronald H.**

" I promise you and myself I will be successful and productive for the rest of my life. " **-DeShon C.**

" I want to be a part of the Alumni and help myself help you with the alternatives to violence programs available that Lee Baca spoke about at the graduation. " **-Robert G.**

" Thank you for helping me build an awesome future and bettering myself. I love Moral Reconation Therapy (MRT) and I think anyone and everyone should have the opportunity to do the workbook. MRT has helped me overcome my fears, look at my past and learn from these lessons. " **-Natalie**

money from the Inmate Welfare Fund to expand existing vocational programs while providing increased training for the facility's inmates.

4. Commercial Nursery Operations, Landscaping, and Groundskeeping

This program prepares individuals to operate and manage plant farms, such as orchards, vineyards, and tree and shrub nurseries. The Department operates a large commercial nursery, allowing inmates to be trained in both the classroom and the field. They learn nursery operations, equipment maintenance, horticultural skills, and receive on-the-job training in areas of soil preparation, plant propagation, general plant and tree maintenance, as well as sprinkler installation and repair. They also learn field-related math, such as job-cost estimations used in landscape gardening.

5. Graphic Arts and Sign Fabrication

In this course, students receive an introduction to computer-aided sign fabrication of sign making, and graphic arts design. This course covers architectural sign systems, including design, colors, and materials, as well as hands-on training in hand-cut vinyl graphics, renderings and scale drawings, illuminated signs, and installation. In addition, students receive instruction on basic and advanced engraving using the necessary software applications, hardware engraving system, and hardware plotter. Instruction in graphic arts includes logo design and composition, pictorial graphics, camera-ready art, and drawing. All signs located at Sheriff's facilities, as well as vehicle logos, are produced by this program.

6. Inmate Meal Program for Sheriff's and Police Station Jails

The Food Services Unit provides all Sheriff's Department stations and several independent police departments with pre-portioned style meals (with disposable trays), which can be conveniently heated and served to prisoners. These pre-portioned meals are produced by cooks and inmates in the Culinary Arts Program. This program introduces inmates to food production and handling skills, while producing revenue offset.

7. Plastic Bag Manufacturing

The plastic bag manufacturing operation is a Jail Enterprises Unit vocational program at Pitchess Detention Center, East Facility. Plastic bag manufacturing provides inmates with skills necessary for successful reentry into the job market. In addition to teaching inmates workplace safety and industrial machine operations, the plastic bag manufacturing program is a source of significant cost savings for Los Angeles County. By producing plastic bags needed for daily operations in the jail facilities, the program reduces a large recurring cost. These cost-saving bags will eventually be offered to other public agencies as well.

8. Printing Occupations

In the printing occupations training program, inmates receive practical instruction in a fully-functioning, commercial-based print shop located within the North County Correctional Facility. Students are taught basic and advanced printing applications using state-of-the-art printing equipment. There are three Hacienda La Puente Unified School District (HLPUSD) teachers assigned to the program. They work along with civilian and sworn Department personnel to train up to 84 inmates while producing many of the Department's forms and manuals. Customers can purchase a wide variety of items from the print shop, including brochures, one-color envelopes, soft cover books, flyers, and invitations at competitive pricing.

9. School Lunch Program

The Sheriff's Department's Food Services Unit provides meals for students of the Los Angeles County Office of Education. Inmates produce breakfast and lunch meals for students, both of which are in compliance with National School Lunch Program standards. These meals are produced by cooks and inmates who are in the Culinary Arts Program. This program provides inmates with food production/handling skills and enables the Department to produce revenue offset.

10. Woodworking

In the woodworking training program, students receive instruction in the application of hand and power tools, including chisels, wood files, hand sanders, power saws, planers, jointers, mills, wood lathes, and power sanders. Students are taught to plan and estimate the cost of projects and read blueprints. The students in the wood shop produce superbly crafted birdhouses, classic wood cars, and Department-themed rocking horses. Money from the sales of rocking horses is returned to the program to purchase materials.

7: Religious and Volunteer Services Unit

Religious & Volunteer Services (RVS) was created to administer the Jail Chaplaincy Program. This program coordinates all religious activity within the jails and ensures that inmates have access to ministers and spiritual advisors of their preference. Assisting RVS in this task is the Religious Advisory Council. This is a group of several liaison chaplains, representing the Christian, Catholic, Protestant, Buddhist, Orthodox Jewish, Reform Jewish, Armenian Orthodox, Eastern Orthodox, Islamic, Christian Science, Latter Day Saints (Mormon), Anglican, Jehovah's Witness and Episcopalian faiths. This group assists with the oversight of religious programs, working closely with the RVS office to resolve conflicts, deal with custody issues, and ensure that each inmate receives requested spiritual support.

The Jail Chaplaincy Program now includes 290 ordained or licensed chaplains and 1,800 religious/spiritual volunteers representing eight major faith groups and numerous sects. All chaplain services, worship services, scripture study programs, spiritual counseling, and 12-Step assistance for inmates are performed by volunteer staff and clergy at no cost to the county.

RVS works with different custody facilities to coordinate special religious events, such as Ramadan observance, Passover, and Christmas. They also work closely with the Food Services Unit to provide for any special dietary needs.

1. 12-Step Program

The founders of the Alcoholics Anonymous Organization developed the 12-Steps Program, which offers simple, straightforward guidance to men and woman hoping to lead sober lives. As guides to recovery, the program emphasizes the relationship between spiritual assistance and recovery. Many inmates have successfully utilized the 12-Step Programs found in both Alcoholics Anonymous and Narcotics Anonymous. The custody jail programs follow

the same basic guidelines and principles that are practiced by recovering addicts outside of jail, as well as providing further support once released from jail. Written material, spiritual support, small-group work, mentoring, and counseling are included in this program.

2. A Purpose Driven Life

This program follows the principles outlined in the book, "A Purpose Driven Life," written by Rick Warren and is provided to inmates at the Men's Central Jail. Customarily, self-help books suggest that people should look within at their own desires and dreams. Rick Warren believes that success begins with God and by understanding his eternal purpose for each life. Furthermore, that real meaning and significance come from understanding and fulfilling God's purposes for putting us on earth.

3. Family Outreach Program

The family outreach program assists the families of inmates with spiritual and religious concerns and offers referrals to 12-Step Programs, churches, free legal services, spouse/child abuse programs, food programs, crisis intervention, parenting classes, and financial services that are available in their communities. They also assist the Sheriff's Department in dealing with the large volume of visitors who arrive each visiting day. These volunteers help improve services and increase the level of understanding between the Sheriff's Department and the public. They query names in the jail computer system and provide booking numbers and locations of inmates. They also give directions and maps to other facilities within the Los Angeles County jail system.

4. Friends Outside

Friends Outside provides confidential services to inmates, including released inmates, and their families. They offer assistance to inmates' families and friends by providing information regarding the procedures for depositing money, picking up prisoner property, and inmate visiting. They also provide transportation for inmate visitation and emergency supplies. Family and employment counseling are available, as well as substance abuse treatment. Friends Outside also assists in organizing special events.

5. Funeral / Hospital Visits

When an inmate learns of an immediate family member's death or of a family member who is critically ill or hospitalized, members of the Religious and Volunteer Services, along with the chaplain's office, can assist with visitation. Under specific conditions, an inmate may be escorted by deputy personnel to visit a family member in a hospital, attend the viewing of a deceased relative, or attend their funeral services.

6. God in Our Midst Ministries

God in Our Midst Ministries is a religious-based program focusing on four key principles taught by Christ:

1) We have all sinned and separated ourselves from God;
2) As a result, God sent his only son Jesus into the world to live a perfect life and pay the penalty for our sins on a cross, which is the penalty of death;
3) Those who want to be forgiven for their sins and live forever with God in heaven must believe that; and
4) What Jesus did was good enough to pay their penalty.

7. Inmate Marriages

A person wishing to marry an inmate in the Los Angeles County jail system must mail a photocopy of their completed marriage license to the Religious and Volunteer Services Unit (RVS), which conducts background checks on the minister performing the service and the applicant. Once the license and background checks are approved, RVS personnel coordinate and schedule the ceremony with the applicant and custody facility. During the ceremony, the couple is separated by glass, and no rings or any other items are exchanged.

8. Multi-Denominational Services

The Sheriff's Department's large incarcerated population reflects the ethnic diversity of Los Angeles County. This diversity is reflected by the many arrays of multidenominational religious services provided by the Religious and Volunteer Services Unit (RVS). Each jail facility has a senior chaplain representing the major faith groups. Custody

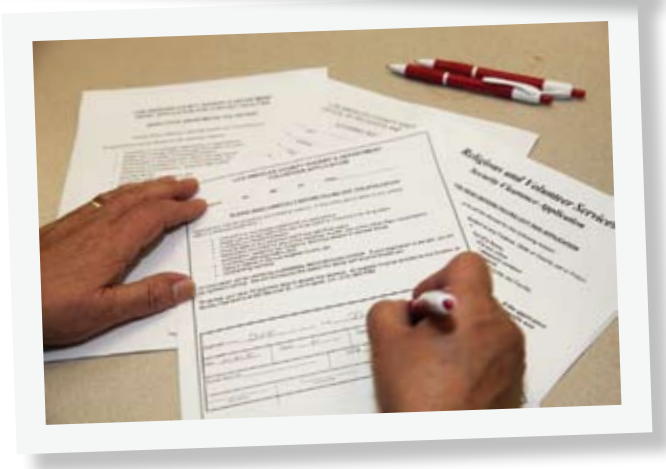
Chaplains include representatives from the following religions: Catholic, Protestant, Christian, Buddhist, Christian Science, Islam, Jehovah's Witness, Latter Day Saints, Orthodox Jewish, Reform Jewish, Eastern Orthodox, Anglican, Episcopalian, and Armenian Orthodox. There are over 290 ordained or licensed Chaplains and 1,800 lay volunteers serving the Los Angeles County jail system.

RVS also supervises 500 representatives from Alcoholics Anonymous, Narcotics Anonymous, Cocaine Anonymous, and Marijuana Anonymous who conduct meetings inside the custody facilities. Religious books and other approved religious items are dependent on donations and are distributed at no cost to the incarcerated population.

RVS works closely with the Food Services Unit to provide religious vegetarian, Kosher, and Halal meals. When special religious events occur, such as Ramadan observance, Passover, or Christmas, RVS coordinates with the concerned jail facility.

9. Orientations

Sheriff Baca is committed to providing inmates with the tools necessary to reform their lives and become productive members of the community. This mission and effort requires thousands of volunteers, in addition to the staff of the Sheriff's Department. Education-Based Jail Orientation classes are provided to all volunteers and vendors prior to entering the jail system. The orientation classes educate students regarding security, safeguards, and rules to make their involvement within the jail system as safe and constructive as possible. Instructors review the importance of communication with inmates and security personnel. The rules regarding fraternization and harassment are also stressed.



10. Security Clearances

Security background checks are required for all non-departmental individuals entering custody facilities to conduct any type of business, including but not limited to religious services, 12-Step Programs, contracts, educational programs, mental health, medical services, and facility maintenance. (RVS completes approximately 400 security clearances per month.) Persons requesting clearance must be Sheriff's Department employees or successfully complete

the background process. Background checks are done on all applicants via the Justice Data Information Center (JDIC). It is a three-stage inquiry, including the Department of Motor Vehicles (driver's history), Wanted Persons System (Wants), and the Personal History Information system (CCHRS and RAPS).

11. Spiritual Growth

Spiritual Growth, a program held at Men's Central Jail, explores the philosophy of substance dualism – the belief that "body" and "soul" are two distinctly different things, as well as the idea that decisions and actions affecting the body also affect the soul. The curriculum includes the concepts of absolute right and absolute wrong and helps participants learn to make better decisions based upon appropriate moral principles.

8: Community Transition Unit

The mission of the Community Transition Unit (CTU) is to identify incarcerated persons who are in need of empowerment services. The CTU works to reduce the likelihood of future incarceration by providing referrals and placement assistance.

The CTU partners with correctional professionals; medical staff; mental health staff; and numerous community-based, faith-based and government agencies that receive referrals and facilitate placement of the participants.

The dedicated staff at the CTU, consisting of Sheriff's Department Custody Assistants working as case managers, seek to ensure that participants have the necessary tools to reintegrate into the community and live honorable and dignified lives.

Project 50

The CTU works in collaboration with Project 50. The purpose of Project 50 is to identify 50 of the most chronic and vulnerable homeless individuals sleeping on Skid Row and place them in permanent, supportive housing. The CTU plays a role by contacting Project 50 case managers when a Project 50 client comes into the custody of a law enforcement agency. These efforts help ensure a proper continuum of care after release.

Child Support Collaboration

This collaborative helps provide information to Los Angeles County jail inmates with child support orders. Inmates remain responsible for child support payments even though they usually cannot meet their responsibilities while in custody. Incarcerated parents with established support orders are encouraged to participate in the review and adjustment process as soon as possible, to reflect their incarceration.

a. Community, Employment, Homeless, and Housing (Eimago)

The Eimago Ready for Work Program provides clients with the tools to compete successfully in mainstream society. The In-custody Ready for Work Program helps female inmates transition from incarceration to employment through intense case management. Eimago provides job skills and educational assessments, vocational training, job placement services, coaching and mentoring of job candidates, soft skills development, individual counseling and supportive services.

b. Community Partnerships

The contribution of community organizations to Education-Based Incarceration is both unique and essential. The constant teamwork between neighborhood groups and the Department is a tribute to the thousands of people who have helped build and maintain those partnerships.

In the past two years alone, the Sheriff's Department has collaborated with more than 50 nonprofit community and volunteer entities to provide stability for released inmates. The efforts and services include:

- Drug and alcohol rehabilitation, both short-term and long-term;
- Mental health issues combined with substance abuse;
- Restoring personal dignity and hope to families of arrested gang members, domestic violence victims, and others;
- Finding employment for released offenders;
- Providing shelter for homeless offenders;
- Education, job training and placement programs;
- Gateways to a complete spectrum of social services for inmates with issues of homelessness, mental health, and substance use disorders; and
- Veteran services, including housing placement, job training, parenting, money management education, legal and financial assistance, counseling, remedial learning, and life skills training.

These community partnerships are helping to produce significant reductions in the use of street drugs and the commission of drug-related street crimes.

1. Community Partners

By building collaborative relationships with well-established nonprofit organizations, the Community Transition Unit is able to link soon to be released inmates with community service providers who are able to offer assistance with employment services, substance-abuse counseling, domestic violence counseling, housing, transportation, life skills, and job readiness services.

Some of the CTU's primary community-based partnerships include, but are not limited to, the following organizations:

Acton Rehabilitation Center, Acton

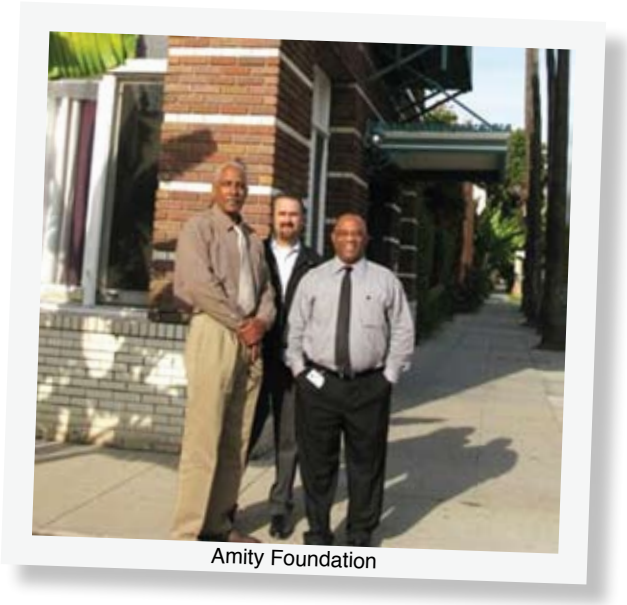
Los Angeles County Department of Health Services - Acton Rehabilitation Center offers short-term (30 days or less) and long-term (more than 30 days) substance abuse residential treatment for men and women with co-occurring mental and substance abuse disorders.

Addiction Intervention Resources (AIR), Los Angeles

Addiction Intervention Resources (AIR) is a national organization of professional intervention specialists, counselors, and consultants who provide crisis management services through a protocol of education, action, and healing. AIR also offers several options for transportation assistance, including escort to the treatment center, escort home from the treatment center upon program completion, and escort for facility-to-facility transfer.

Amity Foundation, Los Angeles

The Amity Foundation is a nonprofit corporation that provides an array of services based on the Therapeutic Community model dedicated to rehabilitate and restore personal dignity to the lives of substance abusers, such as addicted mothers and their children, homeless substance abusers, victims of violence, children at high risk of becoming addicted, criminal gang members, and incarcerated substance abusers.


Amity Foundation

Antelope Valley Rehabilitation Centers, Castaic

Antelope Valley Rehabilitation Centers offer specialized services for dual diagnosis, persons with HIV/AIDS, and men, in addition to generalized drug rehab and alcohol addiction treatment. Residential treatment and substance abuse treatment programs are personalized based on the client's addiction treatment needs.

Behavioral Health Services, Inc., Gardena

Behavioral Health Services Inc. is a chemical dependency recovery service which provides a comprehensive system of care and detoxification from alcohol and other drugs, with residential and outpatient treatment. Treatment is based on the disease concept of chemical dependency. The goal is for individuals to maintain their abstinence and actively participate in recovery support systems.

BRIDGES, Inc., Pomona

BRIDGES, Inc. offers state licensed and certified transitional and long-term residential programs throughout the communities of the San Gabriel Valley, San Fernando Valley, and Antelope Valley. BRIDGES, Inc. provides services to individuals with co-occurring disorders. In addition, BRIDGES, Inc. offers paid community employment, with support for clients with severe disabilities.

Canon Human Services Center, Los Angeles

The Canon Human Services Center focuses primarily on substance abuse treatment services. They provide residential short-term treatment (30 days or less) and residential long-term treatment (more than 30 days). Outpatient services are also available.

Career Partners, Rosemead

Career Partners is a one-stop career center recognized by the County of Los Angeles, State of California, and U.S. government. They work closely with local businesses and governmental bodies to find and screen job candidates, assist in training them, and, in general, provide innovative solutions to workforce problems.

CLARE Foundation, Santa Monica

The CLARE Foundation is a nonprofit organization with eleven residential, outpatient and community-based programs that offer culturally sensitive English and Spanish recovery services to a diverse population of men, women, children, homeless, those facing criminal prosecution for drug and alcohol offenses, and the general adult population.

Chrysalis, Los Angeles

Chrysalis is a nonprofit organization dedicated to helping economically disadvantaged and homeless individuals become self-sufficient through employment opportunities. Retention managers and employment specialists work with employed clients to help them stay employed and advance in their positions.

Covenant House, Los Angeles

Covenant House, the largest privately-funded agency in America, provides food, shelter, immediate crisis care, medical care, educational and vocational programs, drug abuse treatment and prevention, legal aid, recreational programs, mother/child services, transitional housing, life-skills training, and street outreach to homeless and runaway kids.

Cri Help, North Hollywood

Cri Help offers recovery-related supportive services which promote and reinforce recovery and help to prevent relapse. These services include drug and alcohol treatment through integrated detoxification, residential rehabilitation, outpatient, day treatment, aftercare, and drug-free living opportunities offered in English and Spanish.

Dare U To Care, Los Angeles

Dare U To Care is a drug and alcohol rehabilitation center for men and women. Services provided include substance abuse treatment, residential long-term care, treatment of persons with dual diagnosis, and persons with HIV/AIDS.

Delancey Street, Los Angeles

Delancey Street functions as a community in which every member helps the others with no staff of experts, no "program approach." They provide residential mental health and substance abuse facilities with the stated goals to learn to lead a productive, crime-free, drug-free life with purpose and integrity.

Dignity Center of Los Angeles, Los Angeles

The Dignity Center of Los Angeles provides services which include crisis intervention and stabilization, counseling, residential treatment, case management, youth-at-risk and family reinforcement programs, delinquency prevention programs, substance abuse treatment and prevention, and extensive community outreach.

El Sereno Manor of Sylmar, Sylmar

The El Sereno Manor of Sylmar offers residential long-term services, such as mental health and substance abuse recovery programs. They accept men and women with co-occurring mental and substance abuse disorders and persons with HIV/AIDS.

First Day, Whittier

First day offers short-term emergency transitional housing with on-site supportive services to 45 individuals in the City of Whittier. Services include on-site health clinic, health screenings, mental health services, on-site meals, case management, clothing, transportation, 12-step meetings, education, training, and employment assistance.

Foothill One-Stop Career Center, Pasadena

The Foothill One-Stop Career Center is a comprehensive job resource center which matches job seekers with employers. They offer clients three different levels of service: Core Services for self-directed job searches, Intensive Services for those who require one-on-one assistance, and Training Services for those who face specific challenges to gaining employment.

Gateways Hospital and Mental Health Clinic, Los Angeles

Gateways Hospital and Mental Health Clinic is a nonprofit organization that provides an integrated, comprehensive continuum of non-traditional services, addressing the needs of mentally ill and dual diagnosed adults who are homeless or at risk of becoming homeless. Referrals come from a variety of sources, including other homeless providers, county agencies, concerned citizens, relatives, law enforcement, and self-referrals.

Goodwill Industries, Los Angeles

Transforming lives through the power of work, Goodwill Industries Southern California serves persons with disabilities or other vocational disadvantages and local businesses seeking qualified employees by providing educational, skills training, work experience, and job placement services.

Hillsman Drug & Alcohol Center, Los Angeles

The Hillsman Drug & Alcohol Center has a primary focus on substance abuse treatment services for men and women with co-occurring mental and substance abuse disorders, offering residential long-term treatment (30 days or more).

His Sheltering Arms Inc., Los Angeles

Substance abuse treatment-residential long-term treatment and partial hospitalization/day treatment for persons with co-occurring mental and substance abuse disorders, persons with HIV/AIDS, seniors/older adults, and pregnant/postpartum women, with residential beds for clients' children.

Homeboy Industries, Los Angeles

Homeboy Industries offers case management, community service, education, employment, and legal assistance, mental health counseling, 12-step meetings, and other services to at-risk and formerly gang-involved youth to become positive, contributing members of society.

Homeless Health Care Los Angeles (HHCLA), Los Angles

Homeless Health Care Los Angeles provides a continuum of outreach, assessment, drug and alcohol treatment, mental health services, case management, and an array of social services for homeless persons with co-occurring mental health and substance use disorders.

House of Uhuru, Los Angeles

The House of Uhuru provides outpatient and inpatient substance abuse treatment. They offer a halfway house for residential long-term treatment and outpatient programs for men and women with HIV/AIDS, pregnant women, and women with children.

Lamp Community, Los Angeles

The Lamp Community offers immediate access to affordable, safe, and permanent housing without requiring sobriety or participation in treatment. Once settled in their home, new tenants are surrounded with customized services, such as mental health treatment, drug recovery, health care, budgeting, visual and performing arts, and job opportunities.

Long Beach Rescue Mission, Long Beach

The Long Beach Mission provides for the emergency needs of the impoverished and destitute of Long Beach and the South Bay area through shelter, food services, rehabilitation programs, spiritually-based counseling, education, job skills, and transitional living.

Los Angeles Family Housing, Los Angeles

Los Angeles Family Housing provides the following services to clients throughout Los Angeles: emergency shelter and food for up to three months; transitional housing for up to two years; permanent, multi-family housing; single-family home ownership; and specialized housing and service assistance for veterans, people with disabilities, seniors, and people living with HIV/AIDS.

Los Angeles Transition Center (LATC), Los Angeles

The Los Angeles Transition Center is a faith-based outpatient and residential sober-living facility. Men and women are offered the opportunity to take part in 20 different weekly classes in topics such as anger management, relapse, spirituality, and drug treatment.

Los Angeles Mission, Los Angeles

The Los Angeles Mission provides hot meals; safe shelter; clothing; personal care; and life-transforming, long-term rehabilitation to hungry, hurting, and homeless men, women, and children. They strive to reach out to every individual, offering help and hope as they face their unique needs.

Midnight Mission, Los Angeles

Through the Midnight Mission, men and women in need are offered emergency overnight lodging, three daily hot meals, use of showers, clothing, mail service, food boxes, and referrals to housing and mental health services.

New Directions, Los Angeles

New Directions provides a wide variety of services for homeless veterans, including job training and placement, parenting and money management classes, legal and financial assistance, counseling, remedial education, and resources.

New Image, Long Beach

The mission of New Image is to decrease and prevent homelessness throughout Los Angeles County by providing comprehensive case management and supportive services, housing, job search and placement, outreach, and referral services.

Oasis Women's Recovering Community, Sylmar

Oasis Women's Recovering Community is a social model treatment program for women substance abusers. They provide learning opportunities through various educational groups (e.g. parenting classes, basic life skills, addiction education, and self-esteem, as well as safe sex education, HIV/AIDS awareness, and contraception techniques).

Salvation Army Bell Shelter, Bell

The Salvation Army Bell Shelter offers transitional care for up to 350 homeless men and women, as well as vocational assistance, substance abuse rehabilitation, case management, counseling, on-site health care and medical referrals, ESL classes, HIV/AIDS education, 12-step substance abuse recovery program, computer training, job training and referrals, and life skills classes.

Salvation Army - Harbor Light, Los Angeles

Harbor Light serves up to 212 men with a residential rehabilitation and substance abuse recovery program and meals for those who make the streets their home. An in-house school provides classes aimed at improving literacy and high school completion.

Tarzana Treatment Centers, Tarzana

Tarzana Treatment Centers provide inpatient and outpatient services, HIV and AIDS prevention, mental health treatment and education, outpatient medical care, and other health care services, including dual diagnosis, day treatment for women and children, outpatient drug and alcohol treatment, family medical care, HIV services and family services.

United States Veterans Initiative (U.S.VETS), Inglewood and Long Beach

The United States Veterans Initiative (U.S. VETS) is a nonprofit organization dedicated to assisting military veterans with housing, job training and placement, and counseling services. U.S. VETS works directly with the Los Angeles County Sheriff's Department in assisting veterans exiting from the Los Angeles County jail system to rejoin society as productive citizens.

Volunteers of America

Volunteers of America (VOA), Los Angeles

Volunteers of America (VOA) provides relief and support services to homeless individuals and families, including programs developed specifically for veterans. The Skid Row Drop-In Center provides immediate needs, including beds, showers, laundry, storage, medical evaluation, use of phone, and the Internet. Job training and placement, advocacy and referrals, and daily therapy groups are offered.

Walden House, Los Angeles

Walden House provides a full-continuum health care system specializing in all aspects of addiction services, including detoxification, comprehensive medical care, and mental health services. Clients receive legal, educational, and vocational services as fundamental parts of their treatment.

Walter Hoving Home, Pasadena

Walter Hoving Home is a faith-based rehabilitation center serving women who are 18 years and older and have been involved in drug addiction, alcoholism, prostitution, and other life-controlling problems. The one-year residential program is geared to helping these women rebuild their lives in an atmosphere of warmth, trust, support, discipline, and love.

Weingart Center, Los Angeles

Participants at the Weingart Center are offered a secure living environment. The center offers numerous residential programs tailored for men, women, veterans, parolees, HIV positive individuals, mentally ill, homeless families, and people with substance abuse issues.

We Build Program, Los Angeles

The We Build Program provides local residents with an opportunity to enroll in a comprehensive, ten-week, pre-apprenticeship training program offered through its partnership with other community-based organizations. Upon completion, graduates of the We Build Program will be competitively positioned to enroll in Union Apprenticeship Training Programs and placement on Los Angeles Unified School District (LAUSD) construction projects.

c. Jail In-Reach: Los Angeles County Department of Public Social Services (DPSS)

The Sheriff's Department and the Department of Public Social Services' (DPSS) Jail In-Reach Project is a unique collaboration providing much needed financial support for eligible inmates upon release from custody. CTU staff identifies potentially eligible inmates who are homeless and refers them to DPSS employees collocated within the CTU office. DPSS eligibility workers perform interviews within the jail to further investigate each candidate's eligibility for services. Qualified participants may receive cash benefits, food stamps, and housing vouchers upon their release from jail. The development and implementation of this project resulted in the Sheriff's Department being awarded the County's Productivity and Quality Award, as well as the National Association of Counties' 2007 Achievement Award.

d. Jail In-Reach: U.S. Department of Veterans Affairs

The U.S. Department of Veterans Affairs provides case management to link incarcerated military veterans with needed veteran services. These services include housing, financial benefits, health care, rehabilitation, education, employment, probation support, faith-based referrals, identification, and transportation.

When inmates identify themselves as veterans, CTU personnel provide them with links to organizations which can provide case management services, such as U.S. Veterans, Volunteers of America (VOA), New Directions, and a variety of other service providers.

e. Just In-Reach: Los Angeles County Homeless Prevention Initiative

The Just-In Reach program is part of Los Angeles County's $100 million Homeless Prevention Initiative, funded by an allocation of $1.5 million over two years to provide targeted homeless services to inmates leaving the county jail. In managing Just In-Reach, the Community Transition Unit works through a collaborative network of service providers, including the Los Angeles County Public Defender's Office, Los Angeles County Probation Department, Department of Corrections and Rehabilitation Adult Parole Operations, Eimago, Tarzana Treatment Center, Amity Foundation, Goodwill Industries, and Volunteers of America. Trained personnel assess and build relationships with homeless inmates shortly after they enter jail. They work with inmates to create a case plan that includes inmate input, secure transportation from jail to short-term housing, and follow up meetings after release.

f. Out of Custody Continuation of Care and Programming

A major focus of the Sheriff's Department's Offender Services Bureau is to provide inmates with rehabilitative programs, family reunification, education, and vocational skills while they are in custody to assist them in living successful lives outside of custody. By working collaboratively with inmates, they help develop discharge plans and link inmates to appropriate community resources upon their release while fostering a collective continuation of support.

The Sheriff's Department, along with collaborating departments, strives to provide a full range of services to help inmates achieve a successful reintegration back into society. Through many progressive enhancements, Offender Services Bureau has been able to offer assistance to recently released persons who can access additional services by calling the Sheriff's toll free number or going to any Sheriff's Department facility to get further help and support.

In efforts to enhance the continuation of care to released inmates, offender alumni support groups are offered. They provide a variety of services including family intervention, reunification teams, community and faith-based resources, and job training and placement. All U.S. Veterans are invited to participate with the Veterans network. Continued medical and psychological assistance is sought on behalf of the released offenders. Spiritual and religious services and 12- Step programs near the home of the released offender are also identified. These education-based services and programs are made available to inmates to guide them toward living productive lives, reuniting families, and reducing recidivism.

g. Shields for Families Tamar Village Program

The Shields for Families Tamar Village Program provides comprehensive family-centered treatment and related social services at an on-site apartment complex. The Shields for Families Tamar Village Program provides a case manager to the Century Regional Detention Facility to link incarcerated females motivated to participate in the family reunification process post-release. Typically, the women have an open case with Child Protective Services and are seeking family reunification or maintenance services.

These women have been assessed as having severe problems with drugs and require more extensive services than outpatient programs provide. Upon release, women move into an apartment unit with their families. The complex has office space dedicated for treatment and other services. After completion of treatment services (9-18 months), families are able to remain in their apartments for a transitional period of up to one year, allowing for

adequate time to develop vocational, educational, and/or supportive systems necessary for ongoing recovery and family maintenance.

h. Transitional Living, Steps Down, and Preparation

The Community Transition Unit (CTU) recognizes that discharge planning should begin at admission. Ideally, case management must be as intensive as possible with an emphasis on community reintegration. The CTU's ultimate goal is to facilitate successful reintegration in as short a time as possible.

As part of the reintegration process, the CTU is diligently working towards the implementation of reentry step down and transitional support services. These services could include assistance with comprehensive discharge planning with transitional, steps down support provided to community support providers; educational and employment readiness planning; transportation; 24-hour on-call support; behavior management; conflict resolution support by psychotherapists, case managers and professional staff; and aftercare services as appropriate.

i. Volunteers of America

Volunteers of America (VOA) is a nonprofit organization developed to assist persons who are homeless, substance abusers, and unemployed. Other services include assistance for persons in need of health care or who suffer from end-stage HIV-AIDS and other illnesses. Referrals for these services, including those for hospice placement and open ward releases, are made through the Quality Assurance Team and the Community Transition Unit (CTU).

Volunteers of America also offers specialized assistance in the following areas:

Social Security

VOA representatives can assist inmates with the reinstatement of Social Security Administration (SSA) benefits and the initiation of new SSA benefit cases.

Veterans

Volunteers of America provides liaison with the Veterans Administration. The VOA Veteran's Administration liaison links incarcerated veterans with services and programs supported by the Veteran's Administration. These services include housing, financial benefits, health care, rehabilitation, education, employment, probation support, faith-based referrals, identification, transportation, and nutrition.

JOBS Program

The VOA JOBS program offers invaluable resources aimed at assisting formerly incarcerated persons in obtaining employment and a variety of supportive services. The program includes the committed involvement of three job developers who begin case managing participants while they are still in custody and continue to do work with them for up to 12 months after release.

Transportation

Volunteers of America offers transportation to homeless persons being released from the Inmate Reception Center, 24 hours a day, 7 days a week. VOA transports persons to homeless service providers and to beds on skid row.

j. Women's Reintegration Service Program

The Women's Reintegration Service Program is a collaborative partnership between the Department of Mental Health (DMH), Women's Forensic Outpatient program (WFOP), Department of Children and Family Services (DCFS), Child Support Services Department (CSSD), and Department of Public Social Services (DPSS). The program's goals include providing a comprehensive approach to meeting the needs of women who face mental health issues, co-occurring substance abuse, and legal issues, with a focus on housing, family, education, and recovery in a compassionate and realistic manner.

The Women's Reintegration Services assists soon-to-be released inmates as they attempt to transition back into the Los Angeles community. The service links these inmates with various public and private service agencies as they leave the women's county jail. Because an overwhelming majority of the inmates have a myriad of health, family, and substance abuse problems, many leave simply to return to the same lifestyle that originally landed them in jail. In order to reduce the likelihood of recidivism, the California Penal Code was amended to allow Inmate Welfare Funds to be spent to assist inmates for up to 14 days after release. This allows the Community Transition Unit to participate fully in a continuum of care After leaving the jail, inmates are provided transportation to the Women's Reintegration Services center where they can receive further assistance. This collaboration between the Sheriff's Department and the various social service agencies exemplifies how the artificial walls between social service systems and jail systems can be broken down to help discharged inmates reintegrate back into the community.

9: Public Health Programs and Services

All Public Health Programs and services in the Los Angeles County jails are provided through the collaborative efforts of the Los Angeles County Sheriff's Department (LASD), Los Angeles County Department of Public Health Office of AIDS Program and Policy, Los Angeles County Department of Public Health Sexually Transmitted Disease Program, and the Centers for Disease Control and Prevention.

a. HIV Counseling and Testing

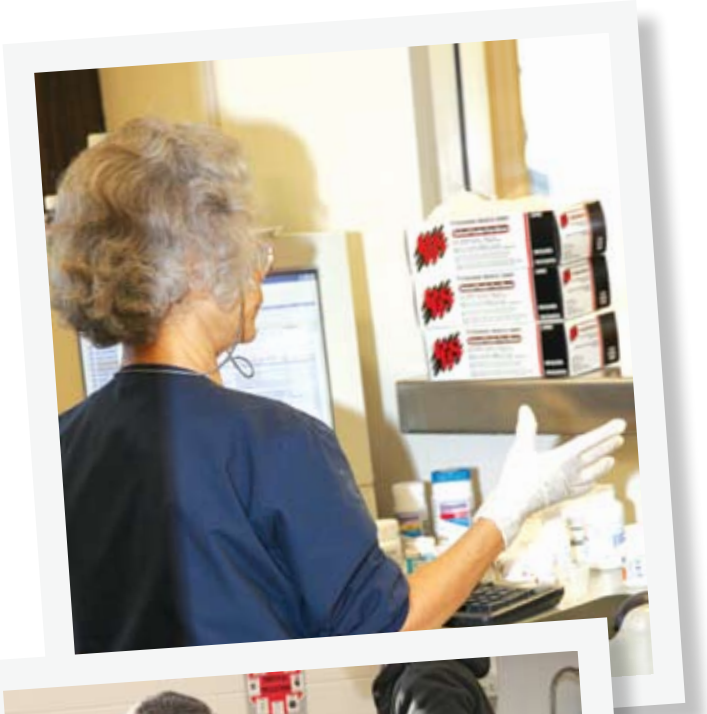
HIV counseling and testing is offered at all Los Angeles County jail facilities. The program begins with a health screening and assessment of risk for HIV infection. Tests are voluntary and require a signed consent. HIV testing is provided through the use of OraQuick ADVANCE ® Rapid HIV-1/2 Antibody Test Rapid oral fluid HIV test which detects antibodies to HIV-1 and HIV-2 in 20 to 40 minutes or by the traditional blood draw. In all incidences of preliminary positive results using the OraQuick Advance, a follow-up blood draw for confirmation of HIV positive status is drawn. Tests for sexually transmitted diseases are offered to those most at risk through assessment and include Syphilis, Gonorrhea, and Chlamydia. Counseling is offered before and after testing. The disclosure of results accompanies risk reduction information and, in the case of positive HIV tests, further counseling and education provided by Department of Public Health testing staff and Sheriff's Department nursing staff. Additional assistance is offered by referral to education, case management, or other services. These services are provided through collaboration and funding from the Los Angeles County Department of Public Health's Office of AIDS Programs and Policy, Sexually Transmitted Disease Program, and the Centers for Disease Control and Prevention.

b. HIV Transitional Case Management

HIV Transitional Case Management is offered at all jail facilities to any inmates testing positive for HIV or known to be HIV positive. Referrals for this program are based on HIV positive results obtained from testing and medical information. HIV Transitional Case Management provides Treatment Adherence Education, placement into programs, housing, referrals for social services, and links to other services provided by community-based organizations upon release from custody. Transitional Case Managers provide the bridge from custody to the community for transitioning inmates, collaborating with the Los Angeles County Public Defender's Office, Department of Corrections and Rehabilitation Adult Parole Operations, Los Angeles County Probation Department, Los Angeles County Sheriff's Community Transition Unit, and Los Angeles County Department of Mental Health. These transitional services are provided through contracted community-based organizations that are funded through Federal Ryan White Funds.

The Treatment Adherence Education component of this service is especially important to those who are newly diagnosed HIV positive and provides the necessary support and education about treatment options, health maintenance, and disease management.

The Century Regional Detention Facility provides a family case manager who, in addition to providing transitional case management, advocates to the Los Angeles County Department of Children and Family Services for the reunification of families due to incarceration.



c. HIV Heroes Program

Offered at the Men's Central Jail K-6G dorm (Gay and Transgender Housing), the HIV Heroes program trains inmates who are interested in becoming peer educators. The training curriculum includes HIV disease information, hepatitis, STDs, safe sex options, and encourages peer leadership to reduce new HIV infections in incarceration. Once training has been completed, the peer educator receives a certificate and ongoing support. Upon release, peer educators can participate in volunteer programs at community-based organizations that may lead to future employment in the field of community health. The program is funded through a grant from the California Endowment and is provided by The Center for Health Justice, a community-based organization.

d. Educational Programs

Recent studies confirm that efficient inmate health care and preventive public health programs make a substantial contribution to lowering recidivism. Behavior-related communicable diseases pose a special risk to public health. Public health programs address this risk through a series of educational programs and services designed to reinforce one another in the jails.

1. Health First Condom Distribution Program

The Health First Condom Distribution Program is limited in nature and only offered to inmates housed in dorms identified as high risk for HIV and STD infection. The program was initiated in 2001 in response to increasing HIV and Syphilis infection rates among inmates with the highest risk behaviors. Condoms are distributed with a strong educational message delivered by a community-based organization.

2. Hepatitis C Education

The Hepatitis C Education class is offered at Men's Central Jail to those at highest risk for Hepatitis C infection and general population inmates at Pitchess Detention Center-South Facility. The curriculum includes Hepatitis C (HCV) and HCV/HIV co-infection. Class participants are informed of facts and taught safety precautions. Participants are encouraged to get tested. This class is provided voluntarily by community-based organizations.

3. Peer Educator Training Program

The Peer Educator Training Program is currently offered at Men's Central Jail with plans for expansion to the Pitchess Detention Center. The inmates learn to deliver curriculum on HIV, Hepatitis, STDs, and safer sex options, while encouraging peer leadership to reduce new HIV infections in incarcerated settings.

Once trained, inmates are given resource guides to share with fellow inmates. When training is completed, inmates receive certificates and ongoing support. Upon release, peer educators can participate in volunteer programs at community-based organizations that may lead to future employment in the field of community health. This program is funded through a grant from the California Endowment and is provided by Center for Health Justice, a community-based organization.

4. Pre-release Health Preparedness

Pre-release Health Preparedness educational components provide HIV education classes to heterosexual and non-gay identified general population inmates at Pitchess Detention Center-South Facility. This program focuses on basic information about modes of HIV transmission, methods of protection, and facts about testing and treatment. Inmates who want to be tested are referred to the testing program. This program is offered voluntarily by community-based organizations.

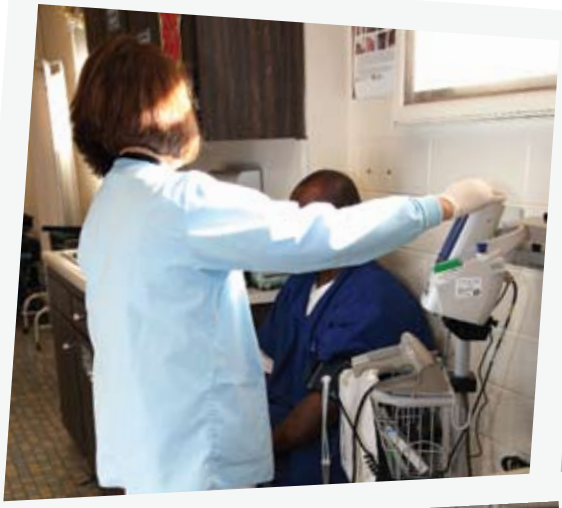
5. Risk/Harm Reduction Education

Risk/Harm Reduction Education is a series of lectures offered at Men's Central Jail and Century Regional Detention Facility to inmates at highest risk for HIV infection. Information includes lifestyle education as a way to reduce the risk of transmission of HIV infection and sexually transmitted diseases. Services are provided by contracted community-based organizations through Federal Ryan White funds.

6. Sexually Transmitted Infection Education

The Sexually Transmitted Infection (STI) Education class is offered at Men's Central Jail to those inmates at highest risk of STI infection. The education program was implemented in response to the high incidence of primary and secondary Syphilis in this population. Class curriculum covers information about protection and treatment of

Syphilis, Herpes, Gonorrhea, and other STIs using graphic photos of various disease manifestations as visual aids to further reinforce the severity of the infections. Classes are voluntarily provided by community-based organizations.



7. Take Charge-Stay Safe

The Take Charge–Stay Safe program is a component of Risk/Harm Reduction Education. It is offered at Men's Central Jail and Century Regional Detention Facility to those at highest risk for HIV infection. Take Charge-Stay Safe provides lifestyle education to reduce the risk of transmission of HIV infection and sexually transmitted diseases. This program is provided through contracted community-based organizations and funded through Federal Ryan White funds.

8. Treatment Adherence Education

Treatment Adherence Education provides individualized treatment for HIV positive inmates located throughout Los Angeles County jail facilities. The education curriculum includes the immune system, HIV pathogenesis, virus life cycle, disease management, drug resistance, therapies, side effects, health maintenance, and treatment options while emphasizing the need to adhere to their treatment program. Referrals are received from results obtained in the testing component and from medical information. Emotional support for those newly-diagnosed is provided through contracted community-based organizations. Support services are available to inmates post-release to encourage healthy lifestyle changes.

9. Women Moving Ahead

The Women Moving Ahead educational program is offered to all female inmates at the Century Regional Detention Facility. A self-empowerment program, Women Moving Ahead consists of four components: HIV information, self-esteem development, assertive communication skills building, and empowerment. After completing all four segments, participants receive pre-release transitional planning assistance and supportive counseling. Additional supportive services are available to inmates post-release to encourage and support healthy lifestyle changes. Funded through a grant from the United States Conference of Mayors, the program is provided by the Center for Health Justice (a community-based organization).

COMMUNITY-BASED ALTERNATIVES TO CUSTODY

The goal of Community-Based Alternatives to Custody (CBAC) is to transfer sentenced inmates from jail to alternative work programs. Inmates participating in these programs not only help reduce the jail population, but fill worker assignments at sites throughout the county while expanding their work skills and experience.

Electronic Monitoring Program (EMP)

Inmates are assessed for the Electronic Monitoring Program (EMP) by the Los Angeles County Probation Department, with qualified inmates being approved by the Sheriff's Department for release to the program. While on the EMP program, inmates are monitored by Sentinel Monitoring Company using an ankle bracelet and telephone receiver. Over 1,200 inmates are placed on EMP annually.

Involuntary Electronic Monitoring Program (IEMP)

Inmates are assessed for the Involuntary Electronic Monitoring Program (IEMP), which began in February 2009 by the Sheriff's Department. Inmates approved for release to the program are required to stay at their place of residence if they are not performing work release duties or privately employed. They are monitored by Sentinel Monitoring Company using an ankle bracelet and telephone receiver. Currently, there are 134 participants.

Work Release Program (WRP)

Inmates are assessed and approved for the Work Release Program (WRP) by the Sheriff's Department. While on the WRP, inmates are required to work at a pre-determined site in Los Angeles County, usually within proximity of their residence. Inmates are monitored by the Sheriff's Department's Non-Compliant Detail. Inmates on the WRP serve 100 percent of their sentence. Over 3,000 inmates are placed on the WRP annually.

Note: Inmates placed on the WRP or EMP who fail to fulfill their contract are returned to jail as non-compliant. Not only do they complete the remainder of their original sentence, but they also face an escape charge which carries upwards of 18 additional months.

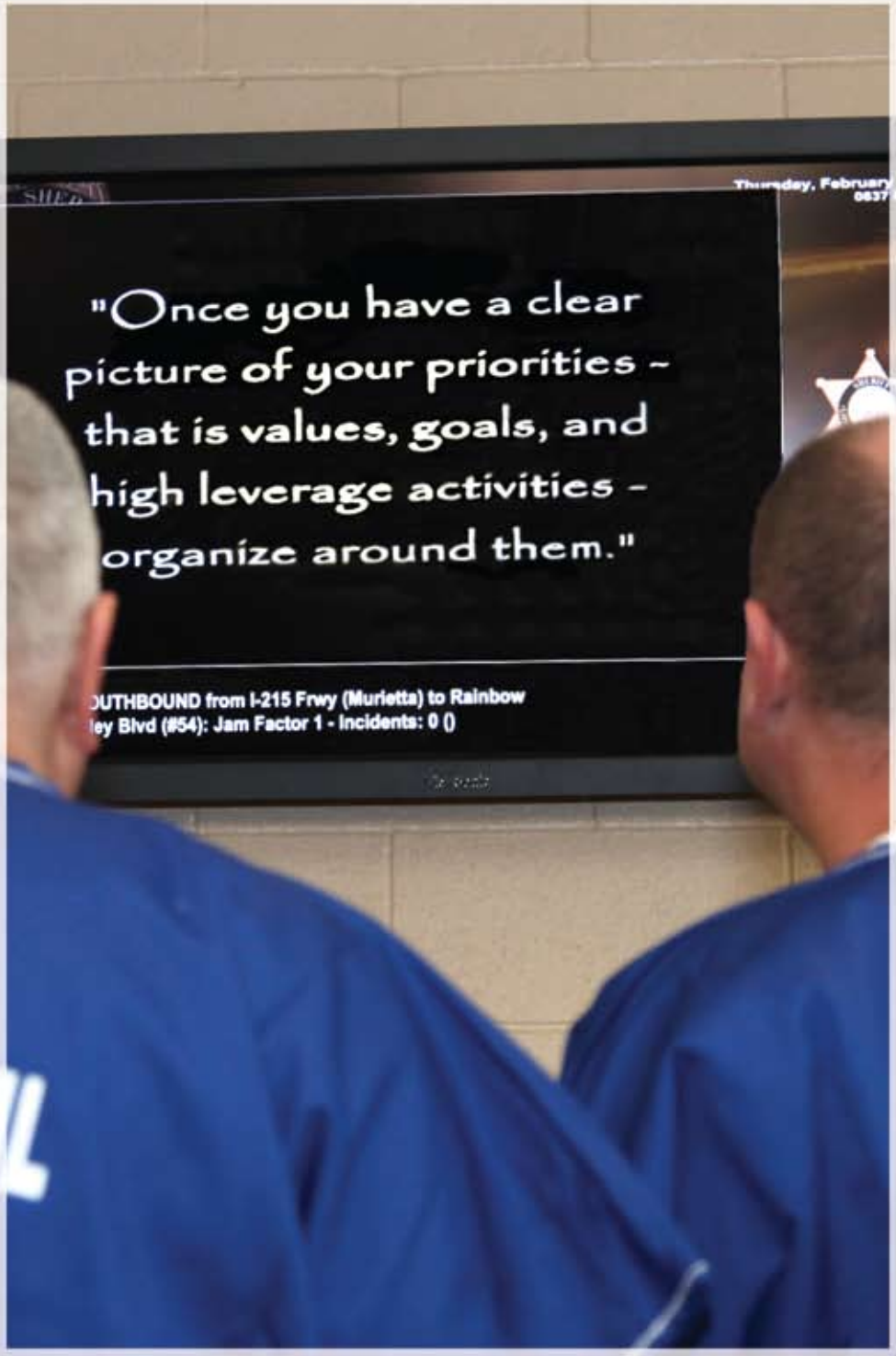
Weekender Program

Inmates are sentenced to the Weekender Program by the sentencing court. Inmates work at pre-determined sites in Los Angeles County. Over 100 male inmates are sentenced to the weekender program per month on average.

Inmate Station Workers

Inmate Station Workers are selected using their criminal history, current sentenced charge, length of sentence, and other criteria. There are 161 inmate workers performing duties at Sheriff's stations throughout the county.

PROJECTS UNDER REVIEW



The SHARE Tolerance Program

Since being introduced to the general public in 2008, the Stop Hate And Respect Everyone (SHARE) Tolerance Program has been experienced by thousands of participants throughout Los Angeles County. The program was designed to educate students about the insidious nature of hate crimes and acts of intolerance. Using sworn personnel to facilitate the presentations, the SHARE Tolerance Program is a natural fit for the in-custody educational environment. The message of tolerance and respect for others is universal, which is needed now more than ever. A SHARE Tolerance classroom is under construction inside Men's Central Jail, and the program is expected to be introduced to inmates by late Spring of 2010.

Self-Directed Study Workbooks

Education-Based Incarceration utilizes both traditional and non-traditional methods for instructing the inmate population. Self-directed study workbooks allow inmates to learn at their own pace, spending as much time as necessary with the material. Workbooks are available to all inmates in a variety of subjects, including mathematics, language arts, science, geography, word study, phonics, and writing. Because the educational level of the inmate population varies, workbooks are available in grade levels 4 through 12. Workbooks are not meant to provide the sole means of education, but rather to supplement the Department's other instructional programs.

Using Technology for Education

Education-Based Incarceration takes advantage of current technology to deliver educational services. Because most of the inmate population has access to television, this provides an excellent medium for reaching large number of students. Televisions are used to broadcast educational channels, such as History, Discovery, and A & E, as well as educational DVDs covering a range of topics, including history, science, nature, and life skills. Inmates can purchase MP3 players and download music and educational materials from kiosks located in each housing area. LASD and educational staff are using new technology to create and deliver content directly to television screens.

THE FUTURE OF EDUCATION-BASED INCARCERATION

Education-Based Incarceration (EBI) was created by Sheriff Lee Baca to systematically and objectively evaluate the educational and vocational programs offered by the Los Angeles County Sheriff's Department. The EBI unit is working closely with a curriculum committee of professional educators from a variety of colleges and universities, including the University of California at Los Angeles, Occidental College, University of La Verne, California State University Los Angeles, and California State University Long Beach, to assist with the development, implementation, and evaluation of educational and vocational programs based on current best practices and research. Committee members work in a variety of academic disciplines, such as curriculum design, instructional technology, education, psychology, and counseling. Programs will be refined and designed using traditional, as well as non-traditional approaches. EBI is investigating the best use of conventional classroom lessons, self-study workbooks, and educational videos to meet the diverse needs of the inmate population.

Currently, inmates are screened for military service and mental illness. Inmates with military service are specially housed in "veteran dorms," while those suffering from mental illness or in need of psychotropic medications are housed at Twin Towers Correctional Facility for evaluation. The Los Angeles County Sheriff's Department has no current screening mechanism to identify inmates' educational or vocational needs. One of the goals of EBI is to develop and implement a comprehensive screening process to identify the largest number of inmates interested in educational testing and training.

Shortly after intake, inmates will be asked about participating in educational assessment and educational/vocational training. Inmates who express a desire for self-improvement will complete an educational needs assessment to identify their academic competencies and weaknesses, as well as the program or courses best suited to the individual's needs. The inmate's assessment outcomes and security classification will be used to place the person in the appropriate housing unit, where the inmate will be incarcerated with others demonstrating similar educational needs. Once housed, inmates will receive educational services based on current best practices. When classes are not being held, inmates will have the opportunity to participate in self-directed study, watch educational videos, and partake in interactive PowerPoint presentations.

The number of hours each inmate spends in traditional classroom study, as well as the number of hours devoted to self-directed educational activities, will be tracked. The hours spent in educational programs, as well as the time allotted to self-directed study, will be evaluated against recidivism and other measures to assess the effectiveness of EBI. The educational and vocational programs offered by the Los Angeles County Sheriff's Department will receive continuous feedback as part of an iterative process, offering the most effective educational programs possible with the greatest opportunities for success.

RECIDIVISM

Research has identified a number of factors that contribute to recidivism among county jail inmates. Two of the strongest, most consistent predictors are lack of employment and substance abuse. Several static factors also contribute, such as age at first arrest. The Los Angeles County Sheriff's Department focuses on the predictors that can best be addressed through education.

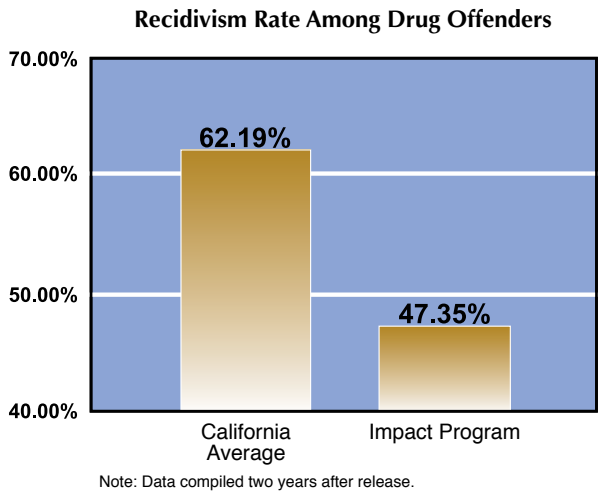
With about 160,000 inmates processed annually through the Inmate Reception Center, it is difficult to quantify the number of inmates who are exposed to the variety of programs and services provided throughout the jail system. While there is currently no universal reporting mechanism to capture the number of inmates who participate in jail-based programs, the data captured thus far indicates that 32 percent of inmates housed in the Los Angeles County jail system are exposed to education and life-skills training. This does not include inmates who have attended religious or 12-step recovery meetings, nor does it capture participation in one-time events, such as guest speakers or resource fairs.

Preliminary findings from the data captured thus far suggest that inmates who participate in programs show significantly better outcomes than those who do not participate. For example, female inmates who participated in comprehensive life-skills programs had a 36.4 percent recidivism rate, compared to a 50 percent rate for their non-participating partners. Offenders who graduated from a domestic violence offender program showed a 46 percent success rate, a full 21 percent higher than inmates who did not complete the program. Both programs tracked inmates for full six months after release.

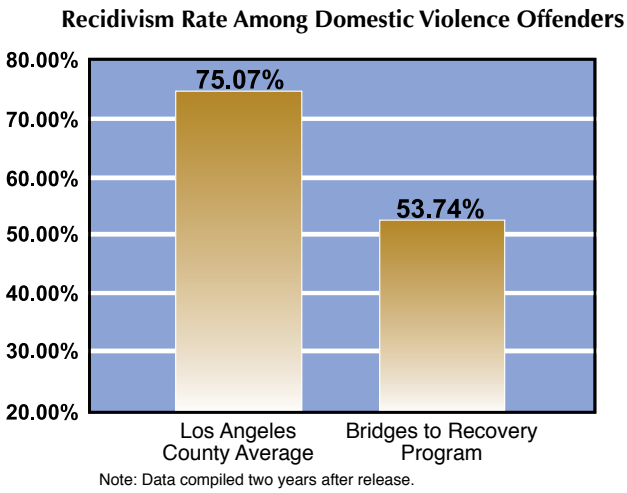
In another study, designed to reduce jail violence and aggression, the inmates who participated required significantly fewer disciplinary actions than those who did not attend the program. In fact, only 8 percent of the graduates received jail discipline, as compared to 24 percent of the general population during the same period.

The Los Angeles County Sheriff's Department recognizes that inmates who are better prepared for their transition or reentry back into the community have significantly better chances of success than those who have not received the benefits of educational training. The principles of Education-Based Incarceration are designed specifically to assist inmates in their transition from custody to civilian life.

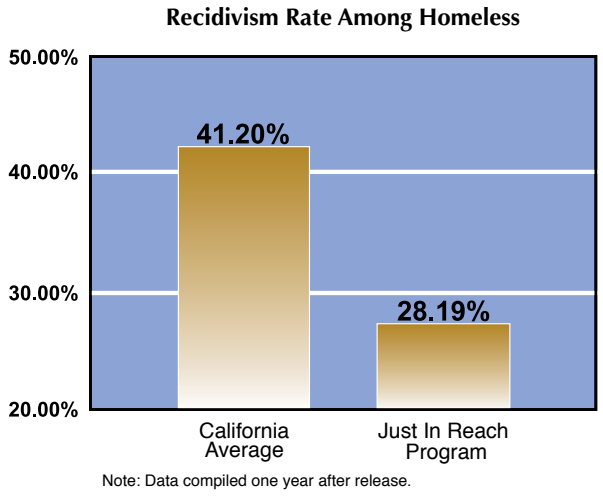
Because most experts now recognize that crime is influenced by a number of factors, the Los Angeles County Sheriff's Department offers a variety of educational, vocational, and life-skills programs intended to address the entire spectrum of risk. Not surprisingly, there is a growing body of evidence that supports this "wrap-around" approach to treating recidivism—one that the Los Angeles County Sheriff's Department will continue to invest in for the betterment of our jails, our personnel, and our communities.



For example, **IMPACT**, an intensive program aimed primarily at felons arrested for drug and alcohol abuse, which incorporates aspects of treatment and cognitive therapy, is producing a reduction in average recidivism rates of 15 to 17 percent two years after release.



Another program, **Bridges to Recovery**, focusing on domestic violence offenders, reduced re-offender rates by over 25 percent also after two years.



Recently, **Just In-Reach**, a holistic program that combines a collaborative network of service providers, including drug/alcohol abuse treatment, mental health networks, homeless providers, employment, counseling, and other features, produced a remarkably low recidivism rate among graduates of only 28.2 percent.

STATISTICAL SUMMARY OF LASD PROGRAMS

STATISTICAL SUMMARY OF LASD PROGRAMS

Scope of the Challenge

Los Angeles County Jail System

Education-Based Incarceration (EBI) programs were developed taking into account the average daily inmate population, annual admissions, and average length of stay.

Table 1: Trends in Inmate Population.

YEAR	ADIP	ALOS	ADM	CBAC	ICE*
2009	19,080	54 days	152,767	1,584	1,261
2008	19,570	53 days	168,612	1,464	970
2007	19,373	52 days	170,800	2,038	947
1997	20,793	40 days	188,773	2,288	491

ADIP - Average Daily Inmate Population
ALOS - Average Length of Stay
ADM - Annual Admissions
CBAC - Community-Based Alternatives to Custody (Not included in ADIP)
ICE - Immigration and Customs Enforcement (Not included in ADIP)

*The Los Angeles County Sheriff's Department operates the nation's largest intergovernmental service agreement for housing Immigration and Customs Enforcement (ICE) detainees at the Mira Loma Detention Center (MLDC).

Educational Facts - 2009

1,879,323 Total inmate education hours – Hacienda La Puente Unified School District. Includes GED and High School courses, as well as certification in Drug Education, Computer Operator, Culinary, Job Skills, Offset Press Operator, Painter, Parenting/Child Development, Sewing Machine Operator, and more.

12,333* Total number of inmates tested - Comprehensive Adult Student Assessment System (CASAS). Every inmate who takes academic classes takes this assessment. It is a life skills based test that assesses an inmate's functional literacy (i.e. coupon reading, ability to read a traffic ticket etc.)

93,054 Total hours of in-reach services - Religious & Volunteer Services programs

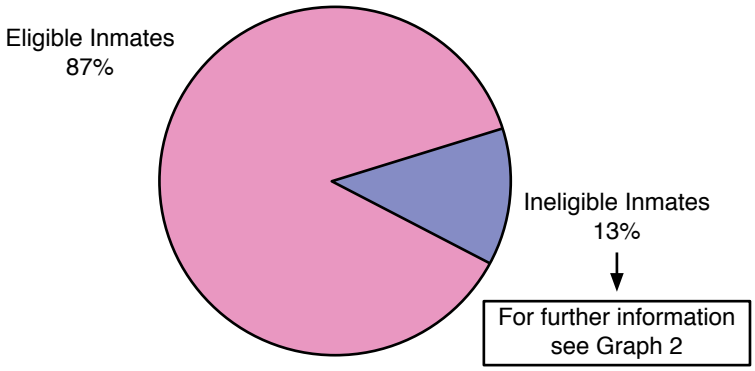
12,285 Total hours of case management – Just In-Reach, Los Angeles County Homeless Prevention Initiative (455 inmates)

3,000+ Total number of inmates – Jail In-Reach, Los Angeles County Department of Public Social Services

2000+ Total number of inmates – Jail In-Reach, U.S. Department of Veterans Affairs

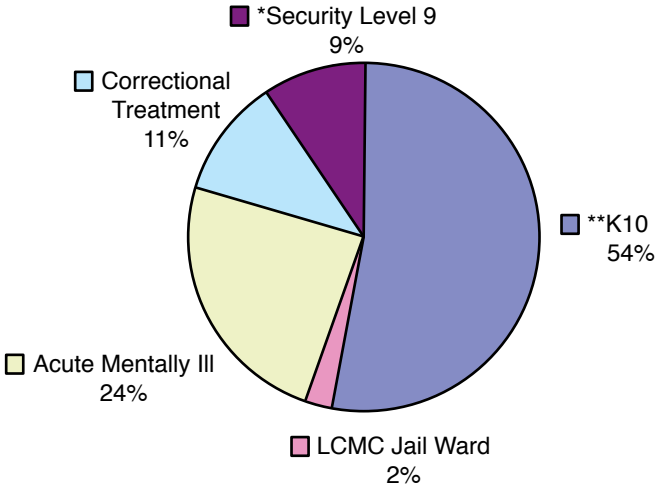
* 2008/2009 **Fiscal Year**

Graph 1: Eligible and Ineligible Inmates for Custody Programs



Although EBI is intended to be inclusive, a number of inmates at any given time are severely mentally or physically ill, are in "keep away" custody for behavioral reasons, or simply do not respond to outreach efforts. The following graph shows the numbers of ineligible offenders for 2009.

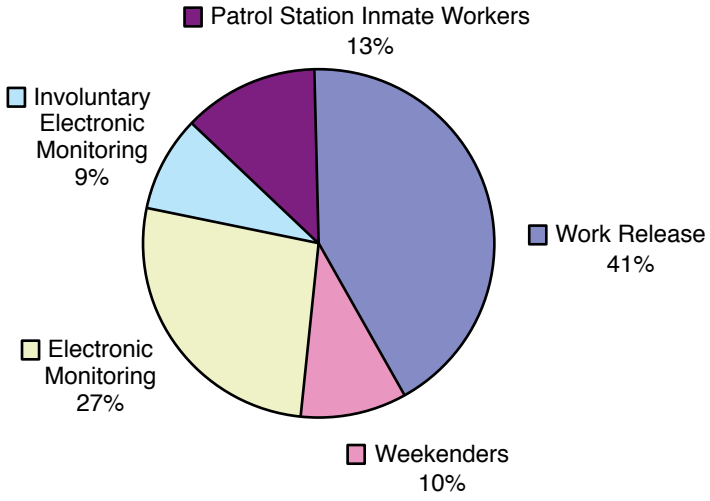
Graph 2: Ineligible Inmates for Custody Programs (as of 2009)



*Security Level 9 refers to maximum security inmates

**K10 classification refers to "keep away" from other inmates for security reasons

Graph 3: Community-Based Alternatives to Custody Programs



A number of inmates are eligible for Community-Based Alternative to Custody (CBAC), including work release, electronic monitoring, and work-residence at one of the dozens of the Los Angeles County Sheriff's Department patrol stations countywide. Therefore, these inmates are not in custody to participate in EBI.

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Barry Ellsworth, *Deputy NCCF Print Shop*
Donald Lynn, *Teacher, Hacienda La Puente School District*
Jim Peterson, *Teacher, Hacienda La Puente School District*
Patrick Obrien, *Teacher, Hacienda La Puente School District*
Kathy Ordway, *Vocational Workshop Instructor*
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Ralph Morales, *Vocational Workshop Instructor*

Los Angeles County
Sheriff's Department

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