

de la Guerra, Sheila Public Comment- Group 1 #2

From: Paulina Conn <pconnt43@cox.net>
Sent: Monday, May 31, 2021 8:10 AM
To: sbcob
Subject: Public Comment Re: Repurpose South County jail. North Co. jail provides the 0.7% national average needed



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Dear Board of Supervisors,

I finished reading Jeff Chambliss's op ed in Noozhawk today, May 31, 2021, Memorial Day. Please do not continue the south county jail use as a jail. Use this for the homeless campus South County so desperately needs.

North County jail alone has enough beds for the entire county. Why? Because the national average is 0.7% incarcerated nation wide. Our county is only 450,000 people max. That makes 375 beds more than enough. Why? We also have the Federal prison at Lompoc that can house 3,000 inmates.

Santa Barbara is no worse than other communities when it comes to safety. It is likely less in need. The 375 north county beds are more than adequate.

Figure out how to reduce the prison population. Rethink what offence really is a problem to community safety. Most people are good. Most people make mistakes. Most people will do much better with a different punishment than jail.

Don't forget, the entire sheriff's department and all other law enforcement agencies need rethinking as to purpose, training, accountability and how they operate. Accountability is what the Black Lives Matter movement is about. The re-education of law enforcement, including no shielding from accountability, benefits all society, including white people. If Sheriff Brown is not firing the sheriff who has already executed or caused the death of five people, that is not acceptable policy.

Incarcerating one person has a negative effect on an entire extended family. The fewer people incarcerated the better for society.

Please think about using the South County jail facility and land as a comprehensive homeless campus. Our homeless population is in dire need of housing, sanitation, medical attention, and a leg back up back into society or into supportive housing if their mental or physical conditions warrant. It is much more humane to set up a proper homeless community than put people in jail. Put our taxpayer money here.

People are talking about the success of the full service San Antonio, TX homeless community of 22 acres that has been in operation for 11 years. It houses 1,700 people per day including campers in their safe "Courtyard" who do not have to be sober or clean. When ready, the homeless person or family can get treatment and help finding a job, etc.

It costs \$20 million per year to operate. The same as North County jail will cost

Santa Barbara County business and hospitality industry continues to glamorize wine and cannabis use.

It is time to tax alcoholic beverages so that our unfortunate human beings can be treated in a humane way instead of incarceration.

Please, rehabilitate and reuse the South County Jail for a homeless community. It is close to medical services. You can also use part for low income small homes with a recreation area.

Please reduce the power of law enforcement over all of society. Law enforcement is the least democratic part of a democratic society. They have to have much less power than they do.

But we need alternatives to jail. Rethinking what is justice is the key. Making it imperative that law enforcement be transparent, honest and honorable is also a key. That means choosing the right personality to start with.

Sincerely,

Paulina Conn
2612 Foothill Rd.
Santa Barbara, CA 93105
805 682-5183

de la Guerra, Sheila

From: Paulina Conn <pconnt43@cox.net>
Sent: Monday, May 31, 2021 10:22 AM
To: sbcob
Subject: Public comment P. S. Repurpose South County jail. North Co. jail provides the 0.7% national average needed

Caution: This email originated from a source outside of the County of Santa Barbara. Do not click links or open attachments unless you verify the sender and know the content is safe.

Dear Board of Supervisor,

Another excellent use for the South County jail is for involuntary mental health beds. Figure out by asking County Health how to get more licensed mental health beds for involuntary holds.

We must stop sending our mentally ill who are a danger to themselves and others out of county. It puts a huge burden on families who try to visit their relative(s) and try to coordinate care.

If the jail is considered "too far", prefabricated bridges are a quick, strong, inexpensive way to get instant connection between the jail and the County Health Department

Thank you.

Paulina Conn
2612 Foothill Rd.
Santa Barbara, CA 93105
805 682-5183

de la Guerra, Sheila

From: Susan Horne <susanhorne@cox.net>
Sent: Monday, May 31, 2021 2:03 PM
To: sbcob
Cc: info@sbsheriff.org; County Executive Office
Subject: Inmate Population and Sheriff's Office Facilities
Attachments: The Oregon Way to Correctional Culture Change.2019.hilights.pdf

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May 31, 2021

TO: Das Williams, First District
Greg Hart, Second District
Joan Hartmann, Third District and Vice-Chair
Bob Nelson, Fourth District and Chair
Steve Lavagnino, Fifth District

Re: Inmate Population and Sheriff's Office Jail Facilities

Dear Chair Nelson and Supervisors,

This is a Rare Opportunity in Time to Re-Frame Incarceration.

Thank you for your vital steps to reduce the impacts of institutional racism in SB County. As we know, the Criminal Justice system is ground zero for racism across the US. In our County, with strong community support for diversion from jail into treatment and housing, this moment is a rare window of time for making real changes.

This moment is this time of opening the North County Jail and of renovating the Main Jail. **This time of opportunity will not come again soon.**

Why now? The North County Jail can be reformed into a place of rehabilitation for inmates and better health for the corrections officers. UCSF School of Medicine studies have revealed the startling low life- expectancy of prison guards. Healthy working models have been developed, such as from the Oregon Dept. of Corrections. See attached article.

The current designs for the capacity of beds in the future Main Jail are extremely high. I just read in the RFQ document that a North County Jail capacity is 376 beds and that the future **Main Jail /Medium Security Facility capacity** requirement is 184 and 270 beds (454 total). With the COVID inmate reductions as a lesson, those are extremely high numbers of beds. **Will there be pressure to fill those beds?**

The Main Jail can be a model of how diversion can work -as plans are in process to renovate and redesign it. Think of a Transition Space for preparation for inmate release including beds and classrooms. Another example - Doing Intake in an Assessment Space - with beds for overnight -can assess the status of every person admitted – to screen them for mental health, addiction, complications of poverty like no housing, etc. –Social Work is appropriate in tandem with legal concerns. **Booking into Jail can be the last resort.** Ideally?

If it is true that 80% of jail inmates are in a holding status, waiting for Court proceedings, these inmates are not appropriate to be in jail, but need to be released to the community, or to treatment , etc.

While some offenders definitely need to be in jail for the safety of the community, why can't the goal of the jail be to lower the number rather than increase the number of inmates? Who benefits from more inmates in jail?

Could the Sheriff consider some of the newer rehabilitation models? Tried and true ones are available.

My request is that the Board consider delaying the RFQ process in order to allow for community input and research on the mission, the goals and consequent designs for incarceration.

Thus - meet with advocates, talk to us. Help us to understand the barriers and the opportunities. **This is a chance to be leaders in Justice that should not be missed.**

I appreciate the Board Resolution that Racism is a Public Health Crisis. This Jail designs can be part of the solution rather than perpetrate the problems.

To your health – Susan Horne. Heath Educator, 805-962-2415

CC: Mona Miyasato, CEO

Sheriff Brown

**TRANSFORMING PRISON CULTURE TO IMPROVE CORRECTIONAL STAFF
WELLNESS AND OUTCOMES FOR ADULTS IN CUSTODY "THE OREGON WAY":
A PARTNERSHIP BETWEEN THE OREGON DEPARTMENT OF CORRECTIONS
AND THE UNIVERSITY OF CALIFORNIA'S CORRECTIONAL CULTURE CHANGE
PROGRAM**

Cyrus Ahalt¹, MPP, Colette S. Peters², Heidi Steward³ & Brie A. Williams⁴, MD, MS

Abstract

In the 1970s and 80s, the U.S. experienced a national crime wave which gave rise to a "tough on crime" abandonment of rehabilitation in most jails and prisons and ushered in an era of mass incarceration.

Despite an emphasis on institutional security and control in the following decades, U.S. jails and prisons became increasingly dangerous and unsafe. Currently, violence, sexual assault, and suicide remain disproportionately common in U.S. correctional facilities and the poor health and wellbeing of residents and staff alike has reached epidemic proportions. In this context, the Oregon Department of Corrections (ODOC) developed the "Oregon Way" to improve staff health and wellness by enrolling in a correctional culture change program developed and facilitated by faculty at the University of California San Francisco and Santa Cruz ("UCSF"). The program focuses on restoring a commitment to rehabilitation, dignity and humanity as core to correctional mission and practice, modeled off the Norwegian approach to corrections. This article describes the ODOC's investment in officer wellness initiatives over recent years and provides an overview of the partnership between ODOC and UCSF. It also presents findings demonstrating that chronic exposure of staff to stressful and violent incidents in their workplace and an organizational approach to correctional work that vests the majority of staff autonomy and decision-making among managers limits the full realization of staff wellness efforts. The participation of ODOC in UCSF's culture change program has resulted in the implementation of novel work approaches that further advance correctional staff wellness by re-defining the nature of correctional work in the U.S., significantly reducing exposure to stress and violence in officers' daily work lives, and improving staff members' feelings of autonomy on the job and connection to the meaningfulness of their work.

1 University of California, San Francisco Department of Medicine. Corresponding Author: Cyrus Ahalt, MPP, University of California San Francisco, 3333 California Street, San Francisco, CA 94118, cyrus.ahalt@ucsf.edu, (415) 502-0191

2 Oregon Department of Corrections

3 Oregon Department of Corrections

4 University of California, San Francisco Department of Medicine. Corresponding Author: Cyrus Ahalt, MPP, University of California San Francisco, 3333 California Street, San Francisco, CA 94118, cyrus.ahalt@ucsf.edu, (415) 502-0191



"It's hard to focus on work when my friends keep dying right when they reach retirement."

Oregon Department of Corrections Staff

The Evolving Role of Correctional Officers in the U.S.

In the mid 20th century, U.S. corrections went through a first wave of workforce professionalization. Originally a job for people with limited education or physical fitness and focused primarily on locking and unlocking prison doors, by the 1960s "prison guards" had become integrated into correctional facilities' primary work of rehabilitation as a means to achieve safer communities outside of prison. However, a rising crime wave and a "tough on crime" response in the 1970s and 80s led to a large-scale abandonment of rehabilitation in prisons, and the U.S. entered an era of mass incarceration (Liebling, Price, & Shefer, 2012). Increasingly overcrowded prison systems were transformed into dehumanized, punishment-oriented regimes, and the role of the "prison guard" reverted to a position focused on the use of force to punish and incarcerate (Liebling, 2011). Despite a growing emphasis on institutional security and control, U.S. jails and prisons became increasingly dangerous and unsafe. To this day, violence, sexual assault, and suicide remain disproportionately common in correctional facilities, and the poor health and wellbeing of residents and staff alike has reached epidemic proportions (Denhof & Spinaris, 2013; Rich, Wakeman, & Dickman, 2011; Schittker, Massoglia, & Uggen, 2011).

By the turn of the 21st century – with a correctional workforce riddled with high rates of early onset chronic disease, behavioral health struggles including substance use disorders and domestic violence, mental illness, and Post Traumatic Stress Disorder (PTSD) – it became increasingly clear to many correctional leaders that something had to change. New efforts to re-professionalize and improve the correctional workforce emerged, "guards" became "correctional officers" with professional expectations and standards focused on far more than the use of force and the turning of locks (Fettig, 2016; Peters, 2018). In this setting, in 2017, the Oregon Department of Corrections (ODOC) enrolled in the University of California at San Francisco's ("UCSF") correctional culture change program to develop the "Oregon Way" focused on improving employee health and wellness. Building on the ODOC's "Oregon Accountability Model" for correctional officer health, established in the 1990s, their partnership with UCSF drew on the Norwegian approach to corrections to develop the "Oregon Way" by transforming environments inside Oregon's correctional facilities and restoring a focus on improving outcomes among adults in custody as core to its correctional mission and practice.

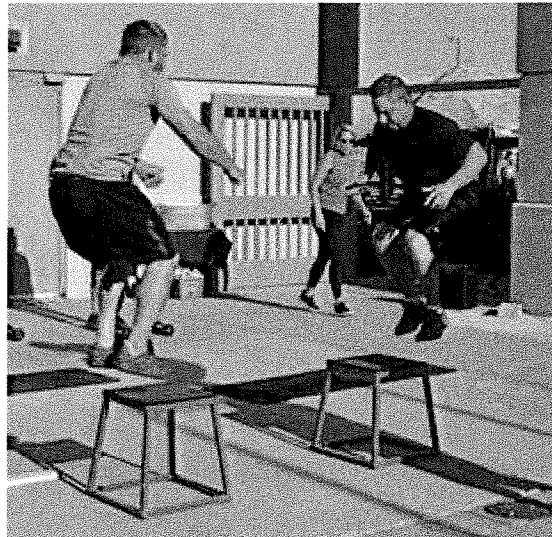
This article describes the ODOC's investment in officer wellness initiatives over the last several years and provides an overview of the partnership between ODOC and UCSF as a means of further investing in the health of correctional officers by focusing their professional work on helping adults in custody change their lives for the better.

Investing in Officer Wellness

In an 18-month period spanning 2012-2013, the ODOC mourned four employee suicides. A year later, an exemplary Correctional Captain in the Department died of a heart attack at the age of 51. In addition, the Department allocated increasing resources for activities like recertifying officers following incidents related to substance use disorders, counseling staff through divorces and other family disruptions, and identifying and responding to symptoms of PTSD such as hypervigilance,

distraction and an inability to control worrying thoughts or painful memories which can interfere with professional duties and also disrupt personal relationships.

These anecdotal data were reflected in a survey of 1,300 employees that ODOC conducted in the early 2010s which found one in three officers experienced symptoms of PTSD, a rate four times higher than the general population. The study also found that such symptoms often had a negatively spiraling effect on the person's overall wellbeing. For example, exposure to violence on the job (which could include various experiences including an adult in custody's suicide or witnessing interpersonal violence) was associated with higher reliance on unpaid leave. This, in turn, often resulted in financial stress, leading staff to work more overtime and double shifts – straining family life and contributing to the increased likelihood of divorce and other compounding stressors which in turn elevate risks of a host of adverse physical, mental, and behavioral health outcomes.



Wellness activities at Oregon's largest prison

At the same time that ODOC leaders recognized a mounting crisis in occupational health among prison employees, literature suggested the poor physical, mental, and behavioral health in the correctional workforce amounted to a growing national epidemic (Konda S, 2012; Lavigne & Bourbonnais, 2010; Lerman, 2018; Schaufeli & Peeters, 2000; Stack & Tsoudis, 1997). These studies also linked routine exposure to violence and high-stress environments, alongside the rigors of shift work, to compounding adverse health outcomes – ultimately, significantly shortening the average life expectancy of people working the correctional profession. In response to their own experience, and in acknowledgment of a worrying national trend, ODOC leadership resolved to develop a national model of officer wellness by making significant investments in staff with a focus on ensuring prisons provide employees with opportunities and appropriate space to engage in health-promoting activities. These initial investments in employee wellness focused on three core areas: providing environments conducive to de-stressing, engaging families and promoting family wellbeing, and fostering a culture that promotes wellness as a critical component of daily work in a correctional environment.

Over time, the ODOC officer wellness initiative has drawn on research showing that providing alternative spaces – which significantly differ from the work environment and create conditions conducive to disconnection from work and calm reflection – are critical to maintaining a healthy workforce (Aldana et al., 2012; Largo-Wight, Chen, Dodd, & Weiler, 2011). ODOC leadership supplemented this research with direct input from employees at all levels, resulting in several environmental interventions aimed at creating spaces in their facilities to promote staff wellness, including:

- Remodeled break rooms/spaces, including outdoors and in nature-rich environments when possible, and offering a mix of spaces for social engagement and individual reflection (these including remodeled staff dining to reflect staff descriptions of an ideal relaxing social

environment and relaxation rooms);

- Providing staff gyms and/or access to resources to promote physical fitness;
- Outdoor walking paths and eating spaces; and
- A system-wide effort to normalize environments inside facilities by painting walls – including working with residents to install murals and other artwork – bringing in more comfortable furniture and providing cell-phone lockers inside facilities so the workforce has closer access to their families in case of emergency.

Understanding the toll correctional work often exacts on employee's families, ODOC leadership undertook a complementary set of efforts to better integrate families into the Department. These include:

- A family orientation program that draws on Dr. Kevin Gilmartin's "Emotional Survival for Law Enforcement" to provide families with practice discussions of the work-related stress their loved one may experience, how to identify and respond to common symptoms of stress like hypervigilance, and resources available for help and support;
- Semi-annual family wellness events with high rates of participation and health-promoting activities like healthy food trucks, yoga, cycling, nutritionists, archery experts, a salsa cook-off, face painting, craft projects, and others;
- Wellness fairs that include support across a variety of dimensions such as financial management workshops, nutritionists, yoga and mindfulness practices, and others;

Finally, ODOC sought to foster an ongoing culture of health and wellness across its institutions to ensure staff wellness extends into the daily lives of its staff. Related efforts include:

- Fostering a culture that allows for conversations regarding wellness via an internal communications strategy which highlights wellness and wellness efforts as critical to correctional work and modeling behavior at the leadership level;
- Providing healthy options for staff food during shift;
- Promoting and supporting regular fitness/wellness events like wall walks, relays, Murph CrossFit challenge, 5k and 3k walk/run;
- Establishing wellness committees at each institution; and
- Ongoing employee surveys and solicitation of staff feedback on wellness initiatives and new ideas to promote wellness and health.

The three-pronged approach to investing in officer wellness – focusing on environment, family well-being, and a culture of health and wellness inside institutions – held the promise of resulting in profound improvements to the health and well-being of ODOC staff. Yet despite significant positive feedback about the initiative, the Department continued to see employees experiencing adverse events and poor health, particularly in areas well-understood to be stress-related. The Oregon DOC was ready to identify an additional way to change the lives of its staff – and the culture of its institutions - for the better.

Oregon Department of Correction's Efforts Pave the Way for Culture Change to Improve the Lives of Adults in Custody

As evidence emerged about the adverse impact of harsh correctional environments on officer health, equally concerning studies were published showing the profound negative toll special (restrictive)

housing can take on the health and well-being of people in prison. In response, in 2014, ODOC formed the Optimizing Special Housing Beds (OSHB) workgroup to examine the long-term effectiveness of placement in special (restrictive) housing as a management tool. The workgroup developed five key objectives:

1. Safely reduce the number of adults in custody being assigned to special housing;
2. Safely reduce the length of stay in special housing units;
3. Ensure assignments in special housing are more productive;
4. Reduce returns to special housing; and
5. Maintain compliance with the Association of State Correctional Administrators special housing guidelines.

In 2016, Oregon was one of five correctional systems from across the country to be selected to participate in the Vera Institute of Justice's Safe Alternatives to Segregation Initiative, receiving technical assistance focused on analyzing the agency's use of segregated housing and developing recommendations for its safe reduction. Also, in 2016, ODOC partnered with Disability Rights Oregon (DRO) and committed to making significant changes in the operations and physical structure of its Behavioral Health Unit – a unit that houses incarcerated people with severe mental illness – to ensure the highest level of care and custody for that population. As part of the commitment to DRO, targets were established for the adults in custody to engage in an average of 10 hours per week of both "structured" out-of-cell time (for example, classes and treatment programs) and 10 hours per week of "unstructured" out-of-cell time (for example, meals, phone calls, and recreational activities).

By 2017, despite progress towards these goals and towards improvements in correctional officer health and well-being, the ODOC leadership found that it required a more powerful catalyst to achieve the culture change needed to achieve both goals.

UCSF's Correctional Culture Change Program and The Oregon Way: From Officer Wellness to Transforming the Nature of Correctional Work

In 2017, with the goal of further advancing officer wellness and simultaneously improving the lives of adults in custody, the Oregon Department of Correction's Executive Team - joined by select legislators and other government and policy officials - enrolled in the UCSF correctional culture change program. UCSF's correctional culture change program was developed and is delivered by faculty from the University of California (San Francisco and Santa Cruz) in partnership with the International Unit of the Norwegian Correctional Service. The program puts participating U.S. states and their correctional facilities through a five-phase intervention aimed at significantly enhancing their focus on resident rehabilitation and health, while improving facility safety and fundamentally changing the nature of correctional work in those facilities. Its ultimate goal is to simultaneously improve the health and well-being of correctional officers and people in custody by using the Norwegian Correctional Service as a central model to redefine the nature of U.S. correctional work as a "helping" profession geared towards supporting residents to change their lives for the better.

The UCSF program is focused on the Norwegian correctional service because the Norwegians have among the world's lowest recidivism rates and most robust prison officer training and education programs. In addition, their current system is the result of a dramatic and carefully developed and implemented reform effort that began in the 1990s when the Norwegian prison system, having



followed the American ‘tough on crime’ trajectory of the preceding decades, was increasingly violent and ineffective. Norway’s subsequent correctional reforms have been so effective that they now advise a number of nations in prison reform via their EEA Norway Grants partnership. The Norwegian Correctional Service’s partnership with UCSF constitutes its primary effort to extend those advisory services to U.S. correctional agencies.

The five phases of UCSF’s culture change program are:

1. Policy Leader Immersion Program. An intensive, facilitated immersion program in the Norwegian Correctional Service for department of corrections and government and policy leaders.
2. Correctional Culture Change Immersion Program. An intensive, facilitated immersion program for correctional officers including an on-site job shadowing and learning experience with Norwegian prison officers.
3. US-based Correctional Officer Training in Norwegian Correctional Principles. An interactive 40-hour training in the U.S. by Norwegian correctional officer trainers using the UCSF/Norwegian culture change curriculum to achieve a humanistic, rehabilitation-focused correctional culture.
4. UCSF Program for Sustained and Enhanced Culture Transformation. Support from the UCSF team and their network of technical assistance providers and international partners, including technical input on policy and practice reform, collaborative efforts to identify and develop pilot units in participating correctional systems for organizational and educational change, facilitated



Exchange participants bringing trees to ODOC

ongoing collaboration with Norwegian partners to support and evaluate new policies, procedures, and units; organizational strategy (e.g. developing new staff plans), new workforce recruitment strategies; developing new opportunities for continued leadership development and training on a national level; and sustainability planning.

5. UCSF Culture Change Program Evaluation. The UCSF team works with participating jurisdictions to develop individualized measures of performance and success, collects and analyzes data, and iterates new interventions in response to emerging program evaluation data. It disseminates results within institutions and systems and to the broader national and international correctional communities.

ODOC’s participation in UCSF’s culture change program began with phase 1 in September 2017 and phase 2 in September 2018. Phase 3 was implemented in February 2019 and phases 4 and 5 are ongoing as of September 2019. Preliminary findings from the ODOC’s participation demonstrate the critical role that broader prison reform, in particular efforts to dramatically transform correctional culture and practice, has to play in investments in staff wellness.

Prior to the phase 3 Correctional Officer Training, the UCSF team administered a staff wellness and job satisfaction survey to 73 correctional staff participants. The results (Table 1) found that despite ODOC’s considerable multi-year investment and success in advancing staff wellness initiatives and ensuring a more supportive environment, many employees reported ongoing exposure to stressful

Table 1: Corrections Experiences and Attitudes Among Training Participants, N=73

Corrections Experiences	N (%)
Years Worked in Corrections (Mean, Range)	11.8 (2-25)
In the past 6 months...	
Hours of Overtime Worked (Mean, SD; Range)	95 (95; 0-400)
Number of times targeted for a direct assault (Mean, SD; Range)	0.5 (1.3; 0-7)
Number of times responded to a violent incident (Mean, SD; Range)	9.6 (11.6; 0-50)
Number of injuries by a direct assault (N, per person)	15 (0.2)
Number of injuries responding to a violent incident (N, per person)	22 (0.3)
In the past 6 months, how often has any type of violent incident occurred at the prison where you work?	
All the time or Very often	27 (37)
Often	23 (32)
Now and then or Never	23 (31)
When I'm at work, I often feel tense or stressed.	
Agree or Strongly Agree	32 (45)
Neutral	27 (38)
Disagree or Strongly Disagree	12 (17)
I have had a harder time controlling my anger since I started working corrections.	
Agree or Strongly Agree	28 (40)
Neutral	15 (20)
Disagree or Strongly Disagree	28 (40)
Attitudes Towards Corrections Work	N (%)
If I received an offer for a job outside of corrections with a similar salary and benefits, I would immediately accept it.	
Agree or Strongly Agree	33 (47)
Neutral	23 (33)
Disagree or Strongly Disagree	14 (20)
I often experience a sense that I am positively influencing other peoples' lives through my work.	
Agree or Strongly Agree	31 (45)
Neutral	26 (38)
Disagree or Strongly Disagree	12 (17)
Attitudes Towards Incarcerated People	N (%)
What percentage of incarcerated people at the prison where you work do you think are... (Mean, SD; Range)	
Very Dangerous	29 (27; 0-100)
Dangerous	42 (25; 0-100)
Not Dangerous	29 (27; 0-80)
Rehabilitation should be a central goal of incarceration.	
Agree or Strongly Agree	58 (84)
Neutral	10 (14)
Disagree or Strongly Disagree	2 (2)
Those who want it should have access to college-level academic training.	
Agree or Strongly Agree	51 (74)
Neutral	13 (19)
Disagree or Strongly Disagree	5 (7)
Those who want it should have access to drug and alcohol treatment.	
Agree or Strongly Agree	66 (95)
Neutral	2 (3)
Disagree or Strongly Disagree	1 (1)



incidents and expressed ambivalent attitudes towards correctional work in general. On average, participants, most of whom worked in a maximum-security environment, reported having responded to nearly 10 violent incidents over the past six months, and 70% said violent incidents occur at their facility often, very often, or all the time.

Despite these challenges, ODOC employees reported positive attitudes towards incarcerated people, including 84% who said rehabilitation should be a central goal of incarceration. Yet fewer than 50% said they felt they were making a positive difference in peoples' lives through their work (Table 1). Similarly, eight statements describing positive aspects of job satisfaction, most notably professional autonomy and connection to the meaningfulness of their work, were endorsed by fewer than 40% of participants (Figure 1). Nearly half (49%) of participants said they feel "under a lot of pressure when at work." Participants were asked to rate their overall job satisfaction on a scale from "no job satisfaction" to the "greatest possible job satisfaction." Assigning a 0-100-point scale to responses, the average reported job satisfaction level was 54.1 out of 100 (range 6-83).

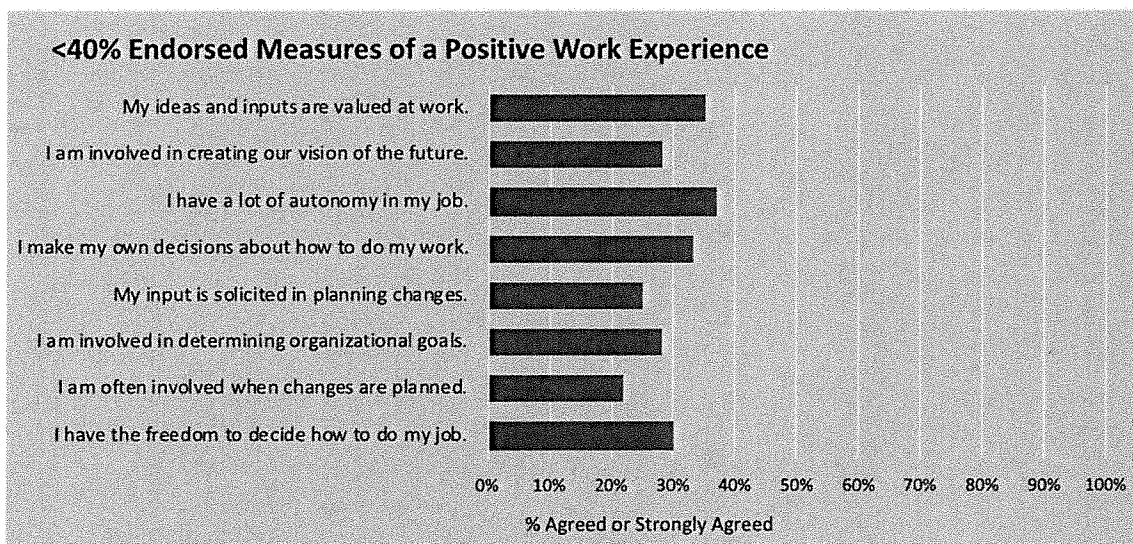


Figure 1: Statements describing a positive work experience, N = 73

These data, particularly in the ODOC where innovative staff wellness initiatives had been implemented systemwide, suggested that a critical next step in investing in and advancing employee wellness should include reducing exposure to violence in officers' daily work lives and addressing opportunities to improve staff members' feelings of autonomy on the job and connection to the meaningfulness of their work. The UCSF correctional culture change program's Phase 3, which provides training about the Norwegian approach to corrections to US correctional officers aims to achieve these outcomes by providing officers with the skills, tools, and correctional policies they need to transform the nature of correctional work with a focus on proactive, pro-rehabilitative, and dignity-conserving engagement with incarcerated people, de-escalating incidents, and delegating decision-making in the correctional context down to the employees who work with and know incarcerated people most closely.

Following the UCSF/Norway training, ODOC correctional officers completed questionnaires including retrospective pre-post evaluation of participants' knowledge and skills (5-point Likert scale, 5 excellent, 1 poor). Retrospective pre-post evaluations are done at the end of an educational

intervention and ask participants to compare what they knew before the session with what they know after and their intention to change behavior following the training. This approach has better criterion validity and sensitivity to change than traditional pre–post evaluations (Skeff, Stratos, Bergen, 1992; Shanji, Gottesman, de Grave et al, 2012) and previous studies show that attitude changes with resulting behavioral intention are highly correlated with subsequent behavior change (Sheppard, Hartwick, Warshaw, 1988). The following day, training participants met with UCSF and ODOC leadership to debrief on their experience in the training.

Preliminary data from ODOC’s participation in the UCSF program suggest such an approach can initiate dramatic changes in correctional culture and practice. Learner evaluations from the 73 officers who participated in the UCSF Correctional Officer Training Program showed improvement in critical knowledge areas and an openness to engage with change following the training (Table 2). In response to their participation in the UCSF program, ODOC leadership has also undertaken a host of policy reforms to transform correctional work in the state which has resulted in dramatically fewer incidents of violence and uses of high-stress correctional methods like solitary confinement and cell extractions (the forceful removal of a resident from their cell). As ODOC’s partnership with the UCSF program

Table 2: Evaluation of correctional culture change training program by correctional staff, N=73

To what extent to you agree with the following statements: (<i>post-training</i>)	5-point Likert scale (5=Strongly Agree, 1=Strongly Disagree) Mean (SD)		
Correctional officers in my state have the right amount and type of training	2.7 (1.0)		
Learning from Norway can help my work	4.5 (0.5)		
Norwegian correctional practices will <u>not</u> work in US systems	1.5 (0.6)		
This training gave me a new perspective on how our system can change	4.5 (0.5)		
I am more confident in my ability to lead change because of this training	4.3 (0.7)		
What I learned was valuable	4.7 (0.5)		
I would recommend this training to colleagues	4.7 (0.5)		
I believe this program will lead to change	4.7 (0.5)		
Overall, how would you rate this program? (0 = No Good, 3 = Good, 5 = Life-Changing)	4.3 (0.7)		
Rating of knowledge and skills pre- versus post-training, Mean	Retrospective Pre-	Post-	P value
Use Norwegian correctional concepts to identify changes that might improve my prison or correctional practice	2.0	4.2	<.001
Identify additional skills that it would be important for our correctional officers to receive additional training in	2.4	4.6	<.001
Identify ways to reduce the use of solitary confinement (special or restrictive housing)	2.8	4.4	<.001
Identify the importance of educational / skills building for prison residents	2.8	4.4	<.001
Discuss the benefits of normalization in prison for the preparation of incarcerated persons who will be released (Norwegian concept of normalization)	2.3	4.6	<.001
Describe the usefulness of gradually moving closer to freedom throughout incarceration (Norwegian concept of progression)	2.2	4.4	<.001
Discuss the ways that motivation can be used to engage prisoners in rehabilitation and readiness for release	2.4	4.4	<.001

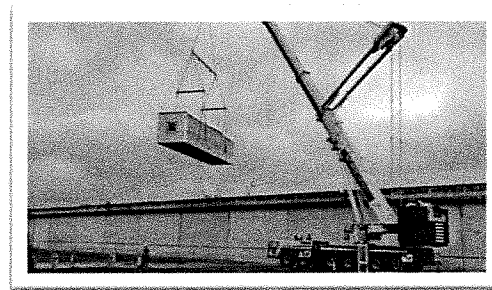


continues through its research and evaluation phases, future qualitative and quantitative research will describe the program's impact on self-reported improvement in quality of life, health, well-being, job satisfaction and safety among staff and will evaluate resident engagement in rehabilitation, health and well-being. The research will also describe reductions in the use of solitary confinement and staff uses of force against residents and reduced numbers of high-level behavioral infractions among residents, including staff assaults.

Developing the Oregon Way

In partnership with UCSF, ODOC has continued to develop the Oregon Way – its combined efforts to improve both staff and resident well-being. In February 2018, a new building providing adequate space for the Behavioral Health Unit's treatment programs, and accompanying staff, was opened through funding by the Oregon State Legislature. Improvements to create more "normalized" restrictive housing units and to expand out-of-cell programming at several of its institutions have proliferated, with multi-disciplinary team meetings now used to review the cases of persons in special housing for early incentive releases back to general population, based on positive behavior. In 2019, following the UCSF program's Phase 3, ODOC was able to gain the necessary buy-in from facility management and frontlines staff to finally achieve much of its restrictive housing reduction target in the BHU.

Learning from the Norwegians, who seek to normalize all correctional facilities as much as possible, many of Oregon's prisons are now planting trees, shrubs and flowers in an effort to normalize and humanize the institutional environment. The maximum-security Oregon State Penitentiary is leading the state's efforts in this realm by creating a traditional Japanese garden inside its walls to provide a place of healing where nature can reconnect adults in custody with their humanity. One of the men working on the project said, "I haven't seen a tree in 14 years and working on this garden has given me that opportunity. The sound of the wind blowing through the trees was foreign to me. It was so moving, I cried."



Modular building over the wall at the Oregon State Penitentiary

The correctional staff who participated in the UCSF immersion and training programs have reported profound personal and professional transformation, demonstrating that improving the lives of people who are incarcerated can simultaneously have a positive impact on correctional officer well-being and safety. As one officer stated: "This work is as much about staff wellbeing as it is about treating our adults in custody with respect." Another stated: "This program helps us treat inmates like individuals ...but staff benefit too. It improves job satisfaction and our interactions with each other. It is hard to help people in prison get better when we ourselves are not better. This program makes it easier to interact with a more humanistic approach."

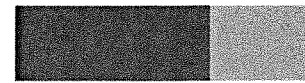
Conclusion

In response to evidence of an emerging national crisis in occupational health among those who work inside American correctional institutions and increasing evidence of that crisis in their own system, the Oregon Department of Corrections has implemented robust and impactful staff wellness initiatives

over the past several years. Those efforts have yielded critical improvements to occupational life at ODOC, including a proliferation of environments conducive to staff de-stressing, supporting families too often affected by the rigors of correctional work, and fostering a culture that destigmatizes workplace stress and promotes wellness. Yet the full impacts of these considerable investments were often not realized because of persistent exposure of staff to stressful and often violent incidents during the course of their work and an organizational approach that vested the majority of staff autonomy and decision-making among managers. In partnership with UCSF's correctional culture change program, ODOC has identified and begun implementing novel work to further advance staff wellness in corrections by significantly reducing exposure to stress and violence in officers' daily work lives and improving staff members' feelings of autonomy on the job and connection to the meaningfulness of their work, coupled with profound cultural transformation of Oregon's prisons. The result is an embrace of a more humane and dignity-driven approach to correctional work that prioritizes more normalization of the prison living and working environment. As this effort continues, further research and program evaluation by ODOC and UCSF are forthcoming describing an evidence-based Oregon Way of re-thinking and re-defining successful correctional work for the 21st century which takes the best of the "Norwegian way" and adapts it for use in Oregon.

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About the Authors

Cyrus Ahalt, MPP, is Associate Director of the Criminal Justice & Health Program at UCSF where he designs and administers diverse projects aimed at improving the health and criminal justice outcomes of people who live and work in U.S. jails and prisons. As part of that work, he co-directs a consultation service that identifies and addresses deficiencies in correctional health care systems. As an academic, he conducts policy-oriented research to better understand and meet the complex health care needs of medically vulnerable criminal justice-involved people and publishes commentaries translating evidence into calls for prison and criminal justice reform. As co-Director of the UCSF correctional culture change program, Mr. Ahalt has collaborated closely with multiple state corrections departments to adapt core principles and best correctional practices from around the world for application in the U.S. correctional environment. That work has resulted in dramatic reductions in solitary confinement, reduced uses of force, and substantial declines in interpersonal conflict, including violence, inside institutions enrolled in the program. Mailing Address: University of California San Francisco, 3333 California Street, Suite 380, San Francisco, CA 94118

Colette S. Peters, MS has served as Director of the Oregon Department of Corrections (ODOC) since February 2012. She has ultimate oversight of an agency with 4,700 employees; a biennial budget of \$2 billion; and responsibility for managing 14,700 incarcerated adults in 14 prisons across the state. Ms. Peters played a crucial role in Oregon's justice reinvestment effort, which reduced the prison population and avoided opening additional institutions. Under Ms. Peters' leadership, ODOC enrolled in the University of California San Francisco correctional culture change program and developed the "Oregon Way." The goal is to improve employee health and wellness, and reduce the use of segregation, by transforming environments inside correctional facilities to be more normal and humane. The program has focused efforts on helping the adults in custody positively change their lives and become better neighbors. Ms. Peters holds a master's degree in criminal justice from the University of Colorado in Denver, and a bachelor's degree in psychology from the College of Saint Benedict in Saint Joseph, Minnesota. Mailing Address: Oregon Department of Corrections, 2575 Center St NE, Salem, OR 97301

Heidi Steward has served as the Oregon Department of Corrections (DOC) Deputy Director since April 1, 2019. Ms. Steward is a 23-year DOC veteran, beginning her career in 1996. During her tenure,

Ms. Steward redesigned the department's cognitive interventions toward evidence-based programs created specifically for criminal justice-involved adults. She implemented a new case management model allowing counselors to serve as change agents. Ms. Steward served as a representative on two trips to Norway to learn the principles of humanity and normality applied throughout Norway's corrections system. She has applied those best-practices and innovations to Oregon's corrections system – both in employee wellness and bettering the environment of those in custody. Ms. Steward's focus is on the professional environment, family well-being, and the culture inside and outside Oregon institutions. This has yielded notable improvements to the health and well-being of ODOC staff and adults in custody. Mailing Address: Oregon Department of Corrections, 2575 Center St NE, Salem, OR 97301

Brie Williams, MD, MS is a Physician and Professor of Medicine at the University of California, San Francisco. Dr. Williams collaborates with colleagues from criminal justice, public safety, government and the law to integrate a healthcare perspective into criminal justice reform. Her research has called for increased attention to the impact of solitary confinement on adverse physical health outcomes; a more scientific development of medical "compassionate" release policies for incarcerated patients with serious illness; and improved systems for defining, recognizing, and responding to disability, dementia, and serious illness in the correctional environment. Dr. Williams has served as a consultant for jails, prisons, and legal and policy organizations throughout the U.S. and internationally, including the National ACLU, the U.S. Sentencing Commission, and the World Health Organization. As Founder and Director of the UCSF correctional culture change program, her work is increasingly focused on transforming culture in U.S. prisons and jails as a vital strategy for restoring health and humanity to the U.S. criminal justice system and ending mass incarceration. Mailing Address: University of California San Francisco, 3333 California Street, Suite 380, San Francisco, CA 94118

de la Guerra, Sheila

From: Pam Gates <pamegates@yahoo.com>
Sent: Monday, May 31, 2021 4:55 PM
To: sbcob
Subject: Inmate Population Management

Caution: This email originated from a source outside of the County of Santa Barbara. Do not click links or open attachments unless you verify the sender and know the content is safe.

Hello Chair Nelson and Supervisors Hart, Hartmann, Lavagnino, and Williams:

I am emailing you today to comment on the Inmate Population Management agenda item, specifically asking that you take ongoing and permanent actions steps now to reduce the jail population. Just as the Covid-19 pandemic showed us there are glaring healthcare inequalities for people of color, the criminal justice system continues with unequal justice for people of color.

We are already seeing the incarceration rate in the County jail increasing again. Is this to justify the Sheriff-s request for \$90 million to renovate the South County Jail? Isn't it time for the County to put its available funding in areas that support ALL the people and stop criminalizing Black and Brown people?

Steps need to be taken to increase public safety by reducing budgets for the Sheriff, the District Attorney, and Probation Department and increasing budgets for more community-based support such as stable housing, and employment and educational opportunities. Let's invest in programs that will increase the health and well-being of all our residents, rather than continuing to fund programs that offer no solutions and instead perpetuate poverty. Let's invest in programs that work to prevent crime, increasing public safety, and provide opportunities for all members of Santa Barbara County to achieve equity.

Thank you for considering my comments.

Pam Gates

"Whatever you are not changing, you are choosing. Read that again."

de la Guerra, Sheila

From: Renee O'Neill <chasingstar2701@yahoo.com>
Sent: Monday, May 31, 2021 8:58 PM
To: sbcob; Nelson, Bob; Hartmann, Joan; Lavagnino, Steve; Hart, Gregg; Williams, Das
Cc: Brown, Bill
Subject: Re: BOS Special Meeting - Tax Budget re Sheriffs Cannabis Compliance Team

Caution: This email originated from a source outside of the County of Santa Barbara. Do not click links or open attachments unless you verify the sender and know the content is safe.

Dear Supervisors,

Happy Memorial Day!

I hope you had a relaxing weekend.

I know our attached letter was submitted for public comment for June 8th public safety/budget hearing but I felt it was important to resubmit it tonight, re tomorrow's Special Meeting, as well.

I will be attending and if permitted, speaking on behalf of the Sheriffs for agenda item 2.

We would greatly appreciate any and all support you can give to fund our Cannabis Compliance Team.

Let me know if the letter attached.

I'm never sure if my cell phone sends attachments the same way my computer does but it should be in BOS public comment for June 8th.

Appreciatively Yours,
Renee O'Neill

On May 13, 2021, at 10:00 AM, Renee O'Neill <chasingstar2701@yahoo.com> wrote:

Dear Supervisors,

Attached, please find our letter advocating funding for the SBC Sheriffs Cannabis Compliance Team.

Please submit the letter to Public Comment, re BOS Tax Budget Hearing on June 8th.

We greatly appreciate your consideration in this matter and request that you support this essential "Team."

Respectfully Yours,

Renée O'Neill

<BOS re Funding Cannabis Compliance Team, 5-12-21.pdf>

de la Guerra, Sheila

From: Katherine Baviera <kgeorgalos@gmail.com>
Sent: Tuesday, June 1, 2021 7:21 AM
To: sbcob
Subject: I support taking steps towards reduction of the jail population

Caution: This email originated from a source outside of the County of Santa Barbara. Do not click links or open attachments unless you verify the sender and know the content is safe.

Dear County Clerk,

I am a longtime resident of Santa Barbara County. I continue to reach out on these crucial issues in hopes that Santa Barbara will take the initiative to enact change that the community is so desperately asking for and set an example for not only other counties in our state but across the nation. Change has to start at the local level.

I am writing to insist that the County take steps towards permanent and ongoing reduction of the jail population. One crucial step you can take towards increasing public safety is to reduce the annual budget for the Sheriff by \$26.7million for the 2021-2022 FY, as well as reducing the budgets for the District Attorney and Probation Department. Community members are demanding less criminalization and more practical community-based support. SB County currently spends more on supervising (Probation), prosecuting (District Attorney), policing and incarceration (Sheriff) than it does on Public Health, Behavioral Wellness, and Child Support Services combined. Further, SB's rates of arrest are above the CA average while the reported crime rate is well below the CA average. Our County spends far too much on criminalizing people instead of investing in peoples' development and futures. Local justice system institutions have proven that they are incapable of rehabilitation in ways that effectively reduce crime and recidivism, ultimately decreasing public safety. **Investing in affordable housing, community-based initiatives that function as alternatives to incarceration, diversion programs, and transitional support services for folks reintegrating after being in custody, mental health services, and more is what true public safety looks like.**

First and foremost, the County currently surveills, polices, prosecutes, and incarcerates Black and Brown children at alarmingly violent rates compared to white children. There are currently 0 white children incarcerated in all of SB County. 94% of children on probation supervision (both in and out of custody) are Black, Brown, or Asian. These statistics demonstrate two things: (1) SB County currently invests in state-sanctioned violence against Black and Brown children and (2) alternatives to incarceration, preferential treatment and sentencing in the legal process, practically nonexistent policing and surveillance, and diversion opportunities are reserved for white children. It is vital to recognize that most children who are incarcerated are also at or below the poverty line for various reasons that can also be traced back to how SB County allocates its financial resources.

Given the strong connection between housing instability and mental health challenges, I want to stress the importance of creating and investing in systems that address the root causes of criminalized behaviors and not the symptoms of the problem. A significant percentage of residents, predominantly BIPOC residents, in our County have been in housing crises for years, decades, and even over centuries. SB County has yet to succeed in creating permanent supportive housing programs that combine community-based services and long-term rental assistance. SB also consistently wields one of the highest rates of poverty in California, largely due to active waves of gentrification that push Black and Brown residents out of the community. The vast majority of individuals who become incarcerated in SB County are not property owners. They are renters; disproportionately Black and Brown; near or below the poverty line; and have active mental health challenges. This is especially relevant for children in our County considering 81% of youth in the local system have open mental health cases compared to the 48% CA average.

Investing in incarceration while not investing in supportive housing efforts reinforces the houselessness-jail cycle that plagues our County. At a Community Corrections Partnership Racial Equity Sub-Group meeting in October 2019, Chief Wasilewski presented data showcasing how 91% of the individuals whom the Sheriff's Office disgustingly labeled as "super offenders" (people who had been incarcerated 5+ times that year) were considered transient or actively houseless. This statistic clearly demonstrates how our County has prioritized the criminalization of people in need and failed to invest in adequate forms of support.

This is an opportunity for SB County to invest in systems that serve as preventative measures for crime. **Investing in affordable housing, community-based initiatives that function as alternatives to incarceration, diversion programs, and transitional support services for folks reintegrating after being in custody, mental health services, and more is what true public safety looks like.** We currently invest in institutions that perpetuate trauma and poverty more than anything else. Now is the time to reimagine public safety and find new ways to support the residents of SB County.

Sincerely,
Katherine Baviera