

County of Santa Clara

Office of the Sheriff


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Laurie Smith
Sheriff

DATE: July 23, 2020

TO: Honorable Members of the Board of Supervisors
Jeffrey V. Smith, County Executive

FROM: Laurie Smith, Sheriff 

SUBJECT: **March 19, 2019 BOS Meeting, Item 11:**
Report from the Office of the County Executive, Office of the Sheriff, Custody Health Services, and Facilities and Fleet Department relating to the updated status of jail reform efforts.

At the March 19, 2019 Board of Supervisors meeting, Vice President Chavez requested that the next report to the Board relating to staffing in the Office of the Sheriff include information on whether the Office of the Sheriff can use over-strength staffing as a strategy to hire ahead of vacancies and limit use of overtime. This Off Agenda Report is the Sheriff's Office response to Vice President Chavez's request.

The Sheriff's Office currently provides periodic reports to the Public Safety and Justice Committee (PSJC) entitled "Quarterly Report Relating to the Academy, Recruitment, and Staffing Levels". The most recent of these reports will be delivered to the August 6, 2020 meeting of the PSJC, is attached to this off agenda report for reference.

The quarterly PSJC reports provide current, detailed information which describes Sheriff's Office efforts to ensure continuity in staffing levels in all parts of the organization including targeted recruiting programs, the status of law enforcement and custody officer training academies which are underway, and staffing level and vacancy information for both the Enforcement and Custody Divisions.

In addition to the information contained in the attached periodic report, the Office of the Sheriff would like to provide the following overview.

The Sheriff's Office faces an ongoing and consistent pace of employee separations and retirements. One approach to ensuring consistent availability of required staffing levels would be to utilize the approach of "over-strength", and hiring new employees in numbers higher than current vacancies in order to "stay ahead" of projected and/or unanticipated vacancies.

Hiring sworn staff is a lengthy process with a typical completion timeline of six (6) to ten (10) months to hire, followed by an additional three (3) to six (6) months during which new hires complete training at the academy. The Sheriff's Office runs academy classes continuously with only a two week break between the end of one academy class and the beginning of the next, which results in the completion of approximately three (3) Custody and two (2) Enforcement Academies per year.

**County of Santa Clara
Office of the Sheriff**



DATE: August 6, 2020

TO: Public Safety and Justice Committee

FROM: Laurie Smith, Sheriff 

SUBJECT: Quarterly Report Relating to the Academy, Recruitment, and Staffing Levels

RECOMMENDED ACTION

Receive report from the Office of the Sheriff relating to the academy, recruitment, and staffing levels.

FISCAL IMPLICATIONS

There are no fiscal implications associated with receiving this report.

REASONS FOR RECOMMENDATION

At the request of the Board, the Office of the Sheriff (SO) is presenting the quarterly report regarding the Academy, Recruitment, and Staffing Levels to the Public Safety and Justice Committee (PSJC). This report provides an update to the Committee regarding activity from April through June 2020.

Recruitment

The Office of the Sheriff continues to strive to ensure its recruitment efforts are diverse and bilingual in order to recruit from communities that are reflective of our County. The following Sheriff's Office recruitment events were postponed due to the COVID-19 Pandemic.

| Event | City | Dates |
|---|----------------|--------------|
| Los Angeles Law Enforcement Expo | Los Angeles | 04/20/2020 |
| Hire G.I. | Travis AFB | 05/13/2020 |
| Military to Law Enforcement Career Fair | Camp Pendleton | 06/04/2020 |
| Western Law Expo | Sacramento | 06/15/2020 |
| Sac Jobs | Sacramento | 06/25/2020 |

In addition to scheduling and coordinating recruitment events, the following efforts and initiatives occurred to assist with recruitment:

- We are also continually updating the SO recruitment webpage (gosherriff.org), as well as our social media platforms (Facebook, Twitter and Instagram).
- Additionally, the SO utilizes various advertisements to ensure the public is aware of career opportunities available in the Office of the Sheriff through the following venues:
 - Stationary recruiting billboard posted between center and left field walls at the San Jose Giants baseball stadium.
 - SO marked recruiting vehicle driven frequently as deemed necessary and displayed at recruiting and community relations events to increase visibility and garner interest.
 - Advertising job openings on the California POST website.

Total applicants referred from the Employee Services Agency (ESA) from April 1 to June 30, 2020 were 53 for the Custody Bureau and 32 for the Enforcement Bureau.

As of June 30, 2020, there were 77 Correctional Deputy Cadet applicants and 6 Correctional Deputy Laterals in the pre-employment process. Of those, 19 are currently in the background phase. There are 52 Deputy Sheriff Cadet applicants and 4 Deputy Sheriff Laterals in the pre-employment process. Of those, 14 are in the background phase.

There were 0 applicants scheduled for the April agility and written test at the Justice Training Center, of those 0 attended and 0 tested. There were 0 applicants scheduled for the May agility and written test at the Justice Training Center, of those 0 attended and 0 tested. There were 85 applicants scheduled for the June 2020 agility and written test at the Justice Training Center. Of those, 63 attended and 59 tested.

| Month | Registered Applicants | Tests Completed |
|--------------|------------------------------|------------------------|
| April 2020 | 0 | 0 |
| May 2020 | 0 | 0 |
| June 2020 | 85 | 59 |

Academy

The Training and Compliance Unit (TCU) continues to work closely with the Personnel, Backgrounds and Recruiting Unit (PBRU) to schedule academy classes to accommodate the hiring demands of the Sheriff's Office. The Justice Training Center is able to run continuous academies with a minimal to no break in between academies; resulting in approximately three Custody Academies per year and Enforcement Academies twice to three per year or as needed.

Justice Training Center Class 26 started on December 17, 2020 with 40 recruits. Class 26 is scheduled to graduate 31 new deputies on August 6, 2020.

Adult Corrections Academy 21 started on February 11, 2020 with 27 recruits. ACA 21 graduated 23 new deputies on July 9, 2020.

Below is a list of current academies and those scheduled through the remainder of the year and changes since the last quarterly report to PSJC are noted in **red**:

| ACADEMY | START DATE | GRADUATION DATE | PROJECTED # OF RECRUITS |
|---------------------------------|--------------------------|--------------------------|--------------------------------|
| SCC 26 (Enforcement) | December 17, 2019 | August 6, 2020 | 31 |
| ACA 21 (Custody) | February 11, 2020 | July 9, 2020 | 22 |
| ACA 22 (Custody) | August 11, 2020 | November 25, 2020 | 6 |
| SCC 27 (Enforcement) | September 8, 2020 | March 18, 2021 | 5 |

The Covid-19 Pandemic suspended instruction on March 13, 2020. This resulted in the extension of both the Enforcement and Custody Academies into the summer. Both academies resumed instruction at the end of April. Both Custody and Enforcement academy courses are scheduled for late summer/fall.

Staffing levels

Below is a chart of current authorized staffing levels by bureau along with the true vacancy rate for the pay period ending date listed. This chart only reflects true vacancies for deputies in the Custody and Enforcement bureaus. It demonstrates the projected impact of academies on deputy vacancies after each academy graduation. True vacancies are defined as vacancies that are not being held for personnel currently in the academy, or in training that have not achieved full deputy status.

Many retirements occur at the end of the calendar year and this impacts the vacancy rate. This chart only projects true vacancies through the fiscal year end. Academy sizes are adjusted based on retirements, and, not all personnel accepted into the Academy successfully completes their training and become deputies. Changes since the last quarterly report to PSJC are noted in **red**.

| BUREAU | AUTHORIZED DEPUTY STAFFING | VACANCY* | AS OF DATE |
|---------------|-----------------------------------|-----------------|-------------------|
| Custody | 812 | 54 | March 24, 2019 |
| Enforcement | 472 | 51 | March 24, 2019 |
| Custody | 812 | 32 | April 18, 2019 |
| Enforcement | 472 | 51 | April 18, 2019 |
| Custody | 812 | 31 | July 14, 2019 |
| Enforcement | 472 | 51 | July 14, 2019 |
| Custody | 812 | 40 | September 8, 2019 |
| Enforcement | 472 | 51 | September 8, 2019 |
| Custody | 812 | 49 | November 3, 2019 |
| Enforcement | 472 | 26 | November 3, 2019 |
| Custody | 812 | 88 | January 12, 2020 |
| Enforcement | 472 | 26 | January 12, 2020 |
| Custody | 812 | 29 | March 22, 2020 |
| Enforcement | 472 | 44 | March 22, 2020 |
| Custody | 812 | 37 | May 31, 2020 |
| Enforcement | 472 | 57 | May 31, 2020 |
| Custody | 812 | 35 | June 28, 2020 |
| Enforcement | 472 | 55 | June 28, 2020 |
| Custody | 812 | 43 | August 16, 2020 |
| Enforcement | 472 | 63 | August 16, 2020 |

** The projected vacancy does not include anticipated retirements and assumes all projected recruits complete the academy.*

CHILD IMPACT

The recommended action will have no/neutral impact on children and youth.

SENIOR IMPACT

The recommended action will have no/neutral impact on seniors.

SUSTAINABILITY IMPLICATIONS

The recommended action will have no/neutral sustainability implications.

BACKGROUND

During its December 13, 2016 meeting, the Board of Supervisors requested the Sheriff's Office to present a report regarding its recruitment plan over the next eighteen months, as

well as the timeline and capacity of each Academy, to address the staffing deficits in the Sheriff's Office. This report was presented to the Board on January 10, 2017.

At the Board of Supervisors meeting on January 10, 2017, Supervisor Chavez requested a quarterly report be presented at the Public Safety and Justice Committee (PSJC) regarding the Sheriff's Office efforts and progress regarding the Academy, Recruitment, and Staffing Levels. The first report was presented April 26, 2017 and the second on August 16, 2017.

Quarterly reports have been provided to the Public Safety and Justice Committee on the following PSJC meeting dates:

- April 26, 2017
- August 16, 2017
- February 21, 2018
- August 15, 2018
- November 13, 2018
- February 7, 2019
- May 2, 2019
- August 8, 2019
- November 7, 2019
- February 6, 2020
- May 7, 2020

CONSEQUENCES OF NEGATIVE ACTION

The Committee would not receive the quarterly report.