

2016 County of Fresno
Juvenile Justice Campus
Annual Facility Inspection Report

CENTRAL CONTROL, INTAKE/ BOOKING

CENTRAL CONTROL

Central Control is responsible for monitoring the entire Juvenile Justice Campus with the exception of the Juvenile Justice Courthouse.

Two staff members are assigned to Central Control at all times. They monitor and control every door, gate and passageway within the facility. They also monitor the Commitment and Detention areas from 9:00 PM – 5:00 AM and as needed during other shifts.

During our walk through inspection, no concerns were expressed regarding any cameras not working.

At the time of our inspection, the two Central Control employees expressed their concern for the large amount of forced overtime being required of the JJC employees under the current administration.

They expressed concern that employees were being asked to work 60-70 hours per week and were tired and exhausted because of the forced overtime. They also expressed concern that the current administration has implemented additional criteria during the application process. This additional criteria included lie detector tests and a “no tattoo showing” process. They believe that the additional criteria are causing many individuals from being considered for employment at the JJC. They stated that the new employment policies have been implemented over the past two years, which has caused a shortage particularly with the hiring of Juvenile Correctional Officers.

COMMENTS/RECOMMENDATIONS

As a Commission we are concerned with the large amount of overtime being required of the employees at the JJC.

It is recommended that the hiring practices be reevaluated so that the employment numbers can be increased to assist in lowering the large amount of forced overtime.

During our walk through of the Central Control area, the staff conducted themselves in a professional manner and answered all of our questions.

INTAKE/BOOKING

During our inspection, the Intake and Booking area had no youth in any cells, nor was there any youth being booked and fingerprinted.

We found the shower area and all cells to be a clean state and we noticed that the showers had been cleaned and wiped down of any standing water. The Juvenile Correctional Officer stated that all of the employees must clean the showers, after they are used, due to the construction of the building allowing standing water to be collected after a youth has used them.

During our conversation with the Juvenile Correctional Officers, they expressed grave concern over the forced overtime that is being required of the employees of the Juvenile Justice Campus by the current administration.

They expressed concern that they are being required to work 60-70 hours per week, sometimes with no days off between the forced overtime.

They stated that the new additional conditions during the hiring process are responsible for the low hiring. Those practices include a lie detector test and a "no tattoo showing" policy. They believe this is causing fewer people to be hired.

They shared that they are tired and need to have relief from the long weeks of working. They also shared that they are concerned for the safety of the youth due to the staff being overworked and tired.

COMMENTS/RECOMMENDATIONS

We found the Intake and Booking area to be staffed with a sufficient number of Juvenile Correctional Officers.

We recommend that the hiring practices be reconsidered and reevaluated to help solve the problem of new employees being hired which will help alleviate the forced overtime.

We found the employees forthright, professional and helpful during our inspection.

DETENTION

Juvenile Justice Commission members inspected the following pods: B, D, E, F, G and J. Pods C and H are closed.

Prior to entering the pod areas, it was noted that the Outdoor Visitation Area (A151) was found dirty. Also noted were multiple plastic bags with overflowing empty plastic bottles and aluminum cans. There were also cans and bottles scattered around the table and sitting areas. Judging by the sight of dried soda liquid and flies, it appears the bags had been there for some time. The cement floor was in need of a wash-down. The inside visitation area was found clean and in good repair.

Gym/Multi-Purpose Room

The area is in good repair and no graffiti on the walls. There are approximately 10 ceiling tiles missing. This was also reported in the 2015 JJC Inspection Report.

The A176 thoroughfare was found clean. The A121 door that leads to the outside of the facility was found open.

DETENTION POD INSPECTIONS

B Pod Girls Medium Security

Twenty-one youth are housed in B Pod. The rooms were found to be graffiti-free. Twelve of the fourteen beds were not made. Pod Rules and Minor's Rights were posted. The forms receptacle from the wall needed to be replaced or remounted. The 2015 Commission Inspection Report noted it had been torn off by a youth prior to the inspection. Current staff indicated the forms were kept at the staff desk and the youth were aware of it. The Administrative comments on the 2015 Inspection Report indicated a requisition had been submitted to repair or replace the receptacle. The menus were dated incorrectly. This was also an issue in the 2015 Inspection Report. The B138 shower has a slow drain that causes temporary back-up. Staff stated this was primarily caused by hair in the drain when the youth wash their hair. The back-up could potentially cause a safety or health issue as well as clogging up the main drain.

C Pod closed

D Pod Boys Medium Security

Eighteen youth are housed in D Pod. The menus were dated incorrectly. This was also an issue in the 2015 Inspection Report. All Pod Rules and Minor's

Rights were posted. Cleaning agents were found to be stored in the officers' work station which is against policy. One youth was interviewed. The youth stated that the food was tasteless. He stated that the youth are provided a daily issue of 1,500 calories but that he requires 2,500 calories. He further stated that the Use of Force Policy is explained to all of the pod youth. All showers were found clean and to be in good working order.

E Pod Boys Medium Security

Seventeen youth are housed in E Pod. The Senior Juvenile Correctional Officer (Sr. JCO) was asked to activate his Actall. The Actall was found to be in good working order. All Pod Rules and Minor's Rights were posted. Using larger print and spacing in the Grievance forms was recommended in the 2015 Inspection Report. The menus were dated incorrectly. This was also an issue in the 2015 Inspection Report. Graffiti was found on the majority of the room floors. All beds were found to be made in the rooms inspected. Shower rooms were found to be clean and in good working order. We interviewed one youth. He stated the Use of Force Policy as well as the Orientation process was provided to him upon his assignment to E Pod.

F Pod Boys Medium Security

Fifteen youth are housed in F Pod. All Pod Rules and Minor's Rights were posted. The menus were dated incorrectly. This was also an issue in the 2015 Inspection Report. The Sr. Juvenile Correctional Officer was not wearing an Actall. The Juvenile Correctional Officer assigned as Security was wearing an Actall that was not functioning. Shower rooms were found to be generally clean and in good working order. The majority of the rooms were found to be clean and beds made. Graffiti was found on the majority of the room floors. A Case Plan and the Orientation document were reviewed. Both forms were well documented.

G Pod Boys Medium Security

Twenty-four youth are housed in G Pod. All Pod Rules and procedures posted. The menus were dated incorrectly. This was also an issue in the 2015 Inspection Report. The Senior Juvenile Correctional Officer's Actall was not functioning. He was unsure if the cause of the malfunction was due to the battery needing charging or if the Actall was in need of maintenance. Cleaning agents were being stored within the officers' station which is a violation of policy. The majority of the shower rooms were found to be clean and in good working order. Shower room G138 was not draining properly. This was an inspection issue in the 2015 Inspection Report. Graffiti was found on the majority of room floors.

H Pod Closed

J Pod Boys Special Needs/High Security

Twenty-five youth are housed in J Pod. The menus were dated incorrectly. This was also an issue in the 2015 Inspection Report. Although six staff were assigned to J Pod, only four staff were equipped with Actalls. The two Juvenile Correctional Officers (JCOs) not wearing the Actall were supervising a classroom of youth. This pod contains youth that are facing the most serious Penal Code violations as well as youth having demonstrated serious physical assaults toward other youth or staff. The Commissioners were told that all youth are now being integrated regardless of their gang affiliation for the purpose of teaching the youth to learn common courtesies and respect toward each other. Per staff, the integration has caused some serious gang activity; however, as of the last 2-3 weeks, the youth have accepted the change and have demonstrated an improved behavior and demeanor.

The pod staff also indicated that Administration had recently introduced the nationally-acclaimed Thinking For a Change (T4C) Program as well as a faith-based program (Inner City Empowerment Program) for the J Pod youth. Upon interviewing several youth, there were mixed opinions referencing the Thinking For a Change (T4C) Program. They indicated that they have accepted the Thinking For a Change (T4C) classes as well as the faith-based program.

The showers were found to be clean and in good working order. All Pod Rights and Procedures were posted. The majority of the rooms were found to be unkept. The room tables, sinks and floors appeared to be in need of cleaning. A large amount of graffiti was found on all room floors.

In every pod inspected, the step used to enter the Officer's Station was found to be in need of painting. This can be a safety issue whenever an officer needs to step onto or step off of the Officer's Station. This was also noted in the 2015 Inspection Report. With the exception of one pod, the majority of pod officers had to go through multiple keys to locate and unlock the fire extinguisher box. This issue was also reported in the 2015 Inspection Report.

WATCH COMMANDER'S OFFICE AND ARMORY

The Watch Commander's Grievance Log was inspected. Except for one grievance that had been processed but had not been closed out, the log was found to be in excellent order. The one grievance was eventually accounted for by another Watch Commander as we were inspecting the log. Every grievance that had been submitted by the youth had been fully processed and adjudicated.

The Armory was found to be fully supplied and accountable according to their inventory and the sign-in/sign-out document. The Armory room was clean and very well organized.

COMMENTS/RECOMMENDATIONS

Common Areas: The outside visiting area, A151, should be clean and clear of all empty plastic soda bottles and aluminum cans. The tables and floors should be cleaned daily. All doors leading to the exterior of the building should be secured. Door A121 was found wide open. A telephone maintenance repairman indicated that the dietary staff had opened it (to bring in the facility food) and had walked away.

Gym/Multi-Purpose Room: Replace 10 ceiling tiles in the Gym/Multi-Purpose Room.

B POD: Place a form receptacle on the wall. The B138 shower needs to be plumbed out as the shower water drains too slow causing dirty water backup.

D and E PODS: Reformat the grievance form to provide a wider space between each line of print. .

F POD: All officers should wear the Actall device. The Pod Senior Juvenile Correctional Officer should confirm that each officer is wearing a functioning Actall.

G POD: Shower Room G138 needs to be plumbed out as the shower water drains too slowly causing dirty water to backup.

An unusual amount of morale concerns were brought forward to the Commissioners by the majority of the Juvenile Correctional Officers. The principal reasoning was attributed to the excessive amount of overtime shifts that are being worked by the officers. The staff we interviewed stated that the morale had seriously deteriorated over the last six months. The vast majority of staff explained that they are continually understaffed and have been directed to work an enormous amount of overtime shifts on a weekly basis. They indicated that it was not unusual for them to work 3-4 overtime shifts per week. A few of them explained that due to the seriousness of being overworked, they felt the safety and security of the youth were being jeopardized. One Juvenile Correctional Officer provided the following statement:

“One day last week, I was so tired and weak; I started to vomit while supervising my pod youth. I then started to become off-balanced whereupon one of the youth called another staff to assist me. My stress and blood pressure had gotten so high; I felt I was placing the safety of the youth and staff in serious jeopardy. We are conducting our duties half-

done and subsequently our staff and the care and treatment of minors is to a point of exhaustion. Staff does not care if they call off “ill” – they are just tired. We are forced to work 2, 3, and many times 4 overtime shifts per week.”

Staff explained that although Deputy Probation Officers (DPOs) had been picking up over-time shifts, they were concerned many of the Deputy Probation Officers (DPOs) hadn't worked in the facility and thus they (Juvenile Correctional Officers) were having to closely supervise the new Deputy Probation Officers (DPOs).

A Juvenile Correctional Officer (JCO) provided a TeleStaff document that indicated there had been, for the month of March, a total of 651 staff directed to work overtime shifts. These shifts totaled 2,172 hours worked.

A strong recommendation is to have the Fresno County Probation Department properly staff the institution with adequate personnel. The continued shortage of staff may create serious safety and security liabilities.

The keys to fire extinguisher boxes need to be easily identifiable.

All cleaning supplies need to be properly stored and locked.

Replace misdated menus in the pods.

Sand over the graffiti found on the room floors.

All Juvenile Correctional Officer staff needs to wear a functioning Actall device. The Senior Juvenile Correctional Officer in each pod should ensure that this is occurring.

Overall, the officers in every pod were well-trained in the performance of their assigned duties.

PROPERTY ROOM/TRANSPORT/COURT HOLDING/ WAREHOUSE/LAUNDRY

PROPERTY ROOM

We inspected both storage rooms. One room contains property for the youth who are incarcerated at the Juvenile Justice Center and the second room contains property left by the youth after they are discharged. There was one bag on the floor needing to be repaired; otherwise, the rooms were neat and orderly. All valuables were locked in the safe where only designated staff has access. We had no comments or recommendations.

LAUNDRY ROOM/WAREHOUSE

The laundry was neat and clean. The staff explained the process for receiving, washing/drying, and delivering the clothes to the pods. The Warehouse had boxes and other items in the aisles. Speaking with the manager, there was an issue of need for additional staff as had been reported in the past. He explained that the additional warehouseman needed was in the budget.

COURT HOLDING AND TRANSPORT

The court holding area security is the responsibility of the Fresno County Sheriff's Department. There were three deputies in the area. They were very responsive and helpful. The area was very clean, orderly and the cells were also very clean. The vehicles used for transport were all out in use. We had no recommendations or comments.

COMMENTS/RECOMMENDATIONS

We recommend that the aisles in the Warehouse be kept clear and reduce the clutter for safety reasons.

We recommend that the budgeted position in the Warehouse be filled.

We had a discussion with staff regarding morale. Staff discussed the issue of the length of time it takes to vet candidates. Often they go to other law enforcement agencies before the vetting process is completed.

WORSLEY SCHOOL

Commissioners conducted a site visit of the school. We talked to an administrator and classroom teachers. There are 28 teachers on staff, which includes four on “special assignment” with the task of providing special assistance to the other teachers on staff. Also of the 28, there are four Special Educational Teachers – two assigned to two Special Day Classrooms, one on the Detention side and one on the Commitment side. Two other Special Educational Teachers are assigned to handle Individual Educational Plans (IEPs), and other paperwork that is generated by students who are served under an Individual Educational Plan (IEP). There is one psychologist, a Librarian on the Commitment side and a Library on both Detention and Commitment side. Probation provides security for each classroom and transports youth as needed.

The grade levels covered are 9-12 in all pods, except for F Pod which is for younger youth and covers up to grade 8. Males and females are separated in all pods except in the F Pod. School runs Monday through Friday from 7:15 AM – 2:35 PM during regular session and from 7:45 AM – 12:45 PM during the summer session, which runs from June 1st – August 10th. There are elective classes such as welding, building trades and on-line computer classes. Youth have access to laptop computers for educational purposes. Classes are held on Saturday and attended on a voluntary basis. Youth are not yet allowed to do their homework in their pods. Representatives from the community college come to the campus to talk to students regarding college entrance requirements and financial aid information.

The Alice Worsley School continues to be well run by qualified staff.

RECOMMENDATIONS/COMMENTS

There were several concerns noted as far as Probation staff and usage of personal cell phones in the classrooms. Worsley teachers feel safety is compromised when Probation Juvenile Correctional Officers use personal cell phones while posted in the classrooms.

The Juvenile Justice Administration should address the violation of all employees using cell phones on the Juvenile Justice Campus.

The Probation Department should allow students to do homework in their pod.

DETENTION – CLASSROOM STAFFING

The commissioners interviewed a teacher in a classroom and three other teachers while they were at their lunch break. The commissioners also interviewed Probation Department staff.

The teachers enthusiastically meet the challenge that comes with educating at-risk students. However, they did express apprehension regarding the high student to Probation staff ratio in the classroom. While the ratio of students to staff in the classroom should be 10 to 1, as stated in Policy and Title 15, the commissioners witnessed an actual ratio of 15-20 to 1. The concern is there is a potential for serious incident to occur which could result in bodily harm to the student, the teacher and/or officer, all of which could result in a serious liability to the County of Fresno. The teachers also expressed their concerns about Juvenile Correctional Officers using their cell phones in their classrooms, again creating a safety issue, and a distraction to their teaching.

It is possible that the high ratio of students to Probation staff may exist because of an unusually high vacancy rate in the Juvenile Correctional Officer classification. It was reported by Probation staff to the commissioners that they have been experiencing more than usual numbers of forced overtime. Placing over-tired Juvenile Correctional Officers in the classrooms places everyone at risk in that room. It was even reported to the commissioners that some officers assigned to the classroom have actually fallen asleep.

RECOMMENDATIONS/COMMENTS

The Probation Department should either reduce the number of students in the classroom or place enough Probation staff in the classroom to meet the 10 to 1 ratio, as stated in Policy and Title 15.

The Juvenile Justice Administration should address the violation of all employees using cell phones on the Juvenile Justice Campus.

The Probation Department should address the problem of the large number of forced overtime shifts for the Juvenile Correctional Officers, as well as the shortage within the Juvenile Correctional Officer Classification.

MENTAL HEALTH SERVICES

The County of Fresno contracts for mental health and health services with Corizon Health. Corizon Health employs four full-time clinicians who are Licensed Clinicians. The staffing provides coverage seven days a week from 6:00 AM to 8:30 PM. Clinicians are also on call and will come in to cover a crisis situation outside regularly scheduled hours. A psychiatrist was there interviewing a client at the time of the review. She works 16 hours per week seeing youth, prescribing medicine, and consulting with mental health staff, nurses (LVN and RN), and Probation staff. The psychiatrist is also on call, if needed.

The nurses administer all of the medications. All the psychotropic medications are properly stored in locked cabinets within a locked room, accessible only to the nurses. The nurses maintain two logs – one manual and one automated – on all prescribed medications and the dosage given. The automated system, known as the EMAR Log, has a very slow response time. The nurses waste valuable time awaiting the screens to be updated.

Corizon is the lead agency and primary provider of mental health services on the Juvenile Justice Campus. The County of Fresno still maintains a contract with Sierra Education and Research Institute (SERI) for some services, such as overseeing mental health services in the high security pods. Sierra Education and Research Institute (SERI) supervises and uses graduate interns from Alliant University. Focus Forward is still present in the pods to provide mentoring with youth and support services.

Clinical work with the youth consists of both individual and group therapy sessions. Each clinician maintains a caseload with both scheduled appointments as well as being available in the pods should any youth need to talk to a professional. Fridays are case management days for mental health staff to discuss issues and treatment strategies.

Clinicians had successfully created and operated a program called “Foundations of Character,” whereby each week group discussions were held with youth on such single topics as honesty, integrity, responsibility, loyalty, etc. The discussions focused on real life situations in all aspects of their lives. For example, honesty would be discussed in terms of how a family member, future spouse or employer would expect and demand honesty and what the consequences could be for dishonesty. According to the mental health professionals we talked to, everyone, including the youth, appreciated and valued the program. Unfortunately, the Probation Department had put the program on hold until further notice. When we met with the Probation management we were told that the program was being reinstated. No specific date for reinstatement was provided.

RECOMMENDATIONS/COMMENTS

It appears that Corizon is providing an excellent level of mental health services at the Juvenile Justice Campus and that collaboration with other agencies is also very good. Morale among clinical and medical staff appears to be very good.

The only recommendation would be for the Foundations for Character Program to be quickly reinstated.

Corizon and the Probation Department should discuss and find a way for the automated EMAR Log System to achieve a quicker response time.

MEDICAL AND DENTAL CLINIC

Corizon also provides healthcare services for the youth at the Juvenile Justice campus. Corizon's Clinic appears to be well managed and provides many services in-house. Within the last year, for example, a dentist had been contracted to come in on Wednesdays. We were informed that every youth on the campus had been seen by the dentist.

All minors are given a medical exam within 96 hours of detention. Physicals are conducted by Nurse Practitioners Monday through Friday, 7:30 AM to 4:30 PM. A doctor is on-call 24/7 and present at the facility one day per week.

Labs are drawn on-site and sent out for screening, which includes TB, pregnancy and venereal diseases. EKGs are also conducted on-site and sent out for reading.

Vision testing is done by an Optometrist once per month. Vaccines are given as needed, and youth over twelve years of age must give consent.

RECOMMENDATIONS/COMMENTS

It appears the level of health services is very good under Corizon's leadership. The new dental program has been very successful as all of the youth have been seen and a schedule has been established.

COMMITMENT

An inspection team from the Juvenile Justice Commission inspected Pods 6A, 6B, 7A, 7B, 8B, 9A, 9B and the Gymnasium. Pods 7B and 8B are not housing youth due to low population.

The inspection team also made a cursory review of the Baby Elmo Room as the staff giving us the tour did not have entry keys. The room was furnished with a couch, changing table, toys and a privacy screen for nursing mothers. Both male and female juveniles can use the room to visit and play with their children. The Bright Futures Program provides mentoring, parenting classes and other assistance to the youth.

INSPECTION OF THE GYMNASIUM AND OUTSIDE WALKWAYS AND LARGE MUSCLE OUTDOOR AREAS

Only half of the gym is being used due to the floor lifting in several areas. There was some buckling of the ceiling. It has been in this condition for a year and a half. The gym repair work has already been started and management is aware. However, the ceiling tiles are very black and dirty and need to be cleaned/replaced. In addition, there was dirt and lint in all the corners of the floor. Staff said the janitorial staff is doing a very poor job and felt they were lazy and not putting in much effort to keep the facility clean. Staff said the lack of cleanliness affected their morale. Going outside the gym to continue the inspection, the team observed the same poor conditions. The outside lights needed dusting. Debris was piled into corners where it had been blown and not been swept. Trash cans were either full or, if empty, contained bad smelling crusted food and trash stuck to the bottom and sides of the containers.

The outside play areas are riddled with large gopher holes. Staff does not feel much attempt is being made by the County to deal with the dangerous holes. They are a huge safety issue as the fields are used for large muscle activity, such as soccer and other outdoor sports. The risk to staff and youth are sprained ankles, broken bones and other injuries from potential falls.

All outside areas that the team observed contained the same problems, lack of cleanliness on walkways including clearly observable spit, dirty and overflowing trash cans and debris in corners against buildings.

COMMITMENT POD INSPECTIONS

Last year's inspection (2015) of Commitment Pods recommended that Actalls, personal security alarm units, should be worn by staff at all times while they are on duty. The inspection team checked that the previous year's recommendation had been implemented. This year's team observed all staff were wearing their Actalls and they voiced no complaints about the system this year.

There were several other recommendations last year. They found that current menus and other forms were not always posted in all pods. The current inspection team found menus and other forms posted in all pods except there were still no grievance forms in pods 6A, 6B, 7A and 8A.

Other recommendations last year were concerning medical communication between staff and medical staff and cleanliness issues. The inspection team did not observe any problems in communication between staff and medical staff. Cleanliness is still a large problem in many indoor areas.

Cement play yards attached to all pods inspected were filthy and full of bird excrement. Most could also use painting. This is a health risk.

6A

Currently houses 24 males in a medium security environment. This pod was very clean, including the ceiling tiles. Staff noted that they keep the pod clean and complained to the EPA about the condition of the ceiling tiles.

6B

Currently houses 24 medium security juveniles. Ceiling tiles were black in spots.

7A

Currently houses 11 males. This is the Substance Abuse Unit (SAU) Program with a 6 month commitment. All ceiling tiles were dirty and there were no grievance forms.

8A

The 23 males housed here are serving up to a 365 day commitment. All paperwork was posted; however, formica tiles around the sink were missing and ceiling tiles were dirty.

7B and 8B

These pods were not being used due to low population.

9A

Currently houses 17 females. All paperwork was posted, but there were formica tiles missing around the sink. Other than cleanliness issues with ceiling tiles, there were no other problems noted.

9B

Currently houses 8 male youth. This is a special needs pod with the highest security. New regulations from the Board of State and Community Corrections require that the minors not be separated by gang affiliation. They must eat, attend school and have all activities together. Juvenile Correctional Officers commented this is very difficult to handle. The integration of gangs had only begun the Monday before our inspection. The classroom attached to this pod has two officers assigned to provide security because of the integration of gangs. The idea is they have to get along in the outside so they need to learn to have control over their interactions with one another while incarcerated. There were fights and problems the first day but the hope is that it will get better. This pod was very clean, even the ceiling tiles, because staff take care of the cleaning themselves. Cleaning was evident as the room smelled of Pine Sol.

PROGRAMMING

The staff in one of the pods was asked about the Thinking For a Change (T4C) Program, how it was working in their opinion. They all said that it was robotic and that it was not the best way to teach minors how to handle stress and make good decisions. They felt that to exact real change in the youth they needed to slowly elevate their stress levels in situations and teach them to react differently while they are stressed. The education in Thinking For a Change (T4C) is useful and they do better in custody, but staff do not believe it will translate to real ability to make better decisions when out of custody.

OTHER COMMON AREAS INSPECTED

The team also looked at the classrooms, kitchen and dining areas. The classroom bathrooms needed to be cleaned, and in some cases, the trash cans were overflowing.

Kitchen Inspection – The kitchen staff gave us a tour and appear to take pride in maintaining clean areas and safe food. The surfaces were clean and the food stored properly. There were no problems noted.

Dining Area – We noted the girls' dining room floors were dirty and a dead cockroach was under the water fountain.

STAFF MORALE

Many staff complained about working double shifts with very short notice. They are understaffed and working a lot of overtime. They estimated that the Juvenile Justice Campus is about 40 positions down and each day there are about 12 open shifts that have to be filled with “directed” overtime. Management maintains a list of all staff and whoever is at the top of the list is directed to work a second shift of overtime often with little warning and back to back shifts. They complained of having no time with their families and no time to get babysitters or rearrange appointments. They complained of being very tired and seemed angry and frustrated with the situation. The money was nice at first but family is more important to them. This is creating a morale problem. All staff spoken to about the overtime issue, still said they try to do their best every day and that care of the youth is still their top priority. They said they would work doubles and not call in sick because someone else would have to work and they care too much about their coworkers and the children. All staff showed the utmost professionalism.

RECOMMENDATIONS/COMMENTS

Gopher holes and cleanliness problems are a health and safety issue and should be addressed with the County of Fresno by Probation Administration. Walkways and trash cans need regular pressure washing to dislodge the caked-on debris; which poses a risk of infection. Ceiling tiles need to be cleaned and/or replaced on a more regular basis as the dust can also pose a health risk.

Currently morale and excessive overtime are the biggest problems and require immediate intervention and problem solving on the part of management. Steps need to be taken to fill open positions within the JJC. Changes need to be made to the overtime policy.

Management also needs to make sure the evaluation of the Thinking For a Change and other programming take into account the concerns of staff about its effectiveness after youth are released.