

**DAS WILLIAMS**  
First District, Chair

**JANET WOLF**  
Second District

**JOAN HARTMANN**  
Third District

**PETER ADAM**  
Fourth District

**STEVE LAVAGNINO**  
Fifth District, Vice Chair



**BOARD OF SUPERVISORS**  
County Administration Building  
105 East Anapamu Street  
Santa Barbara, CA 93101  
Telephone: (805) 568-2190  
[www.countyofsb.org](http://www.countyofsb.org)

## **COUNTY OF SANTA BARBARA**

July 10, 2018

Honorable Patricia L. Kelly  
Presiding Judge  
Santa Barbara Superior Court  
County Courthouse  
1100 Anacapa Street  
Santa Barbara CA 93101

Reference: Response to Santa Barbara Civil Grand Jury report titled, "Mandatory Overtime in the Sheriff's Office" published May 9, 2018

Judge Kelley:

Please find attached the Santa Barbara County Board of Supervisors (Board) response to the above referenced Civil Grand Jury Report. As directed by the Grand Jury, all responses are provided in accordance with Section 933.05 of the California Penal Code.

The Board appreciates the work conducted by the Sheriff's Department for their assistance in responding to this matter.

Sincerely,

Das Williams, Chair  
Santa Barbara County Board of Supervisors

CC: Santa Barbara County Board of Supervisors  
Mary Tighe, Foreperson, 2017-18 Santa Barbara Civil Grand Jury

Attachment A

**Santa Barbara County Board of Supervisors  
Response to the Santa Barbara County Grand Jury 2017-2018 Report  
“Mandatory Overtime in the Sheriff’s Department”**

**Finding 2**

**Recruiting is a low priority for the Sheriff’s Office.**

The Board of Supervisors disagrees partially with the finding. The Sheriff and the County Human Resources Departments have worked together to ensure recruitment is a high priority and recruitments are conducted as fast and as efficiently as possible to identify qualified candidates. The Sheriff and the Human Resources Department have also worked on several changes since 2014 to streamline the recruiting process. Changes have been made to the Civil Service Rules allowing for a larger number of applicants to be placed on the certified list for Sheriff to review, thus eliminating the need for new lists when applicants drop off the original list. The creation of new job classes has been completed, releasing custody deputies from non-custody duties.

**Recommendation 2b**

**That the Board of Supervisors direct staff to have a market survey conducted to determine how recruiting and personnel policies, including incentives, in the Sheriff’s Office compare to local police forces in Santa Barbara County and Sheriff’s Departments in other counties.**

The recommendation has been implemented. The County’s Human Resources Department completed a salary survey in May of 2018 reviewing County pay, incentives and recruiting practices compared to other jurisdictions. The results of this survey will be considered for future improvements/changes to the pay and benefits for Sheriff Deputies.

**Finding 3**

**The Sheriff’s Office has not considered all possible measures that could help reduce the mandatory overtime requirements in the short term.**

The Board of Supervisors disagrees partially with the finding. As part of the Sheriff’s FY 2018-19 budget development, additional measures to address the overtime issue have been developed and communicated to the Board of Supervisors at the April 2018 Budget Workshop. Details can be found at the following link: <http://www.countyofsb.org/ceo/asset.c/3552>

**Recommendation 3d**

**That the Board of Supervisors direct staff to conduct a comprehensive staffing study of the Sheriff’s Office to provide a clear understanding of staffing requirements, shortfalls, and costs, including:**

- The allocation of positions to law enforcement and custody
- How the average of 1578 productive hours compares to other law enforcement entities

- **The number of additional custody deputies required to eliminate the standing mandatory overtime policy**
- **The projected costs of funding additional positions**

The recommendation will be implemented as part of the annual budget process. As part of the budget development process and operational reviews conducted at the department level throughout the fiscal year, the issues outlined in Recommendation 3d will continue to be studied and discussed between Sheriff's staff and the CEO's office. The FY 2018-19 Budget set aside \$1.75 million to allow the department to implement strategies to reduce the number of vacancies in both the law enforcement and custody functions. Lowering the number of vacant law enforcement and custody deputy positions is expected to result in a corresponding reduction in the need for mandatory overtime to staff fixed-post positions. To the extent the comparable productive hours data is available from other law enforcement agencies, this information will be reviewed as well.

#### **Finding 4**

**The Jail Operations Division's Transportation Unit is particularly understaffed, creating acute mandatory overtime requirements.**

The Board of Supervisors agrees with this finding.

#### **Recommendation 4a**

**That the Board of Supervisors direct a near-term assessment of the timeline and costs to the County of implementing video arraignments at the Main Jail and the Northern Branch Jail once open and the impact on custody deputy staffing requirements.**

The recommendation has been implemented. The County has started the assessment of the requirements for video arraignment as it relates to needed equipment, staffing and related costs at the Main Jail and the Northern Branch Jail.

#### **Recommendation 4b**

**That based on the results of this assessment, the Board of Supervisors seek agreement from the Court to implement video arraignments as soon as possible.**

The recommendation will be implemented once an assessment, as described above in Recommendation 4a, is completed and if the assessment shows that a video arraignment program can be implemented with a reasonable cost. Then, an agreement must be negotiated and executed between the County and Superior Court on the program cost and process before it can be implemented.