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Gregory S. Sly
Chief Probation Officer

September 27, 2012

TO: El Dorado County Board of Supervisors
FROM: Gregory S. Sly, Chief Probation Officer
RE: Juvenile Treatment Center (JTC) Staffing Crisis

Dear Chair and Members of the Board:

Thank you for the opportunity to share the challenges the County of El Dorado and the Probation Department continue to experience in lawfully and adequately providing staffing for the supervision, care and custody of detained minors in the Juvenile Treatment Center located in South Lake Tahoe and the Juvenile Hall in Placerville.

As you are aware, the JTC was opened as a brand new "Juvenile Hall" facility in 2004, as El Dorado County's second facility, supplementing the Placerville Juvenile Hall. Your Board has operated both of the facilities, under the direction of the Chief Probation Officer, pursuant to sections 850 and 852 of the Welfare and Institutions Code. Additionally, section 853 of the Welfare and Institutions Code requires the County provide adequate staffing and suitable salaries for the operation of said facilities.

The Probation Department has experienced a long history of difficulty in staffing the detention centers. Since the opening of the JTC in 2004, the Probation Department has experienced an even higher level of difficulty recruiting, training, and retaining staff for that particular facility. The Probation Department has provided the CAO's Office, Human Resources, Risk Management and your Board with a number of reports between 2006 and present, keeping the County well informed of staffing challenges, times of inability to meet standards in facility operation, temporary partial facility closures, gender restrictions on facility operation (male only facility), and situations effecting staff members medically. Juvenile Detention Centers are very stressful places to work and also present dangerous work environments for assigned sworn staff and managers to operate within. Mandates provided within the California Code of Regulations, Title 15, direct the operation of Juvenile Halls. Mandates result in groups of detained youth, outside of their sleeping rooms most of the time (other than when sleeping) with sworn staff required to provide direct supervision. Meeting these mandates can and often does result in physical altercations between detained youth, and the staff who must intervene, utilizing lawful progression of force measures. This differs from the operation of adult jails, where the continuous direct supervision is not required. Because of this, Juvenile Detention Centers experience high levels of on duty staff injuries.

At this time (September 18, 2012), I have been required by regulations to close one-half of the JTC and also close the facility to female detainees due to a staffing crisis that resulted for a number of reasons that I will present in this letter. Such closures affect all agencies contributing to the facility and all law enforcement agencies and Courts who depend upon the facilities to complete their missions. The main reason for the closure at this time involves a large number of JTC sworn staff injuries. The JTC presently has 17 FTE sworn line officer allocations and of those, six officers are currently either off duty or are on "light duty" due to injury / medical circumstances. In addition to these absences / restrictions, one staff member is off on administrative leave and there is one current vacancy. Under the best of circumstances, our Juvenile Detention Centers are minimally staffed. However, when faced with the above injuries, vacancies and mandatory leaves, we just can't successfully operate. The Probation Department sworn officer classification series have some of the highest annual vacancy rates in the County, approximately 19%.

Faced with staffing relief requirements for medical absences, administrative leave, vacations, sick leave and training, Probation Departments across the State have deployed different models for managing relief coverage. Your Probation Department is no different. Most Juvenile Halls address relief staffing with the use of overtime and extra-help / on call staff positions. Over the years, our Probation Department has primarily depended on such relief models for our coverage. However, when we opened the JTC in South Lake Tahoe in 2004, we quickly experienced an inability to recruit and retain both full time and on call relief staff. In light of this, El Dorado County has developed different plans over the years since 2004 to attempt to improve coverage of the two facilities.

Attached, I have included a 2006 Memorandum (written myself to the former Chief Probation Officer when I was the Assistant Chief Probation Officer) which provides significant history of the specific circumstance we face operating the JTC. Following the issuance of that Memorandum, the Board of Supervisors at that time, following the recommendation of the Probation Department, added four full time allocations (then resulting in a total of 24 sworn line allocations for the JTC) creating a "permanent relief model" for facility coverage. We experienced some success with that model for covering vacancies in the years thereafter. However, with the budget cuts during years of recession, the JTC has had seven of the 24 allocations cut in order to meet CAO / Board directed budget targets.

Your Probation Department has always done everything we can to reduce costs, improve efficiency, and achieve customer satisfaction, all while meeting legal mandates and the expectations of the Superior Court. I am proud of the dedication of the staff and managers in my department who have made this possible by their exhaustive efforts over many years. However, I believe that the budget targets we have been required to achieve have resulted in a price perhaps too heavy to have been paid in our efforts to safely operate our JTC and Juvenile Hall. I am personally aware of six instances at the JTC since 2004, when a sworn staff member (one instance included myself) was evacuated from the facility by ambulance or medical helicopter due to emergency medical circumstances, unconsciousness or suspected heart attack / stroke. Fortunately, we have had no deaths. When staffing levels are challenged due to absences / vacancies, for whatever reason, we have experienced increased levels of stress for our staff and increased numbers of injuries which further magnify vacancy rates.

In evaluating the reasons over the years for such high vacancy rates for our Probation Department and especially the Juvenile Detention Centers, we have identified the following significant factors:

- The classifications within the Deputy Probation Officer / Deputy Probation Officer - Institutions series in El Dorado County are provided salaries and benefits greatly under all agencies we compete with for hiring. (compensation comparisons attached)
- Cost of living factors in El Dorado County, especially in the SLT Region.

- Weather conditions in SLT that effect commuting to work, in SLT, from the West Slope and from the Carson Valley / Carson City areas.
- Lengthy hiring practices associated with previous Human Resources and Risk Management operational inefficiencies.
- Other higher paid regional agencies recruiting our staff after we provide for their training.
- High rate of turn over due to low salaries, lowered minimum qualifications resulting in the appointment of less successful candidates, probationary failures, misconduct.
- High stress levels for staff due to high staff turnover rates, injuries, staff working far too many hours each week, etc.
- Higher levels of medical disability retirements.

Although my staff and I have done everything we can to achieve the budget targets and compliance with legal mandates within our operations, I am once again unable to meet mandates at the JTC at this time. In order to address this, I have asked the CAO for support in coming to your Board and asking for authority to alter how I manage the Probation Department's appropriations. I am recommending that your Board once again allocate "Permanent Relief Model" staffing for both the JTC and the Juvenile Hall. As noted, the JTC is presently experiencing a staffing crisis and the Juvenile Hall is very close to the same result with that facility's staffing circumstance. Permanent Relief Model staffing will involve authorizing me to hire eight additional sworn staff comprised of six FTE Deputy Probation Officer I/II - Institutions and two FTE Supervising Deputy Probation Officer - Institutions. The new allocations will be split between the JTC and Juvenile Hall evenly.

Adding one full time officer to each shift at each facility will alleviate the emergency coverage that has been a daily requirement at each facility, especially the JTC. To specifically address the supervisor coverage, please consider the following. Each facility has 21 shifts to cover each week. At this time, each facility is allocated three supervisors to cover 15 of the 21 shifts, leaving 6 shifts uncovered. Further complicating this are the vacancy rates we have experienced at the supervisory level. At present the JTC has one supervisor vacancy as one of our supervisors is retiring pursuant to a disability retirement due to on-duty enforcement related injury. Thus, this facility has at least 11 of 21 shifts uncovered at this time, and has consistently throughout the years. Facility mandates do not require continuous presence of a supervisor. However, with the staff turnover rates that we have experienced and new training going on continuously, it is not a good model for us to run with such low supervisory coverage. The current model in place has also increased supervisor turn over as our supervisors are finding it just isn't worth it to take on these promotions due to the challenges and stress they face. Just this year, I have had two detention facility supervisors voluntarily demote upon their request. We have had other similar departures of supervisors in previous years.

The annual total Net County Cost for the eight positions being recommended is \$670,000. I am confident that within my current budget (utilizing overtime and extra-help appropriations) I can allocate adequate funding within the current year authorized budget to cover the costs of these positions for the remainder of FY 2012/2013, as it will take some time to appoint the new staff. I am working with the CAO and her staff regarding an appropriate approach for FY 2013/2014. With the Permanent Relief Model in place, the Probation Department will experience a great reduction in demand upon overtime and extra-help funding within our budget.

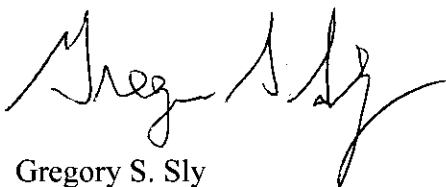
If provided by your Board with the authority to achieve the above recommended staffing, once able to increase the number of full time sworn staff assigned to each facility, I will be able to avoid the gender closures and temporary partial facility closures that we have experienced since 2004. Also, I will be able to lower the impact of overtime work for my existing officers who have had to work far too many overtime shifts, shift extensions and call backs to date.

If your Board is not able to approve the entire request, please at least allocate the six officer positions. If I have to continue to operate without adequate supervisor coverage for the facilities, I will try to do so. But I do need the help for my officers. As the CAO and HR Director are aware, I have made myself available 24/7/365 for some time now and plan to continue for the remainder of my career, to assist my staff at the facilities. However, once I separate from County service, your Board will need to allocate additional supervision for both facilities, as I am confident no other Chief Probation Officer is going to be willing to deny his/herself all vacation time, and donate such 24/7/365 coverage in the future. Both the Superintendent and I continuously make ourselves available for staff to call us for help, often return to the facility or respond to the hospital on weekends to assist our staff, and also cover line officer shifts in the facilities with our staff. Just this week, I worked a twelve hour shift at the JTC as a floor officer, starting during graveyard, continuing through day shift and well into swing shift. I am aware of no facility in the state, either juvenile or adult, that is being staffed by the Chief Probation Officer or a Sheriff.

As further support for this request, I have attached multiple significant documents the previous Board of Supervisors have received, so you may further evaluate our previous attempts to address this situation. Also, this topic has been addressed in previous Probation Department Budget Reports since the opening of the JTC. Also in support of improving both staffing allocations and suitable salaries for staff in these facilities are the Grand Jury reports, Juvenile Justice Commission findings, and BSCC inspection results written since 2004.

As your Board considers strategic planning and investment strategies for El Dorado County, I respectfully request the Juvenile Detention Center staffing be made a high priority. I have tried between 2006 and present to well communicate this need to many different CAO staff, HR Directors, Risk Managers and CAO's, but the situation remains unaddressed. In order to successfully and permanently address this need, both Permanent Relief Model staffing and appropriate adjustment of sworn Probation staff salaries will be required. I certainly support the CAO's recommendations for strengthening Central Government Services, improving technology and improving customer service. However, as we devote financial resources to improve CAO / Central Government operations, I recommend that we also must consider those areas in specific departments that are currently broken. As the Chair of your Accountability and Culture Investment Team, I have had the opportunity to see firsthand such deficiencies in a number of your departments. You were able to hear from two departments during the recent budget hearings regarding department-specific deficiencies. The Probation Department was asked not to make such a presentation at that time regarding the Juvenile Detention Center needs; however, with the current staffing crisis that has now once again occurred, I am required by law to bring this to your Board and the Superior Court for action. The Superior Court has been notified by separate correspondence. Thank you for your consideration and ongoing support.

Respectfully submitted,



Gregory S. Sly
Chief Probation Officer

1203.74. Upon a determination that, in his or her opinion, staff and financial resources available to him or her are insufficient to meet his or her statutory or court ordered responsibilities, the probation officer shall immediately notify the presiding judge of the superior court and the board of supervisors of the county, or city and county, in writing. The notification shall explain which responsibilities cannot be met and what resources are necessary in order that statutory or court ordered responsibilities can be properly discharged.

CALIFORNIA CODES
WELFARE AND INSTITUTIONS CODE
SECTION 850-873

850. The board of supervisors in every county shall provide and maintain, at the expense of the county, in a location approved by the judge of the juvenile court or in counties having more than one judge of the juvenile court, by the presiding judge of the juvenile court, a suitable house or place for the detention of wards and dependent children of the juvenile court and of persons alleged to come within the jurisdiction of the juvenile court. Such house or place shall be known as the "juvenile hall" of the county. Wherever, in any provision of law, reference is made to detention homes for juveniles, such reference shall be deemed and construed to refer to the juvenile halls provided for in this article.

851. Except as provided in Section 207.1, the juvenile hall shall not be in, or connected with, any jail or prison, and shall not be deemed to be, nor be treated as, a penal institution. It shall be a safe and supportive homelike environment.

852. The juvenile hall shall be under the management and control of the probation officer.

853. The board of supervisors shall provide for a suitable superintendent to have charge of the juvenile hall, and for such other employees as may be needed for its efficient management, and shall provide for payment, out of the general fund of the county, of suitable salaries for such superintendent and other employees.

854. The superintendent and other employees of the juvenile hall shall be appointed by the probation officer, pursuant to a civil service or merit system, and may be removed, for cause, pursuant to such system.

855. The probation officer shall keep a classified list of expenses for the operation of the juvenile hall and shall file a duplicate copy with the county board of supervisors.

856. The board of supervisors may provide for the establishment of a public elementary school and of a public secondary school in connection with any juvenile hall, juvenile house, day center, juvenile ranch, or juvenile camp, or residential or nonresidential boot camp for the education of the children in those facilities.

law, and their presence at the facility shall be subject to the approval and control of the facility manager.

NOTE: Authority cited: Sections 210 and 885, Welfare and Institutions Code; Assembly Bill 1397, Chapter 12, Statutes of 1996. Reference: 1995-96 Budget Act, Chapter 303, Item Number 5430-001-001, Statutes of 1995; Assembly Bill 904, Chapter 304, Statutes of 1995; Assembly Bill 1397, Chapter 12, Statutes of 1996.

Section 1321.

Staffing.

Each juvenile facility shall:

- (a) have an adequate number of personnel sufficient to carry out its program, to provide for safety and security of minors and staff, and meet established standards and regulations;
- (b) ensure that no required services shall be denied because of insufficient numbers of staff on duty absent exigent circumstances;
- (c) have a sufficient number of supervisory level staff to ensure adequate supervision of all staff members;
- (d) have a clearly identified person on duty at all times who is responsible for operations and activities and has completed the Juvenile Corrections Officer Core Course and PC 832 training;
- (e) have at least one staff member present on each living unit whenever there is a minor or minors in the living unit;
- (f) have sufficient food service personnel relative to the number and security of living units, including staff qualified and available to: plan menus meeting nutritional requirements of the gender and age groups fed; provide kitchen supervision; direct food preparation and servings; conduct related training programs for culinary staff; and maintain necessary records; or, a facility may serve food that meets nutritional standards prepared by an outside source;
- (g) have sufficient administrative, clerical, recreational, medical, dental, mental health, building maintenance, transportation, control room, institutional security and other support staff for the efficient management of the facility, and to ensure that child supervision staff shall not be diverted from supervising minors; and,
- (h) assign sufficient child supervision staff to provide continuous wide awake supervision of minors, subject to temporary variations in staff assignments to meet special program needs.

Staffing shall be in compliance with a minimum child-staff ratio for the following facility types:

(1) Juvenile halls

- (A) during the hours that minors are awake, one wide-awake child supervision staff member on duty for each 10 minors in detention;
- (B) during the hours that minors are asleep, one wide-awake child supervision staff member on duty for each 30 minors in detention;
- (C) at least two wide-awake child supervision staff members on duty at all times, regardless of the number of minors in detention, unless an arrangement has been made for backup support services which allow for immediate response to emergencies; and,
- (D) at least one child supervision staff member on duty who is the same gender as minors housed in the facility.

(2) Special Purpose Juvenile Halls

- (A) during the hours that minors are awake, one wide-awake child supervision staff member on duty for each 10 minors in detention;
- (B) during the hours that minors are asleep, one wide-awake child supervision staff member on duty for each 30 minors in detention;
- (C) at least two wide-awake child supervision staff members on duty at all times, regardless of the number of minors in detention, unless an arrangement has been made for backup support services which allow for immediate response to emergencies; and,
- (D) at least one child supervision staff member on duty who is the same gender as minors housed in the facility, unless an arrangement has been made for immediate same gender supervision.

(3) Camps

- (A) during the hours that minors are awake, one wide-awake child supervision staff member on duty for each 15 minors in the camp population;
- (B) during the hours that minors are asleep, one wide-awake child supervision staff member on duty for each 30 minors present in the facility;
- (C) at least two wide-awake child supervision staff members on duty at all times, regardless of the number of minors in residence, unless arrangements have been made for backup support services which allow for immediate response to emergencies;
- (D) at least one child supervision staff member on duty who is the same gender as minors housed in the facility;
- (E) in addition to the minimum staff to child ratio required in (c)(2)(A), consideration shall be given to the size, design, and location of the camp; types of offenders committed to the camp; and the function of the camp in determining the level of supervision necessary to maintain the safety and welfare of minors and staff;
- (F) personnel with primary responsibility for other duties such as administration, supervision of personnel, academic or trade instruction, clerical, farm, forestry, kitchen or maintenance shall not be classified as child supervision staff positions.

NOTE: Authority cited: Sections 210 and 885, Welfare and Institutions Code; and Assembly Bill 1397, Chapter 12, Statutes of 1996. Reference: 1995-96 Budget Act, Chapter 303, Item Number 5430-001-001, Statutes of 1995; Assembly Bill 904, Chapter 304, Statutes of 1995; and Assembly Bill 1397, Chapter 12, Statutes of 1996.

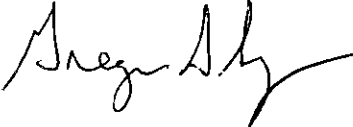
Section 1322. Child Supervision Staff Orientation and Training.

- (a) Prior to assuming any responsibilities each child supervision staff member shall be properly oriented to his/her duties, including:
 - (1) child supervision duties;
 - (2) scope of decisions he/she shall make;
 - (3) the identity of his/her supervisor;
 - (4) the identity of persons who are responsible to him/her;
 - (5) persons to contact for decisions that are beyond his or her responsibility; and
 - (6) ethical responsibilities.

2006

**EL DORADO COUNTY PROBATION DEPARTMENT
MEMORANDUM**

TO: Joe Warchol, Chief Probation Officer

FROM: Greg Sly, Assistant Chief Probation Officer 

DATE: January 12, 2006

RE: Juvenile Treatment Center Recruiting Report and Recommendations

Staffing for the Juvenile Treatment Center in South Lake Tahoe continues to be a crisis circumstance for the Probation Department and County. The following report is provided for consideration in addressing new approaches to achieve adequate staffing to continue to operate the Juvenile Treatment Center.

History:

The Juvenile Treatment Center first housed detained minors in September 2004. Although a forty-bed facility, only twenty beds were originally opened due to insufficient staffing to house more than twenty minors. During the summer months of 2005, the demand on the facility continued to rise causing the need for the facility to house up to thirty minors. Overtime was required to achieve this, as staffing levels were still insufficient to house more than twenty minors. In order to meet the needs of the Juvenile Court, the Challenge Program was opened on July 1, 2005. This "ranch" commitment program allowed the department to meet the needs of the Court, and yet caused additional commitments to the facility raising the population. The Juvenile Treatment Center population has peaked at thirty-four minors, with current average populations in the twenties.

Staffing:

The Juvenile Treatment Center is allocated twenty full time line staff and twelve extra-help staff to supervise the detained minors. These detention staff are required in these numbers to safely run the facility and meet the California Code of Regulations, Title 15 standards for staff to ward ratios in supervision.

The extra-help staff members are critical to operating this facility in order to cover for the absences of full time staff. Each full time staff member must attend six weeks of training during the first year of employment and 24 hours of training every year thereafter. This time away from the facility is in addition to vacation and sick leave absences for each staff member. Full time vacancies must also be completely covered as absences.

The Juvenile Treatment Center has not yet been able to fill all full time vacancies. To date, the highest level of staffing for full time detention positions at the JTC has been 17 of 20 allocations.

Additionally, the JTC has not been able to recruit and retain extra-help detention staff. Of the twelve extra-help allocations, only one has been filled to date. This has tremendously challenged

our ability to continue to staff the facility and cover the required absences of our full time staff. The full time staff has been very dedicated and have worked a large number of overtime shifts to keep the facility running (\$122,000 in overtime for this division in the last six months). However, as time goes on, the full time staff cannot continue to meet this demand without the integral assistance of the extra-help allocations.

Currently, in addition to not having adequate staffing numbers to meet the needs of the facility, the JTC is also experiencing an inability to hire and retain female detention staff. The California Code of Regulations, Title 15 and California Penal Code include requirements that one of each gender of detention staff is on duty at all times to provide supervision and search the minors. Of the twenty full time allocations, the JTC currently has seven female detention line staff to cover all shifts, 24/7. We have requested Human Resources immediately announce a full time female only recruitment for Deputy Probation Officer – Institutions in SLT. This division has provided Human Resources with written documentation and justification supporting this request.

Previous Efforts By County to Address Circumstance:

In July 2005, the County implemented a new employment contract that included equity pay increases for the full time detention staff. Later, the extra-help assistant classification also received a 15% salary increase. Multiple recruitments since these increases have shown minimal effect in increasing our ability to hire and retain full time detention staff. Thus far, the increases have shown no effect in increasing our ability to hire extra-help assistant staff.

JTC Recruiting Efforts:

In June 2005, I implemented a partnership with Western Nevada Community College in an attempt to recruit extra-help staff. This included the opportunity for a paid internship program and very flexible shift / schedule requirements. I visited the college weekly during the recruitments and contacted students who were scheduled appointments by the Director of the WNCC Criminal Justice Department.

We have additionally recruited at University of Nevada Reno and Community College job fairs and have contacted the criminal justice and psychology departments at local campuses, to include UNR.

During January 2006, pursuant to Diane Hofsommer's recommendation, we heavily advertised and held our own part time employment job fair at the JTC for Lake Tahoe Community College students. We went as far as to approach students throughout the campus the entire first day of the quarter on January 3, 2006. During the job fair at the JTC on January 5th, we talked with twelve students who expressed interest. It is unknown at this time if they will follow-up and submit an application.

We have additionally made recruiting contacts throughout the community, through our CASA partners and through the Lake Tahoe Collaborative. Every interested applicant receives a follow-up call from the division to try to retain their interest.

Our recruitments have shown an inability to locate qualified staff. During the past six months, this division has had the following indicators from our recruitments for detention staff:

- The majority of applicants do not show up for the state mandated written exam.
- Three applicants failed the written exam
- Nine applicants who were provided background packets either failed to turn them in or called and indicated they were no longer interested.
- Three applicants failed the background investigation
- One applicant failed the psychological evaluation
- Two applicants failed the panel interview

Summary:

Outstanding efforts by the JTC staff and management to recruit and retain qualified detention staff have not succeeded in meeting the hiring requirements of this facility. Additionally, the salary increases implemented by the County have yet to positively effect recruitment and retention.

Recommendations:

Additional measures are critical to our ability to satisfactorily staff and continue to operate the Juvenile Treatment Center. Please consider the following:

- Immediately post full time recruitment for female only Deputy Probation Officer – Institutions SLT.
- As we have been unable to recruit extra-help and assistant staff, four additional full time allocations should be added to this division to operate as permanent relief staff. Permanent relief staff will fill in some of the vacancies created by vacation, sick leave and mandatory training.
- Consider implementing swing and graveyard shift differential for Assistant Deputy Probation Officer – Institutions.
- Consider increase in South Lake Tahoe Differential.
- Complete contract for access to on-line testing for applicants, as committed to by Human Resources October 12, 2005.
- Implement contract to conduct medical hiring evaluations within El Dorado County. (Currently completed in Sacramento)
- Modify contract to conduct psychological evaluations within El Dorado County. (Currently completed in Sacramento)

JTC Efforts to Mitigate / Resolve Hiring and Retention

2008
ML

- UNR Job Fairs
 - Sacramento State university Job Fairs – through West Slope
 - Western Nevada College Job Fairs
 - Lake Tahoe Community College Job Fairs
 - JTC Lobby Job Fairs
 - Nine hour LTCC campus “meet and greet everyone” recruitments
 - Multiple evening trips to Western Nevada College “open office” to meet all criminal justice and human services students
 - Recruiting through local agencies and non-profit partners
 - Recruiting through Lake Tahoe Collaborative
 - Review of rejected applicants for other local agencies
 - Expanded advertising paid by Probation for HR recruitments
 - Exploration of volunteers and internships to gain interest in employment
 - All staff recruiting contacts to their friends and associates
 - Hiring of Juvenile Hall applicants not selected for West Slope openings
-

Other Changes:

- Increased pay pursuant to Compensation Study
 - Increased Extra-Help pay from under \$12 per hour to over \$17 per hour
 - Lowered minimum Qualifications to Diploma / GED for DPO I / EH
 - Contracted back ground investigations to speed up hiring process
 - Established online testing for state test to speed up hiring process
 - Reduced amount of time required for psych. and medical clearances
 - Added four permanent allocations as Permanent Relief Model due to inability to obtain Extra-Help work force.
 - Lowered selection standards
 - Decreased facility capacity from 40 beds to 30 beds
 - At times, combined ranch and detention to one side of facility closing one unit.
-

Current Recommendations:

- Reinstate standards
- Uphold standards
- Consider temporary male only facility if required due to insufficient staffing.
- Continue recruitment efforts as listed above
- Go to continuous recruitment model
- Raise Tahoe Differential (as done in Placer County) so staff can afford to work in South Lake Tahoe.
- Establish 7% stipend as implemented two years ago by Sheriff
- Consider “commuter stipend” to assist staff with high fuel prices / cost of living
- Further study compensation for high cost of living area
- Generate Countywide / system wide support to operate this facility as it will take additional funding to solve this problem.

2008

ML

JTC Hiring History / Facts and Related Issues

- Operational for three years and nine months.
- Facility has had three Superintendents.
- Facility has had high rate of turn over for supervisors (four supervisors have departed since opening).
- Facility has turned over approximately thirteen full time sworn staff each year since opening.
- Facility has never yet been fully staffed.
- New staff must complete six weeks of training during first year.
- Facility has had no extra-help staff.
- High rate of injury and illness / four employees departed from the facility by ambulance or to emergency room for stress related illness.
- Overtime rates for staff are more than can be accomplished with adequate sleep/rest.
- Standards have been lowered for hiring selection to try to staff facility.
- High rate of probationary releases under all three Superintendent terms.
- High rate of Internal Affairs investigations.
- Staff commute form West Slope and/or Minden, Carson City, Gardnerville.
- High rate of transfer requests back to West Slope.
- Title Fifteen Standards Issues: gender coverage, CORE coverage, training compliance.
- In spite of above, the JTC "Team" against insurmountable odds has achieved high scores and accommodations form CSA inspectors, Fire Marshalls, the Grand Jury and the Juvenile Justice Commission
- Grand Jury and Juvenile Justice Commission both recommend additional pay and compensation warranted to assist hiring and retention.





County of El Dorado

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Master Report

File Number: 08-0781

*File ID: 08-0781

Agenda Type: Agenda Item

Status: Department Matters

Version: 2

Reference:

Gov Body: Board of Supervisors

Department: Probation Department

Cost:

Created: 05/15/2008

Agenda Title: Probation Department SLT Sworn Staff Stipend

Final Action:

Title: Probation Department recommending approval of a 7% recruitment and retention stipend for only the following South Lake Tahoe Juvenile Treatment Center (JTC) positions: sworn positions limited to Deputy Probation Officer I/II-Institutions, Sr. Deputy Probation Officer- Institutions, Supervising Deputy Probation Officer-Institutions; and extra-help Deputy Probation Officer I/II-Institutions; assigned specifically to said center; noting this stipend will assist in resolving critical, long-term recruitment and retention issues.

FUNDING: No fiscal impact or change to Net County Cost for FY 07/08. Estimated cost for FY 08/09 approximately \$120,000.00.

Notes: FYI: Greg Sly, Assistant Chief Probation Officer; Ted J. Cwiek, Director, Human Resources; and Cheryl Dorosh, Sr. Personnel Analyst.

Code Sections:

Agenda Date: 06/10/2008

Indexes:

Agenda Number: 08-0781

Sponsors:

Enactment Date:

Attachments: email from L. Gill att'd 6-10-08.pdf

Time Required:

Same:

Hearing Date:

Contact: Joseph S. Warchol II, Chief Probation Officer,
530-621-5958

Next Meeting Date: 06/10/2008

Approval History

Version	Date	Approver	Action
1		Cheryl Dorosh FYI	
1		Ted Cwiek FYI	
1		Gregory S. Sly FYI	
1	05/20/2008	Doreen Aultz	Approved
1	05/20/2008	Joe Warchol	Approved
1	05/20/2008	Agenda Coordinator	Delegate
1	05/23/2008	Kelly Webb	Disapproved
Notes	Please revise text based on Joe Warchol's conversation with Laura Gill.		
1		Laura Gill	
2		Ted Cwiek FYI	
2		Cheryl Dorosh FYI	
2		Gregory S. Sly FYI	
2	05/23/2008	Doreen Aultz	Approved
2	05/23/2008	Joe Warchol	Approved
2	05/27/2008	Agenda Coordinator	Delegate
2	05/28/2008	Kelly Webb	Approved
Notes	Discussion		
2	06/02/2008	Laura Gill	Approved
Notes	10 AM Time Certain		

History of Legislative File

Ver- sion:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:
2	Board of Supervisors	06/10/2008	Continued				Pass
	Action Text:	A motion was made by Supervisor Sweeney, seconded by Supervisor Briggs to direct the Chief Administrative Officer to schedule this matter as a closed session on June 17, 2008.					
Mover:	James R. Sweeney	Yes: 5 - Dupray, Baumann, Supervisor Sweeney, Supervisor Briggs and Supervisor Santiago					5

Text of Legislative File 08-0781

Probation Department recommending approval of a 7% recruitment and retention stipend for only the following South Lake Tahoe Juvenile Treatment Center (JTC) positions: sworn positions limited to Deputy Probation Officer I/II-Institutions, Sr. Deputy Probation Officer- Institutions, Supervising Deputy Probation Officer-Institutions; and extra-help Deputy Probation Officer I/II-Institutions; assigned specifically to said center; noting this stipend will assist in resolving critical, long-term recruitment and retention issues.

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Fiscal Impact/Change to Net County Cost:

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Numerous recruitments have failed to produce adequate staffing levels for both of the effected South Lake Tahoe Probation Divisions. Officers who do accept employment as commuters often leave the job for positions in Nevada or transfer to positions on the West Slope of the County as soon as available. The recruitments have experienced high levels of withdrawals or failed background checks for the applicants that do apply.

During the past two years, the Probation Field and Court Services Office has had a change over of staff affecting management, supervisory and line probation officer positions. Of fifteen (15) FTE sworn line staff positions allocated to the SLT Probation Office, one-half of the staff members have served the Division less than two years. Three managers have been assigned to the one (1) FTE management allocation and four supervisors have been assigned to the two (2) FTE supervisor allocations during the past two years as well.

Staffing of the Juvenile Treatment Center has also been inadequate since the opening of the facility in September 2004. In spite of extensive recruiting efforts, the issue has not been resolved. Recruiting efforts by JTC managers and staff have included

ongoing attendance of job fairs at four college locations regionally, visits to college campuses during evening hours to meet and greet students, full day sessions at Lake Tahoe Community College handing out job interest flyers, and the provision of job fairs specifically for the JTC in the JTC lobby.

In addition to extensive recruiting efforts, the Board of Supervisors has supported efforts to address the circumstance at the JTC by increasing wages pursuant to compensation study conducted by Human Resources, raising extra-help hourly wages, and authorizing a permanent relief model which included adding four full time allocations to cover shift absences as the Probation Department has not been able to recruit and retain extra-help staff for this facility.

To date, the JTC has not been able to fully staff the facility as required by the California Code of Regulations Title 15, and the requirements of the grant funding acquired to fund the construction of the facility. Since opening in 2004, the JTC has had three Superintendents (one FTE allocation) assigned, and four supervisors have left their positions for other employment or other County positions. Each of the years of operation of the JTC have included replacing thirteen or more full time sworn officers with continuous vacancy rates in the range of 13% to 30%, more often at the upper range. During the past two years, the facility has averaged three staff on light duty or off duty due to medical absence. With the high vacancy rates, staff unavailable for full duty and no extra-help staff, coverage has been increasingly difficult, especially when attempting to achieve required peace officer training standards (six weeks of training for each new staff member during first year).

In order to attempt to achieve staffing for the facility, the Probation Department has worked with Human Resources management and lowered the minimal educational requirements for entry level sworn positions assigned to the JTC. Department staff and Human Resources staff have also implemented strategies to speed up the hiring process involved in qualifying peace officer applicants. Yet, all of these efforts have not resulted in the ability to adequately staff the facility.

At this time, of the eighteen hired line staff and senior line staff assigned to the facility, eleven of the staff are Deputy Probation Officer I - Institution staff, the entry level rank for first year employees. Of the five journey level Deputy Probation Officer II - Institutions staff, only two have worked at the facility longer than two years. The facility presently has a 50% vacancy rate for senior level officers and one supervisor vacancy. Since opening in September 2004, only three of the original staff members (all ranks) remain assigned to the facility, two supervisors, and one senior officer.

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At this time, with ongoing failed recruitments, the Department faces a potential staffing shortage of female officers that may result in regulatory and legal mandates to close the facility to female wards. If this does occur, a situation will result that will effect

community safety as the Sheriff, Probation, CHP and South Lake Tahoe Police Departments will be required to once again travel to Placerville to book female minors when arrested in SLT. Additionally, female wards will be excluded from Challenge Program services in the JTC, possibly resulting in costly out of county commitments by the Juvenile Court and legal actions within the Courts resulting from unequal service levels for female wards. With such services no longer available locally within the JTC, families of detained female wards will also experience reduced ability to visit their children during such crucial times and an inability to participate in counseling services.

Adequate coverage and specifically female staff coverage of the facility has been difficult since opening the facility. As all of the identified efforts listed above have not resulted in addressing this problem, additional action by the Board of Supervisors is recommended. Hiring and retention issues are directly related to the inability of Probation Department staff to afford to work in South Lake Tahoe. Additional compensation is required to overcome this problem. The El Dorado County Grand Jury, in the 2007/2008 Final Report, Part One, included findings and recommendations supporting the need for a study of Juvenile Treatment Center salaries to include possible "hardship" clauses in order to improve staffing.

The Probation Department is recommending the Board of Supervisors authorize a 7% Recruitment and Retention Stipend, as is implemented for the equivalent hiring problem the Sheriff's Department is experiencing, to assist in staffing Probation Department sworn positions and extra help at the SLT JTC. This stipend is requested for SLT JTC positions identified above.

Action to be taken following Board approval:

- 1) Board to authorize the Auditor-Controller's Office to apply stipend to identified positions beginning PP 2008-15.
- 2) Probation to work with Human Resources to Meet and Confer with affected labor organizations.
- 3) Probation to work with CAO to include costs in FY 08/09 budget.
- 4) Probation to work with Human Resources to update recruitment materials.

Contact:

Joseph S. Warchol II, Chief Probation Officer, (530) 621-5958.

Concurrences:

Honorable Suzanne N. Kingsbury, Presiding Judge of Superior Court
Honorable James R. Wagoner, Presiding Judge of the Juvenile Court
Juvenile Justice Commission



County of El Dorado

330 Fair Lane, Building A
Placerville, California
530 621-5390
FAX 622-3645
www.edcgov.us/bos/

Master Report

File Number: 08-0781

Laura S Gill/PV/EDC
06/09/2008 04:14 PM

To Rusty Dupray/PV/EDC@TCP, Helen K
Baumann/PV/EDC@TCP, Jack Sweeney/PV/EDC@TCP,
Ron V Briggs/PV/EDC@TCP, Norma
cc Cindy L Keck/PV/EDC@TCP, Louis B Green/PV/EDC@TCP,
David A Storer/PV/EDC@TCP
bcc

Subject Minor changes to 6/10 BOS Agenda

Board Members:

- **Item #23 (Federal Forest Reserve Transfer):** In the motion, please strike the figure \$140,038 and replace with the figure \$110,038 . With this change, the item can remain on the consent calendar.
- **Item #33 (Probation SLT Juvenile Treatment Ctr. stipend):** In the motion, please add direction to the CAO and the Human Resources Director to provide a recommendation regarding the continuation of the stipend at the Board's first meeting in January 2009.
- **David Storer** will be sitting in the CAO's chair for the first part of the morning agenda. This will allow me to attend my son's graduation ceremony at Rolling Hills Middle School.

Thank you!

Laura Gill

COPY

Letter of Agreement
Between the County of El Dorado
And
Operating Engineers Local Union No. 3
Representing employees in the
Probation Bargaining Unit

The County of El Dorado (EDC) and Operating Engineers Local Union No. 3 (OE3), representing employees in the Probation bargaining unit agree that, due to recruiting and retention issues facing EDC in the South Lake Tahoe area, a temporary Recruiting and Retention Adjustment shall be provided to individuals in the classifications set forth below. Effective on the first day of the pay period following approval by the Board of Supervisors, a seven percent (7%) adjustment shall be provided to all full-time, part-time and extra help employees assigned to the South Lake Tahoe Juvenile Treatment Center only in the following classifications:

Deputy Probation Officer I, Institution

Deputy Probation Officer II, Institution

Senior Deputy Probation Officer, Institution

Supervising Deputy Probation Officer, Institution

Beginning the first day of the first payroll period in 2010, the above referenced Recruiting and Retention Adjustment shall be reduced from 7% to 5% of the base wage rate. Beginning the first day of the first payroll period in 2011, the above referenced Recruiting and Retention Adjustment shall be reduced from 5% to 3% of the base wage rate. Beginning with the first day of the first payroll period in 2012, the above referenced Recruiting and Retention Adjustment shall be eliminated.

For the County of El Dorado


Ted J. Cwiek, Director of Human Resources

7/28/08
Date


Gayle Erbe-Hamlin, Interim CAO

7/29/08
Date

CHAIRMAN BOARD OF SUPERVISORS


Rusty Dupray, Chair

DATE: 7/22/08

For the Operating Engineers,
Local Union No. 3, Probation


Rick Davis, Representative

7-18-08
Date

DATE

ATTEST: Cindy Keck, Clerk
Of the Board of Supervisors

By: 
Deputy Clerk

DATE: 7/22/08
12-1243 A 22 of 36



OFFICE OF COUNTY COUNSEL
INTER-DEPARTMENT MEMORANDUM

TO: Cindy Keck, Clerk of the Board of Supervisors
FROM: Louis B. Green, County Counsel *LBG*
DATE: July 25, 2008
RE: Report Out of Closed Session July 22, 2008, Item No. 61

In closed session on July 22, 2008, the Board of Supervisors authorized a Letter of Agreement with Operating Engineers, Local No. 3, (OE3) relating to Probation Officers. The Letter of Agreement has been ratified by OE3 and this report of the Board's action is being made. It should be retained in the file for the meeting of July 22, 2008.

The Letter of Agreement provides a 7% Recruitment and Retention adjustment (stipend) declining to zero over the course of three years.

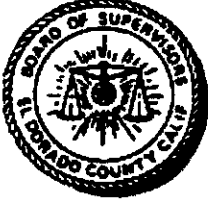
The Letter of Agreement is a public document available for review upon request.

LBG/stl

Cc: Ted Cwiek, Dir. of Human Resources

S:/Bd of Supervisors/Correspondence/Report Out of Letter Agreement with Operating Engineers

08 JUL 25 PM 4:53



El Dorado County

Legislative File Number 08-0781 (version 2)

Probation Department recommending approval of a 7% recruitment and retention stipend for only the following South Lake Tahoe Juvenile Treatment Center (JTC) positions: sworn positions limited to Deputy Probation Officer VII-Institutions, Sr. Deputy Probation Officer-Institutions, Supervising Deputy Probation Officer-Institutions; and extra-help Deputy Probation Officer VII-Institutions; assigned specifically to said center; noting this stipend will assist in resolving critical, long-term recruitment and retention issues.

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Laura S Gill/PV/EDC
06/09/2008 04:14 PM

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Laura Gill

PROBATION

SLT Juvenile Treatment Center

Positions: 34.0 FTE

Total Appropriations: \$3,180,485

Net County Cost: \$3,017,485

Operation of a 40-bed, secure, juvenile detention facility for juveniles awaiting adjudication of criminal charges, and those serving court-ordered sentences. Provides treatment programs to incarcerated youth. Facility must comply with State regulations concerning staffing levels, (i.e., staff-to-juvenile ratio), care and custody programming, housing accommodations, facility maintenance, and custody transports to court and out-of-County institutions.

Juvenile Court Commitments

Positions: 0.0 FTE

Total Appropriations: \$200,000

Net County Cost: \$200,000

Costs for the care and custody of juvenile detainees placed by Court order at contracted ranches, camps, and the California Youth Authority.

Grant Programs

Positions: 1.0 FTE

Total Appropriations: \$91,570

Net County Cost: \$7,183

The Probation Department will receive funding from the Black Oak Mine Unified School District Safe Schools Grant to fund one full time Probation Officer position to serve as a school resource officer for the district schools.

Probation Services

Positions: 47.0 FTE

Total Appropriations: \$4,312,273

Net County Cost: \$1,926,624

The Probation Services division provides Countywide probation services and field supervision for both adult and juvenile offenders, and provides investigations and reports regarding offenders to the Superior Court of California.

FISCAL YEAR 2005-06 ACCOMPLISHMENTS

- **Proposition 36 - Substance Abuse Crime Prevention Act (SACPA)** – is a Statewide program passed by California voters in November 2000. It gives non-violent, drug possession offenders the opportunity to receive substance abuse treatment instead of incarceration. Since its inception, more than 190 participants have completed the program in El Dorado County. To enhance the program and seek better results, a Proposition 36 Drug Court was initiated in August 2005. This new drug court model combines judicial accountability, probation supervision, mandatory drug testing, incentives/sanctions, and evidence-based treatment. This collaborative effort that includes a judge, drug treatment specialist, probation officer, prosecutor, and defense attorney is showing promising results. On April 6, 2006, in Judge Phimister's Proposition 36 Drug Court, 17 participants successfully graduated from the program.

PROBATION

- **Proposition 69 – DNA Testing** – The Department has implemented a system to collect DNA samples and palm prints from specified juvenile offenders as required by Proposition 69 (DNA Fingerprint, Unsolved Crime and Innocence Protection Act). This mandated requirement impacts all divisions of the department including field probation officers, institutional probation officers, and fiscal staff. All affected staff have been trained, and procedures have been developed. Additionally, the department has been able to purchase new Live Scan machines, an integral component of this process, through a cooperative effort with the Sheriff's Department, utilizing funding from the California Fingerprint Identification Trust.
- **SLT Juvenile Treatment Center** –
 - On July 1, 2005, the Juvenile Treatment Center opened South Tahoe Challenge, El Dorado County's new coed "ranch" commitment/treatment program. This countywide program provides an alternative for the Juvenile Courts instead of using costly out-of-county ranch commitments. Program participation by local officials and parents increase the chance of successful rehabilitation. Since July 1, 2005, 16 minors have participated in the South Tahoe Challenge program with an 81% success rate.
 - With great efforts toward the recruitment and retention of additional detention staff, the JTC has been able to open ten additional beds during FY 2005/06. Presently, 30 of the 40 beds are available to the Courts, Probation and Law Enforcement, with a plan in place to open all forty beds by August 2006.
 - With the support of the Board of Supervisors and in cooperation with Human Resources, several improvements have been enacted this year to increase recruitment and retention of juvenile detention staff. Improvements include salary increases, streamlining the hiring process, on-line testing for State mandated entrance examinations, adjustment of entry level educational requirements, and the BOS approval in January 2006 to add four additional Deputy Probation Officer – Institution positions needed to implement a permanent relief model.
- Procurement of a case management/revenue recovery database – the Probation Department, with assistance from the CAO's Information Technology (IT) division, has researched statewide vendors and is currently working on contract language with a viable vendor. Probation's mission is to implement a system that meets the needs of the Department without an unreasonable cost to the County.
- The Department has once again come in with a tremendous NCC savings. This is a result of both position vacancies and keeping expenditures within or below approved appropriations.
- Continue capital improvements to the Placerville Juvenile Hall, thereby improving compliance with Title 15 detention and recreational mandates.

PROBATION

FISCAL YEAR 2006-07 KEY ISSUES

- Relocation of the Placerville Probation Office – with BOS approval, General Services is pursuing a relocation of the Placerville Probation Office to meet current program spacing needs.
- Proposition 36 - Probation will lose approximately \$70,000 in Proposition 36 funding this year due to overall program cuts.
- Technology Needs – the Department continues to work with IT to procure a new case management system. In this budget request, Probation has included replacement of computers to accommodate a new database platform.
- Adult Electronic Monitoring Program – with the approval of the Board of Supervisors, the Probation Department will assume the responsibility of the Adult Electronic Monitoring Program. This program will cost the Probation Department approximately \$484,000. Due to language in the penal code, Probation cannot request equipment rental reimbursement from program participants until restitution and State fines/fees have been collected in full.
- Addition of one Supervising Probation Officer in the Adult Unit is needed to meet program expansion and ensure better oversight (Department re-organization includes the deletion of one Sr. Deputy Probation Officer).
- Mental Health Services in the Juvenile Detention Facilities – the Probation Department is working with the CAO and Mental Health to augment services to improve compliance and meet the expectations of the Court. An additional \$35,000 is included in Probation's budget.
- Hiring and retention of sworn Probation staff continues to be an issue in the Department, though it has significantly improved over the past year. The Department will keep in close contact with the CAO on this effort.

KEY PERFORMANCE INDICATORS

Indicator	Actual FY 04-05	Budgeted FY 05-06	Estimated FY 05-06	Estimated FY 06-07
JUVENILE JUSTICE/CRIME PREVENTION*				
Number of program participants	275	225	225	225
Percentage completion of probation rate	45%	50%	50%	50%
Academic achievement, grade point average	2.10	2.00	2.00	2.00
Percentage of unexcused class absences	4.5%	5%	5%	5%

**EL DORADO COUNTY BOARD OF SUPERVISORS
AGENDA ITEM TRANSMITTAL
Meeting of January 31, 2006**

AGENDA TITLE: Informational update and action item regarding efforts to streamline the hiring process for public safety positions within the Probation Department, and add four (4) FTE Dep Probation Officer II-Instit positions to provide Probation services as mandated by law to the Juvenile Treatment Center in SLT

DEPARTMENT: PROBATION	DEPT SIGNOFF: <i>Joseph Warchol</i>	CAO USE ONLY: <i>D Kelly Webb 1/19/06</i>
CONTACT: Joseph Warchol, II		
DATE: 1/17/2006	PHONE: 5958	

DEPARTMENT SUMMARY AND REQUESTED BOARD ACTION:

The Probation Department is recommending:

1. The Board to receive and file information on efforts made by Probation and Human Resources to streamline the hiring process for Probation public safety positions.
2. The Board authorize an amendment to the Department's personnel allocation by adopting the attached Resolution to add four (4.0) FTE Deputy Probation Officer II - Institutions positions.

CAO RECOMMENDATIONS: *Recommend approval. Laura S. Gill 1/25/06*
The additional positions are needed because there is a high vacancy rate in the extra help detention staff serving South Lake Tahoe, which has resulted in increased use of overtime. (see below)

Financial impact? (X) Yes () No		Funding Source: (X) Gen Fund () Other	
BUDGET SUMMARY:		Other:	
Total Est. Cost	\$75,000.00	CAO Office Use Only:	
Funding		4/5's Vote Required	() Yes (X) No
Budgeted	\$75,000.00	Change in Policy	() Yes (X) No
New Funding	_____	New Personnel	(X) Yes () No
Savings	_____	CONCURRENCES:	
Other	_____	Risk Management	_____
Total Funding	_____	County Counsel	_____
Change in Net County Cost	\$0.00	Other	<i>Human Resources</i>

***Explain** Use of anticipated 2005/06 salary savings.

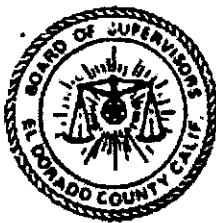
BOARD ACTIONS: *JAN 21 2006*
ADOPTED RESOLUTION 031-2006

Vote: Unanimous _____ Or _____
Ayes: SANTIAGO, BAUMANN, DUPRAY, SWEENEY
Noes: NONE
Abstentions: NONE
Present: PAINE

I hereby certify that this is a true and correct copy of an action taken and entered into the minutes of the Board of Supervisors
Date: _____
Attest: Cindy Keck, Board of Supervisors Clerk
By: _____

HIDEMED
BOARD OF SUPERVISORS
JAN 24 PM 4:17

The department has been successful in recruiting permanent full-time staff. Approval of this item will allow the department to take advantage of this success in providing adequate relief



RESOLUTION NO. 031-2006

OF THE BOARD OF SUPERVISORS OF THE COUNTY OF EL DORADO

WHEREAS, a review of staffing and recruitment issues affecting the Juvenile Treatment Center in South Lake Tahoe has been conducted; and

WHEREAS, it has been determined that recruitment of permanent full time staff has been considerably more successful than recruitment of on-call extra-help staff; and

WHEREAS, it is necessary to have sufficient staff available to maintain mandated staffing ratios when regular staff are away due to training, vacation, illness and other absences; and

WHEREAS, four additional permanent full time staff would address the relief factor required in a 24 hour detention facility and would enable the facility to meet the staffing ratios mandated by Title 15 of the California Code of Regulations; and

WHEREAS, in accordance with Section 202 of the El Dorado County Compensation Administration Resolution #227-84 applicable to represented employees, the Board of Supervisors shall, by Resolution, specify the number and classification of all authorized positions for each department in the County.

THEREFORE BE IT RESOLVED, that the Authorized Personnel Allocation Resolution #299-2005, as previously amended, is hereby amended to add 4.00 FTE Deputy Probation Officer I/II – Institutions positions and the number and classification of authorized positions in the Probation Department is set forth below:

<i>Fiscal Year 2005 - 2006 Personnel Allocation</i>	<i>Approved Allocation</i>	<i>Interim Changes</i>	<i>Month of Change</i>	<i>Resolution Number</i>	<i>Final</i>
---	--------------------------------	----------------------------	----------------------------	------------------------------	--------------

PROBATION

Chief Probation Officer	1.00				1.00
Accountant I/II	1.00				1.00
Administrative Secretary	2.00				2.00
Administrative Technician	2.00				2.00
Assistant Chief Probation Officer	1.00				1.00
Correctional Cook	4.00				4.00
Correctional Food Services Supervisor	2.00				2.00

Department Analyst I/II		1.00		1.00
Deputy Chief Probation Officer		3.00		3.00
Deputy Probation Officer I/II	1	30.00		30.00
Deputy Probation Officer I/II - Institutions	2	25.50	* Jan 06 4.0	29.50
Fiscal Administrative Manager		1.00		1.00
Fiscal Technician		2.50		2.50
Information Technology Department Coordinator		1.00		1.00
Legal Office Assistant I/II		2.00		2.00
Legal Secretarial Services Supervisor		2.00		2.00
Legal Secretary I/II		2.50		2.50
Sr. Deputy Probation Officer	3	11.00		11.00
Sr. Deputy Probation Officer - Institutions	4	8.00		8.00
Sr. Legal Secretary		3.00		3.00
Sr. Office Assistant		1.00		1.00
Supv Deputy Probation Officer	5	5.00		5.00
Supv Deputy Probation Officer - Institutions	6	5.00		5.00
Department Total		116.50	4.00	120.50

Notes:

- 1 - Formerly Probation Officer I/II
- 2 - Formerly Deputy Probation Counselor I/II
- 3 - Formerly Sr. Probation Officer
- 4 - Formerly Sr. Probation Counselor
- 5 - Formerly Supervising Probation Officer
- 6 - Formerly Supervising Probation Counselor

Passed and adopted by the Board of Supervisors of the County of El Dorado at a regular meeting of said Board, held the 31 day of JANUARY, 2006, by the following vote of said Board:

Attest:
 Cindy Keck
 Clerk of the Board of Supervisors

Ayes: SANTIAGO, BAUMANN, DUPRAY, SWEENEY

Noes: NONE
Absent: PAINE

By: *Arthur T. Iler*
 Deputy Clerk

James R. Sweeney
 Chairman, Board of Supervisors

I CERTIFY THAT:
 THE FOREGOING INSTRUMENT IS A CORRECT COPY OF THE ORIGINAL ON FILE IN THIS OFFICE.

Date: _____
Attest: Cindy Keck, Clerk of the Board of Supervisors
 of the County of El Dorado, State of California

By _____
 Deputy Clerk

EL DORADO COUNTY PROBATION DEPARTMENT

MAIN OFFICE
471 Pierroz Road
Placerville, CA 95667
Tele. (530) 621-5625
FAX (530) 621-2430

JUVENILE HALL
299 Fair Lane
Placerville, CA 95667
Tele. (530) 621-5585
FAX (530) 295-2519

SOUTH LAKE TAHOE OFFICE
1360 Johnson Blvd., Ste 102
South Lake Tahoe, CA 96150
Tele. (530) 573-3083
FAX (530) 541-1880

JUVENILE TREATMENT CENTER
1041 Al Tahoe Blvd.
South Lake Tahoe, CA 96150
Tele. (530) 573-7980
FAX (530) 543-6978



Joseph S. Warchol II
Chief Probation Officer

January 17, 2006

Board of Supervisors
330 Fair Lane
Placerville, CA 95667

Title: Informational update and action item regarding efforts to streamline the hiring process for public safety positions within the Probation Department, and **add four (4) FTE Deputy Probation Officer II – Institutions positions** to provide Probation services as mandated by law to the Juvenile Treatment Center in South Lake Tahoe.

Dear Board Members:

Recommendation:

The Probation Department is recommending:

1. The Board to receive and file information on efforts made by Probation and Human Resources to streamline the hiring process for Probation public safety positions.
2. The Board authorize an amendment to the Department's personnel allocation by adopting the attached Resolution to add four (4.0) FTE Deputy Probation Officer II – Institutions positions.

JUSTIFICATION FOR RECOMMENDATION AND PROGRESS REVIEW:

Pursuant to direction provided by the Board, Directors and/or designees of the Chief Administrative Office, Health Department, Human Resources, Sheriff, Information Technology, and Probation, met on October 12, 2005 to strategize how to reduce the recruitment time for Public Safety positions. This matter was originally scheduled to come back to the Board on January 24, 2006 and was continued until January 31, 2006, to allow Probation and Human Resources to address the Department's inability to recruit on-call public safety staff. This collaborative effort resulted in the following changes in recruitment processes:

- It was determined that both Human Resources and the Probation Department require documentation that verifies education of applicants prior to being hired. Probation will assume the duty of certifying all educational transcripts from all public safety Probation applicants.
- It was determined that recruitments for on-call public safety positions would be continuous, with the ability of Probation to process applicants as the need arises.

- It was determined that the Health Department will eliminate the review of the result of mandated physical examinations for new applicants, who have successfully completed examinations through Sutter Medical.
- It was determined that Human Resources and Probation will proceed in their efforts to contract with PSI, to perform on-line testing for public safety candidates as mandated by law. IT has researched the vendor, and has validated the infrastructure needed to proceed with this task. The contract with PSI is in process.
- It was determined and approved by Human Resources, that the modification of the educational requirements of entry level staff would broaden the selection pool of eligible detention staff, and attract additional detention candidates.

The majority of above actions have already made significant steps in reducing the amount of time to recruit and hire public safety positions. However, there continues to be difficulty in hiring on-call public safety staff for the Juvenile Treatment Center in South Lake Tahoe.

During the past eighteen (18) months, the Juvenile Treatment Center has not been able to recruit and retain extra-help (on-call) detention staff. Of the twelve (12) extra-help allocations, only one has been filled to date. The facility relies on on-call staff to maintain the mandated staffing ratio when regular staff is away due to training, vacation, and illness. At the present time, there are three (3) vacant permanent positions, and the facility anticipates an additional four (4) vacancies due to promotions and staff leaving for other employment opportunities. To keep the mandated staffing ration at the Juvenile Treatment Center, Probation has spent \$125,747 in overtime at mid-year, and anticipates spending a total of \$250,500 on overtime by the end of this fiscal year. Continued use of overtime is not recommended due to unsafe conditions created by working staff too many hours. Staff are tired, work an average of 20 additional hours per week, and are at risk of leaving should this lack of relief continue. To date, Probation staff has made weekly visits to local colleges for recruitment purposes. Staff has developed relationships with various Criminal Justice Department staff, and has made individual contacts with students. There have been additional recruitments at the University of Nevada Reno and Community College Job Fairs, as well as employment job fairs at the Juvenile Treatment Center for Lake Tahoe Community College students. There have been on-going attempts to recruit staff through the Lake Tahoe Collaborative, and through our CASA partnership.

Due to our relative success in recruitment of permanent full time staff, it is respectfully recommended that the Juvenile Treatment Center receive four (4) additional FTE Deputy Probation Officer II – Institutions positions, to address the relief factor required in a 24 hour detention facility. This will enable the facility to meet the staffing ratio as mandated by Title 15, of the California Code of Regulations, and avoid overworking existing staff. Due to the Department's inability to fully staff the Juvenile Treatment Center with relief staff, the facility itself has not fully utilized the detention capacity, and not met it's obligation to fully staff the facility as required by the State Grant that funded the construction of the facility. Approval of the four (4) additional staff would help to ensure compliance with the requirement to be fully staffed.

FISCAL IMPACT:

The estimated cost to fund four (4) Deputy Probation Officers (Institutions) from March 2006 through the end of the fiscal year is approximately \$75,000. The Department submitted to the CAO in the 2005/06 mid-year projections an estimated salary and benefit savings of \$531,000. If the Probation Department is successful in hiring these positions, the projection will need to be revised to \$456,000, though this could increase by fiscal year end due to a significant reduction in overtime.

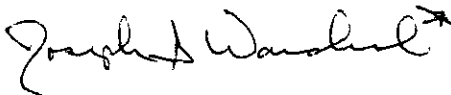
NET COUNTY COST:

The Probation Department's net county cost will not be impacted in fiscal year 2005/06, with the exception of the above.

ACTION TO BE TAKEN FOLLOWING APPROVAL:

The Human Resources Department will add four (4) FTE Deputy Probation Officer II positions to the Department Personnel Allocation. The Chief Probation Officer will pursue the hiring of these probation officers through the Human Resources Department.

Very truly yours,



Joseph S. Warchol II
Chief Probation Officer

CC: Laura Gill, Chief Administrative Officer
Kelly Webb, Principal Administrative Analyst
Steven Janice, Director of Human Resources