

Quality and Productivity Commission
29th Annual Productivity and Quality Awards Program
Champions of Change: Together We Make a Difference

2015 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: GENDER RESPONSIVENESS PROGRAM

DATE OF IMPLEMENTATION/ADOPTION: JUNE 25, 2013
(Must have been implemented at least one year - on or before July 1, 2014)

PROJECT STATUS: Ongoing One-time only

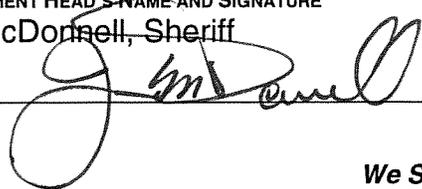
HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No

EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

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Century Regional Detention Facility (CRDF) is a custody facility housing an entirely female inmate population. Correctional operations and programs are predominately designed to control and meet needs of male offenders. This traditional model of corrections does not appropriately serve the needs of the female inmates either in providing quality care during their period of incarceration or achieving a better outcome when they are released. Nor does it facilitate an appropriate staff to inmate relationship in terms of control and security needs. With the guidance of the National Institute of Corrections (NIC), who provided generous training and technical assistance, CRDF implemented Gender Responsiveness as its governing approach to inmate supervision. By relying on the latest best practice research on how to supervise female offenders and prepare for them for their release, CRDF has improved the quality of care provided to its female offenders. These innovations include, among others, implementing Direct Supervision, housing pregnant females together and providing them a staff member advocate, and forming a Gender Responsiveness Committee with active inmate and former inmate participants providing direct input into inmate gender issues.

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$	\$	\$	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Sheriff's Department Century Regional Detention Facility 11705 S. Alameda Lynwood CA. 90262		TELEPHONE NUMBER 323-568-4500
PROGRAM MANAGER'S NAME Maria R. Gutierrez, Captain		TELEPHONE NUMBER 323-568-4601 EMAIL MRGUTIER@LASD.ORG
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE (PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Glen Joe, Director 	DATE 7/15/15	TELEPHONE NUMBER 323-229-3281 EMAIL GCJOE@LASD.ORG
DEPARTMENT HEAD'S NAME AND SIGNATURE Jim McDermott, Sheriff 	DATE 7/15/15	TELEPHONE NUMBER 213-221-3000

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1st FACT SHEET – LIMITED TO 3 PAGES ONLY: Describe the **Challenge, Solution, and Benefits** of the project. State clearly and concisely what difference the project has made.

Challenge:

Century Regional Detention Facility (CRDF) is a Level II County Jail holding facility. It was originally constructed to hold 1,600 male inmates. It currently houses, on average, close to 2,000 female inmates. With the passing of Assembly Bill (AB) 109, the Public Safety Realignment Act, responsibility for the housing of low level convicted felons was transferred from California Department of Corrections and Rehabilitation (CDCR) to 58 individual counties. Low level property and drug offenders sentenced after October 1, 2011, are now serving their time in county jails. Many female offenders fall into that designated category. As a result, hundreds of female inmates were added to the population of the Los Angeles County Sheriff's Department Custody Division, most of them being housed at CRDF. In addition to the increase in the number of female inmates, the amount of time the inmates are serving is much greater than in the past, measured in years rather than months. This imposes unique stresses on the inmates, staff and the physical plant of the facility itself. If CRDF were to adequately meet these increased demands and be a safe, humane and effective correctional facility, a significant change in the facility's operational philosophy, culture and practices was needed. That change was based on the latest research on the differences between male and female inmates and best practices on how to understand those differences and create a custody environment tailored to the female gender. Incarcerated women are, as a whole, less violent than male offenders, have backgrounds of sexual abuse and trauma, and otherwise have special psychological and physical health issues. Many of them are mothers, separated from their children and dealing with child custody issues. Others are pregnant and may actually be giving birth in the custody environment.

The increase in the number of woman incarcerated in CRDF, the increased length of their sentences and the unique needs of female inmates, together posed a challenge which had to be faced by the staff of CRDF. This challenge was seen not only as a means to provide better care while the inmate was incarcerated. Using the time the inmate is incarcerated to create a better outcome for that inmate when they are released became a very important part of that challenge and a key component of the new philosophy of supervision that was needed. The solution would mean a complete transformation of the culture and operations of CRDF, based on the Gender Responsiveness model.

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Solution:

In recognition of this challenge and seeing Gender Responsiveness as the key to its solution, Assistant Sheriff Terri McDonald, a veteran of the CDCR, submitted a request for technical assistance from the National Institute of Corrections (NIC). In June of 2013, the NIC responded to this request with an affirmative response. A series of conference calls soon followed between NIC program specialists, Assistant Sheriff Mc Donald and the staff of CRDF. An onsite technical assistance assessment of CRDF by NIC specialists was arranged. The assessment took place over a period of three days in September of 2013. During that time the NIC toured the facility, gained an understanding of the inmate population and conducted Gender Responsiveness training for custody personnel and command staff. At the time of the visit, there were 2,137 females incarcerated at CRDF. The NIC discovered the inmates in CRDF were in a multiple of legal statuses, including pretrial, probation or parole holds, pre sentenced, and county or state sentenced. In terms of ethnicity or race 33% were black, 39% were Hispanic, and 24% were white. 50% of the population was under the age of 35, while over 20% were over the age of 45. 49% of the inmates were facing open charges, 41% were County Sentenced Realigned (AB 109) inmates and 3% were state sentenced offenders waiting to be processed. The overall operations of CRDF was found to be efficient and the facility was noted as being clean and in good repair, despite its age. Most importantly, LASD and CRDF leadership were found to be strong and the staff positive and motivated to do more meaningful work with the inmates. They concluded CRDF had an "excellent foundation on which to build a more gender responsive approach to women offenders." They also lauded the LASD Education Based Incarceration (EBI) program and saw potential for its involvement in the CRDF Gender Responsive implementation.

During the subsequent, and still on going, implementation of the CRDF Gender Responsiveness Program the NIC has twice returned to provide additional training for staff. Understanding the backgrounds of female offenders and their exposure to trauma, why they are in jail, their substance abuse problems and the needs of incarcerated mothers, were emphasized to staff members. It was crucial for staff to learn to understand the needs of the inmates in order to better deliver service and care for their needs while preparing them for a better outcome when released.

In addition to valuable assistance of the NIC, CRDF has also worked with several community partners who have provided several important services and contributions to CRDF becoming a Gender Responsive facility. They include Loyola Marymount University, the Street Symphony orchestra, and the not for profit performance group called Sea Change.

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LINKAGE TO THE COUNTY STRATEGIC PLAN (DETAIL IS REQUIRED FOR COUNTY DEPARTMENTS): GOAL 3 – INTEGRATED SERVICE DELIVERY

Benefits of implementing Gender Responsiveness in CRDF

Pregnant Inmates were identified (we average 30-40 at any given time) and housed together. This enables them to provide one another mutual support during a very trying time in their lives. It also makes delivery of their necessary medical and nutritional care more efficient. To further ensure their access to care, a staff member was assigned to them full time to serve as their advocate.

CRDF training staff were trained in providing Direct Supervision. They in turn trained CRDF staff members and a Direct Supervision pilot program was established in two modules where 250 inmates are housed. Direct Supervision is the supervisory style most suited for female inmates. It is based on mutual respect, courtesy between staff and inmates and involves the inmates in an accelerated pace of programming activities.

Health Right 360, an evidence based rehabilitative service designed specifically for female inmates was brought to CRDF to prepare our inmates for post release life.

Loyola Marymount University has extended the aid of its staff and students from a variety of disciplines. They have come into the facility to tour and are currently conducting an Educational Needs Assessment of our inmate population to help us direct our educational programming. They have also started Yoga programs for staff and inmates.

With the assistance of EBI, volunteer entertainment groups have performed for hundreds of women and help to provide for a positive, uplifting and hopeful atmosphere in the facility.

A Gender Responsive committee was formed. The committee meets monthly and both current and former inmates participate to provide input.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFIT): If you are claiming cost benefits, include a calculation on this page. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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\$ N/A	\$	\$	\$	<input checked="" type="checkbox"/>

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