



MARIN COUNTY SHERIFF'S OFFICE

1600 Los Gamos Drive, Suite 200, San Rafael, CA 94903

JAMIE SCARDINA

Sheriff - Coroner
SYLVIA MOIR
Undersheriff

July 10, 2025

Marin County Civil Grand Jury
Dick Dumont, Foreperson
3501 Civic Center Drive, Room 275
San Rafael, CA. 94903

Reference Response by Sheriff Jamie Scardina to the Civil Grand Jury report entitled "Uncuffed and Unemployed: There is Work to be Done"

Dear Mr. Dumont,

Pursuant to Penal Code Section 933.05(F), I am responding to the above-mentioned Grand Jury Report issued May 15, 2025.

Findings:

F4. When Marin County and non-profit employment counselors do not connect with the incarcerated before they are released, there are lost opportunities to provide job counseling that could reduce the chance of returning to jail.

I agree with this finding. At the time of this Grand Jury report, we did not have existing relationships built with outside organizations or internal resources in the area of job counseling. The COVID-19 pandemic disrupted previously established relationships with employment counselors, which were not reestablished when outside services were allowed to return to the Marin County Jail post-pandemic. We understand the importance of and focus on this area to help reduce recidivism.

AREA CODE 415

24-HOUR NUMBER
479-2311

FAX
473-4126

ADMINISTRATION
473-7250

CIVIL
473-7282

COMMUNICATION
SERVICES
479-5324

CORONER
473-6043

COURTS
473-7393

EMERGENCY
SERVICES
473-6584

INVESTIGATIONS
473-7265

JAIL
473-6655

SOCIAL INVESTIGATIONS
UNIT
884-4878

PATROL
473-7233

RECORDS
473-7284

WARRANTS
473-7297

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F5. The Marin County Sheriff's Office Custody Manual (Policy 1005) section on Education, Vocation, and Rehabilitation is outdated and, as a result, gives a false impression that training can be made available that does not exist in the Marin County Jail.

I agree with this finding. As a result of this Civil Grand Jury report, we have reviewed Policy 1005 for the Marin County Sheriff's Office. In reviewing the policy, the Sheriff's Office determined that some information was outdated and/or not offered as part of the Marin County Jail's services. Based on this review, we established a programming committee to meet and discuss opportunities for Incarcerated Persons, focusing on access to education, vocational training, and rehabilitation services. This committee includes the Operations Lieutenant, the Re-entry/Classification Sergeant, Mental Health Staff, the Programs Coordinator, and Re-Entry team members. The purpose of this committee is to collaborate and discuss programming, develop new opportunities, and revive past programs to support our efforts in providing resources for our population both before and after their time spent in the Marin County Jail.

In addition, we have removed services that are no longer offered to our population from Policy 1005 to ensure its accuracy. We aim to update this policy regularly as new programs are introduced. We continue to provide a range of core resources, including substance abuse counseling, healthy lifestyle training, parenting courses, basic life skills training, auto detailing services, and food handler training. Our intent and goals are to offer services to all Incarcerated Persons, both male and female, with exceptions related to classification. These services are provided to our population in several different formats, including online through our tablet program, as well as in-person training with outside organizations, the Sheriff's Office staff, and community business owners.

The jail's Program Coordinator has created a new form to be completed by incarcerated individuals who have an interest in participating in these trainings and courses. The forms are placed in each Pod and are accessible to the entire population of our housing units. Additionally, course details and times are to be posted in the multi-purpose rooms (MPR) on the bulletin board to ensure the information is available and accessible. Some course times and dates are subject to interest by the Marin County Jail population and will be scheduled based on expressed interest.

The Program Coordinator's role is outlined in the updated policy. The Program Coordinator shall be appointed by the Sheriff or the authorized designee and shall be responsible for managing all aspects of the educational and vocational program. Those duties include, but are not limited to:

- a. Conducting an annual needs assessment to determine the type of programs needed to serve the incarcerated population.
- b. Developing program plans.
- c. Assisting in organizing and scheduling with outside organizations or resources that develop or direct the curricula for each educational, vocational, and testing component.
- d. Coordinating with corrections staff regarding the security issues associated with these programs.
- e. Working as a conduit for those developing and maintaining records of all needs assessments, all training offered, all incarcerated person attendees, testing records, and class evaluations.
- f. Forecasting the annual program cost and coordinating with the budget office to secure funding.

In conjunction with the Re-entry Probation Officer, our Programs Committee will review and update the Marin Community Resource Guide to develop a list of organizations and resources to assist in the successful re-entry into society of our previously incarcerated community members. The Marin County Sheriff's Office will provide the compilation of this information to Incarcerated Persons upon their release.

The Marin County Sheriff's Office is currently working to establish meaningful, productive, and compassionate partnerships to ensure the success of our population upon release. This program continually evolves and adapts to meet the changing needs of our community members.

The updated policy has been posted to the Lexipol policy system, which is used by the Sheriff's Office staff to review and acknowledge receipt. It is also available on the department's website (www.marinsheriff.org).

Recommendations:

R4. By December 31, 2026, the Marin County Sheriff should implement a formal system by which incarcerated persons can meet with the Employment Development Coordinator prior to release.

The Sheriff's Office supports this recommendation. There is currently a Marin County Probation Employment Development Counselor who meets with AB109 Incarcerated

Persons to discuss early job counseling and information. This information relates to services available to Probation clients upon their release. Additionally, while the focus is on the AB109 population, our goal is to expand these programs and resources to the remainder of the Incarcerated Persons.

The Marin County Jail and its staff are currently in the process of reestablishing effective partnerships with organizations to create opportunities for connection with those specializing in job counseling and preparation. One such organization is The Ambassadors of Hope and Opportunity (AHO), whose primary mission is to provide trained life coaches to assist those at risk of experiencing homelessness with essential resources and leadership opportunities, enabling them to become financially self-sufficient and contributing members of society. AHO services for individuals incarcerated in the Marin County Jail will include guidance on authoring resumes, interview preparation, employment opportunities, scholarships, counseling, financial restoration, and proper clothing attire for work and interviews. The Marin County Jail Program Coordinator has been in contact with AHO and is working to bring their expertise and services to our facility, aiming to better prepare those being released for success. This effort is intended to reduce recidivism rates and foster future success for community members through employment opportunities.

As part of our commitment to the reintegration of incarcerated individuals into society, we have reached out to a job placement organization and arranged for them to visit the Marin County Jail to educate our population on job placement and assist with job referrals. This organization works with employers who understand that individuals with criminal histories can be contributing members of society through employment and are willing to provide such opportunities. We will add these education services to our program list and they will be available to those expressing interest in employment upon release.

In July 2025, the Probation Department assigned a staff member to the jail's re-entry team. This Probation Officer will assist in utilizing the pre-established resources of the Probation Department related to employment opportunities with local companies and organizations. This collaborative effort between the two agencies will expand both the information and opportunities available to our Incarcerated Persons.

R5. By January 1, 2026, the Marin County Sheriff's Custody Manual should be updated to reflect current educational and vocational training that could be made available to the incarcerated.

The Sheriff's Office supports this recommendation. As a result of the Civil Grand Jury report and as discussed in detail in response to Finding 5, we have reviewed and updated Policy 1005 for the Marin County Sheriff's Office. In reviewing the policy, we determined that some of the information was outdated and/or not offered as part of the Marin County Jail's services. Since then, we have established a programming committee to meet and discuss opportunities for Incarcerated Persons and ensure that the programs and resources made available to such individuals are accurately reflected in Policy 1005.

Yours truly,



JAMIE SCARDINA

SHERIFF - CORONER