

# Custody Support Services

The Custody Support Services Unit is assigned to Custody Administration. Its primary role is to identify custody-related risk management liability issues, and to mitigate them through a variety of disciplines. The Unit is composed of the following four sub-units.

## Data and Analysis Unit

The Data and Analysis Unit was created in April 1997, as a result of the 6th Semiannual Report by Special Counsel Merrick J. Bobb and staff, dated September, 1996. The "Merrick Bobb" report was critical of the data collection process within Custody Division, and suggested that steps be taken to gain consistency among all units in the manner data is collected.

The foremost goal of the Data and Analysis Unit is to collect and analyze data and provide useful information, in order that Unit Commanders may better manage their facilities and reduce civil liability. The Unit collects data from various sources such as CARS, ADIPs, Risk Management and Monthly Management Reports, as well as other independent Custody Division reports. The information is entered into the Facilities Automated Statistical Tracking (FAST) system, and analyzed to determine trends that may increase a facility's liability, so that corrective action may be taken. Equally important,

we identify management strategies that work for one facility, and then pass that information on to other facilities, with the goal of reducing civil and other liabilities for Custody Division and the Sheriff's Department as a whole.

Some of the major projects for the Data and Analysis Unit this past year included updating the FAST system, bringing the Medical Screening Database system on-line, analyzing and reporting Three Strikes data, and handling the State Criminal Alien Assistance Program grant, which provided the County with approximately \$19 million in Federal reimbursement money.

## Risk Analysis Unit

The Risk Analysis Unit works cooperatively and closely with all Custody Facilities, the Custody Division Training Unit, and Personnel and Training Division's Risk Management Bureau, to identify and mitigate Custody Division liability issues. In support of this function, the Risk Analysis Unit reviews risk management plans and monitors all risk mitigation efforts. Unit personnel regularly complete special staff projects requiring research. Examples of work performed by the unit include legislative analysis, survey responses, impact assessments, proposal development and the preparation of concept papers. The Risk Analysis Unit

reports to Department executives on subjects concerning Domestic Violence, Criminal Aliens and Three Strikes.

The Risk Analysis Unit is responsible for maintaining liaison with the California Board of Corrections, the Kolts Commission, the United States Department of Justice, the American Civil Liberties Union of Southern California and other inspection agencies including the County Health Department, the County Fire Marshal and Fire Department, the Grand Jury and the Institutional Inspection Commission.

In 1998 this Unit responded to an exacting list of issues identified by the Department of Justice, worked closely with the Department of Mental Health, County Probation, and numerous other agencies on the Mentally Ill Offender Crime Reduction Act grant, and helped establish HIV & AIDS Legal Services Alliance (HALSA) which is a collaborative legal services project.

## Standards and Compliance Unit

The Standards and Compliance Unit is primarily responsible for conducting audits of specifically identified risk management areas in Custody Division for compliance with Department and Division policy, as well as State and Federal mandates. Additionally, the unit is responsible for conducting a significant portion of the Command Inspection process at all Custody Division facilities. The Standards and Compliance Unit also conducts security reviews of Custody facilities upon request. The unit routinely responds to and conducts reviews of significant inmate incidents that may give rise to liability, including escapes, attempt escapes, inmate deaths, major inmate disturbances and riots.

The unit is also responsible for reviewing, editing and revising the Custody Division Manual and responding to various external inspections, reviews and critiques of the Custody Division.

One of the Unit's 1998 projects was the creation and implementation of a new, comprehensive cell extraction policy, which established specific guidelines for all phases of the extraction, and a critical analysis review procedure at the Chief level.

## Special Projects

The Special Projects Unit handles complex, involved, long range projects that require singular commitment and focus. They are currently performing a complete overhaul and re-write of the Custody Division Manual, bringing numerous sections up-to-date and providing consistency in style with the Department's Manual of Policy and Procedures.

