

## Mendocino County Sheriff's Office

### Resident Deputy Pay Incentive Plans for Rural Violent Crime Reduction Project

#### Proposal Abstract

The County of Mendocino is a very rural, mountainous, and geographically large County within Northern California. The Mendocino County Sheriff's Office (MCSO) serves 86,749 residents spread throughout 3,506.34 square miles—no part of which is within an area designated as a standard metropolitan statistical area by the Office of Management and Budget. MCSO, therefore, meets the definition of a rural law enforcement agency as defined in this solicitation.

Some communities served by MCSO are located in remote, high-poverty portions of the county that are a significant distance from the Sheriff's Office primary duty stations. These communities often receive diminished public safety services because chronic staff shortages have impeded MCSO's ability to adequately cover calls-for-service in our jurisdictions. Consequently, these communities are hot spots for violent crimes, including burglary, assault, and inflicted bodily harm. Covelo and Manchester-Point Arena Rancheria, the two areas that will benefit from this grant, have a poverty rate of 39.6 percent and 24.7 percent, respectively. Covelo has a 5-year average violent crime rate of 1730.7 per 100,000 and Manchester-Point Arena Rancheria of 2001.5 per 100,000.

MCSO proposes a 36-month "Resident Deputy Pay Incentive Plans" project to reduce the violent crimes in those communities by providing them full-time public safety services. Covelo and Manchester-Point Arena Rancheria currently do not have Resident Deputies—a Deputy who lives and works full-time in a community. MCSO will use the grant funds to encourage employee participation in the Resident Deputy Program by offsetting issues relating to living in remote rural areas with higher salaries. MCSO will hire one Resident Deputy for each community. The presence of a Deputy in those communities will allow MCSO to be proactive in addressing their violent crime problems rather than reactive as our current staffing level allows.

The Resident Deputies will implement a community policing program and employ focused deterrence strategies to reduce violent crimes in their communities. MCSO will use the SARA problem-solving process to collect the data required to report the progress and results of this proposal. With the assistance of the TTA, MCSO will use both quantitative and qualitative data to increase the effectiveness of this initiative by tailoring responses to the needs of each community. Above all, we will work with the TTA to institutionalize strategies so that MCSO can sustain short-term gains through this grant funding long-term.

Proposal Narrative

**A. Description of the Issue**

The County of Mendocino is a very rural, mountainous, and geographically large County within Northern California. It is home to several vulnerable populations, including multiple tribal reservations. The Mendocino County Sheriff's Office (MCSO) serves 86,749 residents spread throughout 3,506.34 square miles.<sup>1</sup> The largest populated areas clustered around Ukiah (county seat), Willits (north county), and Fort Bragg (central coast)—none of which is an area designated as a standard metropolitan statistical area by the Office of Management and Budget (OMB).<sup>2</sup> Therefore, the Mendocino County Sheriff's Office meets the definition of a rural law enforcement agency" as defined under the FY 2021 Rural Violent Crime Reduction Initiative for Law Enforcement Agencies.

Some communities served by the Sheriff's Office are located in remote rural portions of the county, making providing services difficult based upon the county's geography and topography. These communities are a significant distance from the Sheriff's Office primary duty stations. It is frequent for these communities to receive diminished levels of public safety services because the Sheriff's Office has fewer sworn personnel than needed to cover calls-for-service adequately in our jurisdictions. Additionally, these communities are often high-poverty areas of Mendocino County. Due to geographical remoteness and economic disadvantage, these communities are hot spots for violent crimes. Covelo and Manchester-Point Arena Rancheria are two such communities.

Covelo is located 42 miles from the nearest Sheriff's Office substation in Willits. It has a total population of 1,223 residents and a poverty rate of 39.6 percent as measured by the 2013–2017 5-year data series available from the American Community Survey of the Census Bureau.<sup>3</sup> Between 2016 and 2021, Covelo and its surrounding area experienced 127 reported violent crimes. The 5-year average violent crime rate is 1730.7 per 100,000 (see Table 1 in Attachment 1). In comparison, the average violent crime rate in nonmetropolitan counties in California from 2016 through 2019 is 377.3 per 100,000.<sup>4</sup> The most prevalent problems in this area are assault (21% of the reported crimes), inflicted bodily injury (17%), and burglary (14%). Graph 1 in Attachment 2 shows a breakout of the number of reported violent crimes in Covelo from 2016 through 2021. Murder or attempted murder, rape, robbery, and arson are also significant problems in Covelo.

Manchester-Point Arena Rancheria is located 48 miles from the nearest substation in Fort Bragg. It has a total population of 458 residents and a poverty rate of 24.7 percent as measured by the 2013–2017 5-year data series available from the American Community Survey of the Census

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<sup>1</sup> U.S. Census Bureau. (2021). Mendocino County, California Quick Facts. Retrieved 10 July 2021, from <https://www.census.gov/quickfacts/fact/table/mendocinocountycalifornia/LND110210#LND110210>.

<sup>2</sup> U.S. Census Bureau. (2021). Delineation Files. Retrieved 5 July 2021, from [https://www2.census.gov/programs-surveys/metro-micro/geographies/reference-files/2020/delineation-files/list1\\_2020.xls](https://www2.census.gov/programs-surveys/metro-micro/geographies/reference-files/2020/delineation-files/list1_2020.xls).

<sup>3</sup> U.S. Census Bureau. (2021). Narrative Profiles. Retrieved 5 July 2021, from <https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2017/report.php?geotype=place&state=06&place=16728>.

<sup>4</sup> Violent crime data by state from 2016 through 2019 editions of *Crime in the United States* released by the Federal Bureau of Investigation. Data for 2020 and 2021 not available. <https://ucr.fbi.gov/crime-in-the-u.s>.

Resident Deputy Pay Incentive Plans for Rural Violent Crime Reduction Project

Proposal Narrative

Bureau.<sup>5</sup> Between 2016 and 2021, Manchester-Point Arena Rancheria and its surrounding area experienced 55 reported violent crimes. The 5-year average violent crime rate is 2001.5 per 100,000 (see Table 2 in Attachment 1). Graph 2 in Attachment 2 displays a breakout of the number of reported violent crimes in Manchester-Point Arena Rancheria by offenses. The data shows that the most prevalent problems in this area are burglary (36% of the reported crimes) and inflicted bodily injury (31%).

The Mendocino County Sheriff's Office proposes a 36-month "Resident Deputy Pay Incentive Plans" project to reduce the violent crimes in those communities by providing them full-time public safety services. Covelo and Manchester-Point Arena Rancheria have been without Resident Deputies, a Deputy who lives and works full-time in a community, since March 2020. The funds from this grant will encourage employee participation in the Resident Deputy Program by offsetting some of the issues of living in remote rural areas with pay incentives. The Sheriff's Office will achieve the objective of hiring one Resident Deputy for each community. A robust Resident Deputy Program will strengthen our response to the burglary, assault, and inflicted bodily harm problems in those communities. As will be detailed further below, a Resident Deputy fully dedicated to those communities will help accomplish the goal of reducing violent crime problems by enhancing our agency's ability to engage in proactive community policing activities, investigate and understand the root causes of violent crimes in those communities, and most importantly, build trust between community members and the Sheriff's Office.

## **B. Project Design and Implementation**

The Mendocino County Sheriff's Office has designed a holistic approach to addressing the burglary, assault, and inflicted bodily harm problems in Covelo and Manchester-Point Arena Rancheria. The key to this approach is the emphasis on the whole environment rather than just suppression or arrest.<sup>6</sup> To that end, the Resident Deputies will implement a community policing program and employ focused deterrence strategies to reduce violent crimes in their communities.

Inherent to the mission of the Resident Deputy Program is the commitment to reducing the levels of victimizations and improving the quality of life for residents living in remote rural communities of Mendocino County. During the first year of the project, the Resident Deputies will achieve this mission by building meaningful relationships in their assigned community. This task requires that they go well beyond an officer's regular duties. They will implement the following components of our community policing program:

- Cultivate collaborative partnerships with tribal leaders to open lines of communication and cooperation about all issues, not just crimes, in the community.

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<sup>5</sup> U.S. Census Bureau. (2021). Narrative Profiles. Retrieved 8 July 2021, from <https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2017/report.php?geotype=aian&aian=2100>.

<sup>6</sup> Anderson Hodges, L. (2009, April 23). Experts Talk About Reducing Crime Through a Holistic Approach. Retrieved July 11, 2021, from The Harvard Gazette: <https://news.harvard.edu/gazette/story/2009/04/experts-talk-about-reducing-crime-through-a-holistic-approach/>

Resident Deputy Pay Incentive Plans for Rural Violent Crime Reduction Project

Proposal Narrative

- Act as the Sheriff's Office liaison at town hall meetings to provide residents with an immediate bridge to our agency.
- Work with educators in the capacity of a school resource officer to learn the issues affecting children and provide resources to mitigate that harm.
- Make use of citizen advisory groups to tailor the violent crimes reduction initiative to the needs of their assigned community.

The strategies above create opportunities for the Sheriff's Office to engage and establish meaningful relationships with a broad cross-section of the remote rural communities in our jurisdictions. In partnerships with community members, the Sheriff's Office can effectually and efficiently scan, analyze, respond, and assess (SARA) the recurring issues of burglary, assault, and inflicted bodily harm in Covelo and Manchester-Point Arena Rancheria. The Sheriff's Office can better establish these community partnerships if we have Resident Deputies assigned to those communities.

In years two and three of the project, the Resident Deputies will leverage the relationships built in year one to effectively employ focused deterrence strategies to reduce violent crimes in Covelo and Manchester-Point Arena Rancheria. The Sheriff's Office is applying this violence reduction approach to those jurisdictions' problems because its emphasis on reducing crimes through interventions rather than incarceration aligns with our community policing program.<sup>7</sup> Resident Deputies will be critical to the success of focused deterrence initiatives in those communities in two main ways. As the intervention step or "call-in" requires participation from community members, the meaningful relationships built during the first year will likely increase involvement from residents. The presence of community leaders and influential members would likely bolster the legitimacy of the option to opt-out for targeted individuals. The Resident Deputies themselves are critical to the success of focused deterrence initiatives. The offer of a rehabilitative route is more likely to resonate with targeted individuals if it comes from a known and trusted Deputy rather than an outsider.

Burglary, assault, and inflicted bodily harm problems are prevalent in the communities of Covelo and Manchester-Point Arena Rancheria. As a result, residents not only experience a great deal of fear, but they are sometimes a witness to or a victim of those crimes. These high-poverty communities are also prime targets for drug trafficking organizations. Those organizations have changed the landscape of our county and steal scarce water resources for the illegal marijuana trade. This project will address those issues through a holistic approach of prevention, intervention, and community cooperation. Through a proactive community policing program and focused deterrence initiatives, the Resident Deputies will close the gap in access to justice, reduce the levels

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<sup>7</sup> Reichert, J., Smith, V., Adams, S., Hill, L., & Escamilla, J. (2018, June 18). Focused Deterrence: A Policing Strategy to Combat Gun Violence. Retrieved July 12, 2021, from Illinois Criminal Justice Information Authority: <https://icjia.illinois.gov/researchhub/articles/focused-deterrence-a-policing-strategy-to-combat-gun-violence>

Resident Deputy Pay Incentive Plans for Rural Violent Crime Reduction Project

Proposal Narrative

of victimizations, and improve the quality of life for residents living in those remote rural communities.

**C. Capabilities and Competencies**

The Mendocino County Sheriff's Office is uniquely qualified and experienced to implement the proposed "Resident Deputy Pay Incentive Plans" program. Our agency has a proven history of successful collaboration with federal agencies to lead and support regional task force initiatives. For example, our work with Drug Enforcement Administration (DEA) through the Domestic Cannabis Eradication/Suppression Program resulted in the raid of 135 non-permitted grow sites, eradication of 135,000 marijuana plants, seizure of 45 firearms, and 75 arrests during the period of October 2019 through September 2020. Our years implementing the eradication program with the DEA and other government agencies have made us experts in intelligence sharing, training Deputies for the rural environment, and utilization of technology to address crimes in our jurisdictions.

The Sheriff's Office staff members assigned to this program possess many years of experience in effectively serving the rural communities of Mendocino County. The staff is composed of two Lieutenants (one in each operational area), two Deputies (one in each community), one Administrative Services Manager II (ASM), and one Senior Department Analyst (SDA). Refer to Attachment 3 for position descriptions of personnel. The Lieutenants and Deputies will be responsible for the law enforcement component of the program, and the ASM and SDA will oversee the financial management of the program.

The Lieutenants, with their Sergeants, will train their Resident Deputy on how to implement the community policing program and focused deterrence strategy to reduce violent crimes. They will supervise the Resident Deputies in patrol activities, including criminal, civil, and coroner's duties. They will also inspect reports and reviews daily logs of the patrol duties. Most importantly, they will leverage established partnerships with other agencies and the community to help the Resident Deputies build relationships.

The Resident Deputies will be essential to the program's successful implementation. They will be representing the Sheriff's Office, not as law enforcement figures but also as community members. The closed nature of remote rural communities means that citizens are more likely to partner with the Sheriff's Office on crime issues if they see a Deputy they trust. Therefore, the Resident Deputies will be responsible for building meaningful relationships and then using their social capital to do their regular duties better. The Sheriff's Office will recruit individuals who have been with the Department for at least one year or lateral. Those who have their California Commission on Peace Officer Standards & Training (POST) certificate.

The Administrative Services Manager and Senior Department Analyst are seasoned grant administrators who possess in-depth experience with fiscal management and data analysis. The ASM will monitor the operational performance of the program to ensure that the reporting and operational grant requirements are met. The SDM will track and analyze expenditures to ensure that expenses are justified and fit within the submitted budget. The SDM will also compile and

Resident Deputy Pay Incentive Plans for Rural Violent Crime Reduction Project

Proposal Narrative

analyze patrol duties data from the Resident Deputies to measure the results of the work carried out under the award.

The Mendocino County Sheriff's Office's strong management and support structure, in-house administrative capabilities, and breadth of experience leading and supporting task force initiatives position us to successfully implement the proposed "Resident Deputy Pay Incentive Plans" program.

**D. Plan for Collecting the Data Required for this Solicitation's Performance Measures**

The absence of a Resident Deputy has had dire public safety consequences for the Covelo and Manchester-Point Arena Rancheria areas. These remote, high-poverty communities are hot spots for violent crime problems, the most prevalent being burglary, assault, and inflicted bodily harm. The Mendocino County Sheriff's Office will use the grant award to close this gap in access to justice by hiring one Resident Deputy for each community. The Sheriff's Office plans to use the SARA problem-solving process to collect the data required to report the progress and results of the "Resident Deputy Pay Incentive Plans" program. The three primary goals of the program are to increase trust between the Sheriff's Office and the community, reduce violent crimes in those communities, and assist victims and those who are vulnerable.

The Resident Deputies' primary task during the first year of the program is to define the problems of their communities (scanning) and study the root causes of those problems (analyze). Unlike the densely populated areas of our jurisdictions, residents in remote areas are more likely to report a crime if they see a Resident Deputy than if they have to place a call for service. The Resident Deputy will report the in-person calls for service (CSF). The daily log of patrol duties is another data point for determining the scope of the violent crime problems in those communities. In addition to collecting data, the Resident Deputies will engage with residents to understand how the violent crime problems affect different groups in the community. Their relationships with community members will also provide context clues to how and why the problem exists. CSF data and daily patrol activity log will be sent to the SDA every month to code and track the number of reported violent crimes. The Resident Deputies will then work with their Lieutenants to use the aggregate data to have a bird's-eye view of the crime trend in their community. They will also use the data they collected through CSF and conversations to answer the "who, what, why, when, and how" questions on problems most prevalent in their service area.

Once the problems have been analyzed and the community connections have been established, the Resident Deputies will work with other members and organizations in their assigned area to respond to the violent crimes. The Sheriff's Office will institute focused deterrence strategies. Our agency will work with the BJA-selected Training and Technical Assistance (TTA) provider to document the program's processes, track the data and outcomes of initiatives, and provide specialized training on focused deterrence strategies. The Sheriff's Office will also work with the TTA on institutionalizing the focused deterrence strategy to sustain short-term gains in the long term.

Finally, the Sheriff's Office staff will work with the TTA to conduct quantitative and qualitative assessments on how well the Resident Deputy program has worked to reduce the levels of violent

Resident Deputy Pay Incentive Plans for Rural Violent Crime Reduction Project

Proposal Narrative

crimes in Covelo and Manchester-Point Arena Rancheria. The quantitative data will come from CSF, crime stats, and daily patrol activities log. SDM will track the data monthly and prepare a quarterly report on the program's progress towards meeting the three goals mentioned above. The Resident Deputies will conduct qualitative assessments during town halls, meetings with community leaders, and daily interactions with public members. The Sheriff's Office will use both the quantitative and qualitative reports to increase the effectiveness of the violent crimes reduction initiative by tailoring strategies to the needs of each community.

**Attachment 1**

**Table 1.**

*Covelo's Number of Reported Violent Crimes and Violent Crime Rate by Year.*

<b>Year</b>	<b>Reported Violent Crimes</b>	<b>Violent Crime Rate per 100,000</b>
<b>2016</b>	16	1308.3
<b>2017</b>	23	1881.6
<b>2018</b>	21	1717.1
<b>2019</b>	21	1717.1
<b>2020</b>	30	2453.0
<b>2021</b>	16	1308.3
<b>5-Year Average</b>	21.17	1730.7

Note: The annual violent crime rate was calculated by dividing the number of reported crimes by the total population in Covelo (1,223), then multiplying the result by 100,000.

**Table 2.**

*Manchester-Point Arena's Number of Reported Violent Crimes and Violent Crime Rate by Year.*

<b>Year</b>	<b>Reported Violent Crimes</b>	<b>Violent Crime Rate per 100,000</b>
<b>2016</b>	8	1746.7
<b>2017</b>	14	3056.8
<b>2018</b>	13	2838.4
<b>2019</b>	6	1310.0
<b>2020</b>	9	1965.1
<b>2021</b>	5	1091.7
<b>5-Year Average</b>	9.17	2001.5

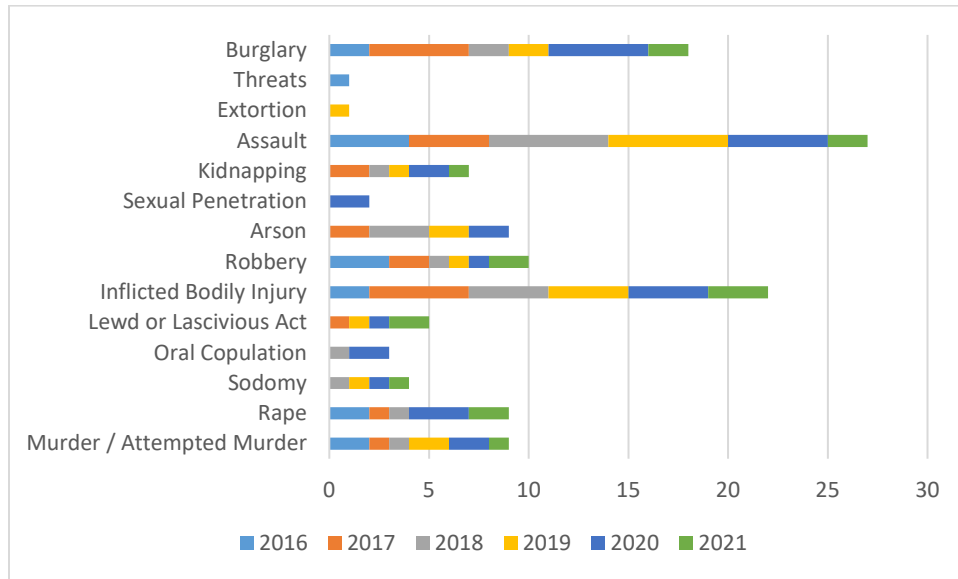
Note: The annual violent crime rate was calculated by dividing the number of reported crimes by the total population in Manchester-Point Arena (458), then multiplying the result by 100,000.



**Attachment 2**

**Graph 1**

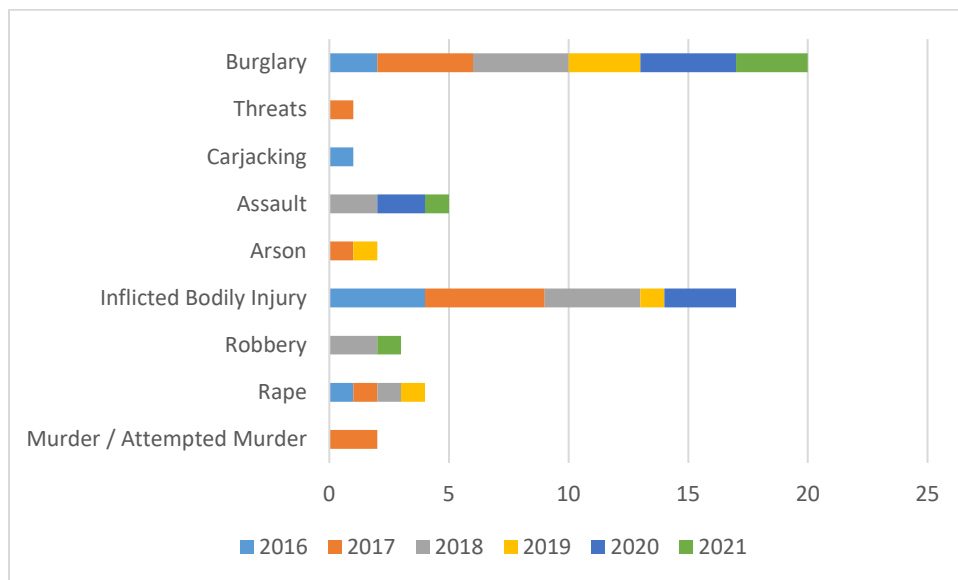
*Violent Crimes in Covelo by Offense and by Year during the Period of 2016-21.*



Note: Data from the Mendocino County Sheriff's Office's Database.

**Graph 2**

*Violent Crimes in Manchester-Point Arena by Offense and by Year during the Period of 2016-21.*



Note: Data from the Mendocino County Sheriff's Office's Database.

## Attachment 3



### SHERIFF'S LIEUTENANT

Class Code:  
7051

#### **SALARY RANGE**

\$50.08 - \$60.87 Hourly  
\$4,006.40 - \$4,869.60 Biweekly  
\$104,166.40 - \$126,609.60 Annually

#### **THE POSITION:**

\*\*Salary shown is effective July 11, 2021\*\*

#### **JOB SUMMARY:**

Primary responsibility is to plan, organize, administer, coordinate, supervise and command patrol and investigative functions or chief deputy coroner functions for the Sheriff's Office; performs responsible professional, administrative and second-level supervisory duties.

#### **DISTINGUISHING CHARACTERISTICS:**

This is a management class assigned responsibility for the overall function of various program areas and watches within the Sheriff's Office. This class is distinguished from the class of Sheriff's Sergeant by the Lieutenant's broader field of oversight and the broader scope of authority. This class is distinguished from the class of Sheriff's Captain by the Captain's overall responsibility for a major bureau, facility or function area, and the exercise of considerable discretion and independence within established federal, state, and county laws, ordinances and regulations by the Captain. The Sheriff's Lieutenant is a sworn position within the Sheriff's Office; incumbents may report to a Sheriff's Captain or directly to the Sheriff

#### **SUPERVISION EXERCISED**

:Exercises supervision over subordinate supervisors and other sworn and non-sworn staff.

#### **EXAMPLES OF DUTIES AND ESSENTIAL JOB FUNCTIONS:**

*All responsibilities may not be performed by all incumbents.*

- Carries out supervisory responsibility in accordance with policies, procedures and applicable laws including: interviewing, training, planning, assigning and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.
- Directly supervises Sheriff's Sergeants in patrol activities including criminal, civil and coroner's duties.
- Inspects reports and reviews daily logs of patrol activities; reviews, corrects and approves duty schedules and work assignments.
- Monitors sector supplies; reorders as needed.

- Oversees arrangements for maintenance and repair of equipment and vehicles; orders equipment as needed.
- Acts as liaison between Sheriff's Office and other organizations or agencies.
- Interprets and explains policies and procedures for staff, personnel of other agencies and the public; ensures staff follow policies and procedures.
- Represents the department at various meetings; reports to Sheriff's Captain on their content.
- Writes press releases and fills in as needed for press information officer.
- Writes special operations plans for and attends fairs and special events.
- Researches, compiles and prepares special reports, studies and correspondence.
- Serves as commander for canine program; arranges for contracts for canine training.
- Assists subordinates in major investigations and/or proper preparation of reports; serves as information resource for subordinates in case law.
- Conducts internal investigations; recommends discipline.
- Participates in major crime raids.
- Testifies in court; presents evidence.
- Performs duties of Sheriff's Sergeant as needed.
- Serves as chief deputy coroner; oversees operations of the coroner's functions by exercising administrative review of all cases.
- Reviews and rewrites coroner's protocol, general orders, policies and procedures.
- Maintains security and contact with homicide witnesses.
- Reviews death investigation, autopsy and toxicology reports.
- Directs and discusses cases with pathologists.
- Serves as information resource for internal and external contacts concerning coroner's cases.
- Completes follow-up investigation in death investigations.
- Assists in preparation and administration of Sheriff's Office budget.
- Performs other related duties as assigned.

#### **MATERIAL AND EQUIPMENT USED:**

General Office Equipment  
 Computer(s)  
 Firearms  
 Vehicle  
 Audio Tape Recorder  
 Chemical Agents  
 Baton

#### **MINIMUM QUALIFICATIONS REQUIRED**

##### **Education and Experience:**

High school diploma or GED; and, at least three (3) years of experience as a Sheriff's Sergeant; and,

Must be able to meet and maintain the minimum standards for selection, education, and training of California Peace Officers as specified by California law and the regulations of the California Commission on POST; must obtain POST management certificate within two (2) years of appointment; must not be prohibited in any way from possessing a firearm; or,

A combination of education, training and experience which provides the required knowledge, skills, and abilities to perform the essential functions of the job.

##### **Licenses and Certifications:**

Valid Drivers License - Class C or better  
 CPR Certificate  
 POST Management Certificate within two (2) years of appointment.

## **KNOWLEDGE, SKILLS, AND ABILITIES:**

### **Knowledge of:**

- Methods and techniques related to law enforcement, including investigation, patrol, and case law.
- Administrative principles and practices, including goal setting and implementation.
- Administration of staff and activities, either directly or through subordinate supervision.
- Methods and techniques of research, statistical analysis and report presentation.
- Budgetary principles and practices.
- Applicable state, federal and local ordinances, laws, rules and regulations.
- All computer applications and hardware related to performance of the essential functions of the job.
- Recordkeeping, report preparation, filing methods and records management techniques.

### **Skill in:**

- Planning, organizing, assigning, directing, reviewing and evaluating the work of staff.
- Selecting and motivating staff and providing for their training and professional development.
- Preparing clear and concise reports, correspondence and other written materials.
- Using tact, discretion, initiative and independent judgment within established guidelines.
- Organizing work, setting priorities, meeting critical deadlines, and following up on assignments with a minimum of direction.
- Applying logical thinking to solve problems or accomplish tasks.
- Understanding, interpreting and communicating complicated policies, procedures and protocols.
- Analyzing and resolving office administrative situations and problems.
- Researching, compiling, and summarizing a variety of informational and statistical data and materials.
- Testifying in court.
- Communicating clearly and effectively, both orally and in writing.

### **Mental and Physical Abilities:**

- Establish and maintain effective working relationships with a variety of individuals.
- Read, analyze and interpret professional periodicals and journals, technical procedures and government regulations.
- Write reports and correspondence.
- Analyze situations effectively and adopt or recommend appropriate courses of action.
- Define problems, collect data, establish facts and draw valid conclusions.
- While performing the essential functions of this job the employee is frequently required to stand, walk, run and sit; reach with hands and arms; use manual dexterity to operate machinery/tools; handle, seize, hold or otherwise work with hands; climb, jump and/or balance; stoop, kneel, crouch, or crawl; speak and hear; use shape, sound, odor and color perception and discrimination; and lift and/or move up to 50 pounds.
- While performing the essential functions of this job the employee is occasionally required to lift and/or move more than 100 pounds.

## **OTHER INFORMATION:**

### **Working Conditions:**

While performing the essential functions of this position the employee is exposed to outdoor weather conditions and possible bodily injury/hazardous situations from explosions; falling from high, exposed places; toxic or caustic chemicals; armed or physically violent persons; conditions such as fumes, noxious odors, dusts, mists, gases and poor ventilation that affect the respiratory system, eyes or the skin; and/or interviewing violent and/or mentally or emotionally disturbed persons.

The incumbent's working conditions are typically moderately quiet, but may be loud at times.

Work schedules and working time may require irregular hours, shift times, and/or on-call status.

This class specification should not be interpreted as all inclusive. It is intended to identify the essential functions and requirements of this job. Incumbents may be requested to perform job-related responsibilities and tasks other than those stated in this specification. Any essential function or requirement of this class will be evaluated as necessary should an incumbent/applicant be unable to perform the function or requirement due to a disability as defined by the Americans with Disabilities Act (ADA). Reasonable accommodation for the specific disability will be made for the incumbent/applicant when possible.

CLASS TITLE: SHERIFF'S LIEUTENANT

CLASS CODE: 7051

DEPARTMENT: SHERIFF'S OFFICE

FLSA STATUS: E

REPORTS TO: SHERIFF'S CAPTAIN OR SHERIFF

BARGAINING UNIT: MCLEMA

CIVIL SERVICE: YES

DATE: 10/99 REV: 2/12



## DEPUTY SHERIFF-CORONER II

Class Code:  
7113

### SALARY RANGE

\$33.82 - \$41.11 Hourly  
\$2,705.60 - \$3,288.80 Biweekly  
\$70,345.60 - \$85,508.80 Annually

### THE POSITION:

\*\*Salary shown is effective July 11, 2021\*\*

### JOB SUMMARY:

Primary responsibility is patrolling an assigned area for the prevention of crime and the enforcement of laws and regulations; writing various reports; responding to calls for service; performing specialized technical, administrative and/or investigative assignments; and maintaining order and security in and about the various courts of the County.

### DISTINGUISHING CHARACTERISTICS:

This is the journey level classification in the Deputy Sheriff-Coroner series. This class is distinguished from the Deputy Sheriff-Coroner I by the performance of specialized technical, administrative and /or investigative assignments, which includes investigations of major crimes, such as homicides. The Deputy Sheriff-Coroner II is further distinguished by the assignment to serve as Personnel Officer, Field Training Officer, Range Master, and member of an emergency response team or a hostage negotiation team. The Sheriff's Sergeant is distinguished from this class by the supervisory duties it carries.

### SUPERVISION EXERCISED:

The Deputy Sheriff-Coroner II exercises no supervision, but may provide training to other staff.

### EXAMPLES OF DUTIES AND ESSENTIAL JOB FUNCTIONS:

*All responsibilities may not be performed by all incumbents:*

- Patrols an assigned area; enforces laws and regulations; maintains laws and order within the jurisdiction.
- Responds to radio messages, telephone instructions and/or citizens' requests to appear at scenes of disorder or crime.
- Conducts preliminary or follow-up investigations of various, major crimes, including rape, robbery, homicide, narcotics distribution or other incidents; collects and preserves evidence associated with crimes; interviews victims, witnesses, suspects, etc.; arrests suspects; photographs crime scenes; prepares reports
- Maintains proper courtroom demeanor; enforces rules and regulations pertaining to the use of photography or recording equipment; assists in the control and movement of evidence and exhibits; takes charge of the jury during recesses and deliberations.

- Prepares and serves warrants, subpoenas, judicial processes and/or summonses as required.
- Collects statements from witnesses and physicians for the purpose of identification and certification of death; investigates human deaths; identifies and notifies next of kin and/or the appropriate County representative of deaths.
- Testifies in court in connection with criminal prosecutions.
- Directs traffic, including regulation of vehicle flow, at times of emergency or congestion.
- Stops drivers who are operating vehicles in violation of laws; issues citations when necessary.
- Performs search and rescue duties.
- Composes and types reports of arrests made, investigations conducted and unusual incidents observed in accordance with professional standards, applicable State laws and department protocol.
- Arrests and/or transports suspects or prisoners to jail, court or other locations.
- Performs specialized duties such as serving as Personnel Officer, Field Training Officer, Range Master, K-9 handler; or as a member of Special Emergency Response Team, hostage negotiations team; or others as assigned.
- Assists other agencies on special assignments.
- Assists in solving problems as they occur in the field.
- Assists with crowd control, parade and riot work.
- Assists with problems of juvenile delinquency.
- Assists in public education programs.
- Performs security and/or custodial duties in the County correctional facility as assigned.
- Enforces Fish and Game laws, policies and regulations.
- Assists the general public with crime prevention measures whenever possible.
- Attends departmental, training or other meetings.
- Performs higher level duties in a training capacity.
- Performs other related duties as assigned.

**MATERIAL AND EQUIPMENT USED:**

- Firearms
- Handcuffs
- Safety Equipment
- Emergency Vehicles
- Intoxilyzer
- Radios
- Computer

**MINIMUM QUALIFICATIONS REQUIRED:**

**Education and Experience:**

High School diploma or GED; and, one (1) year of experience as a Deputy Sheriff-Coroner I with the Mendocino County Sheriff's Office, or equivalent with another California law enforcement agency.

Any combination of education, training and experience which provides the required knowledge, skills, and abilities to perform the essential functions of the job.

**Licenses and Certifications:**

Possession of a valid and current regular basic course completion certificate issued by a training institution certified by the California Commission on Peace Officer Standards & Training (POST); or, successful completion of a POST certified re-qualification course within the last 18 months; and, must have POST Basic Certificate.

Valid driver's license - Class C or better.

CPR certificate.

**Special Requirements:**

Must successfully pass criminal history and other background checks; must not be prohibited from owning or possessing firearms.

## **KNOWLEDGE, SKILLS, AND ABILITIES:**

### **Knowledge of:**

- Knowledge of current law enforcement policies, practices and methods.
- Applicable state, federal and local ordinances, laws, rules and regulations.
- All computer applications and hardware related to performance of the essential functions of the job.
- Record keeping, report preparation, filing methods and records management techniques.

### **Skill in:**

- Using tact, discretion, initiative and independent judgment within established guidelines.
- Preparing clear and concise reports, correspondence and other written materials.
- Training staff in position functions.
- Investigative techniques.
- Organizing work, setting priorities, meeting critical deadlines, and following up on assignments with a minimum of direction.
- Applying logical thinking to solve problems or accomplish tasks; to understand, interpret and communicate complicated policies, procedures and protocols.
- Testifying in court.
- Communicating clearly and effectively, both orally and in writing.

### **Mental and Physical Abilities:**

- Ability to establish and maintain effective working relationships with a variety of individuals.
- Ability to analyze situations, identify potential risks or problems and respond with an appropriate, responsible and effective course of action.
- Ability to demonstrate an acceptable level of skill and proficiency in the use of firearms.
- Ability to use/practice defensive tactics.
- Ability to compose clear and concise reports and correspondence.
- Ability to type text using a word processor or typewriter at a speed necessary for successful job performance.
- While performing the essential functions of this job the employee is frequently required to stand, walk, run and sit; reach with hands and arms; use manual dexterity to operate machinery/tools; handle, seize, hold or otherwise work with hands; climb, jump and/or balance; stoop, kneel, crouch, or crawl; speak and hear; use shape, sound, odor and color perception and discrimination; and lift and/or move up to 50 pounds.
- While performing the essential functions of this job the employee is occasionally required to lift and/or move more than 100 pounds.

## **OTHER INFORMATION:**

**Working Conditions:** While performing the essential functions of this position the employee is exposed to outdoor weather conditions and possible bodily injury/hazardous situations from



explosions; falling from high, exposed places; toxic or caustic chemicals; armed or physically violent persons; conditions such as fumes, noxious odors, dusts, mists, gases and poor ventilation that affect the respiratory system, eyes or the skin; and/or interviewing violent and/or mentally or emotionally disturbed persons. The incumbent's working conditions are typically moderately quiet, but may be loud at times. Working time may require irregular hours, shift times, and/or on-call status.

Incumbents who drive on County business to carry out job-related duties must possess and maintain a valid California driver's license upon hire for the class of vehicle driven and meet automobile insurability requirements of the County.

Disaster Service Worker - Pursuant to California Government Code Section 3100-3109, all public employees are declared disaster service workers subject to disaster service activities as may be assigned to them in the event of fire, flood, earthquake, or other natural or man-made disaster.

This class specification should not be interpreted as all-inclusive. It is intended to identify the essential functions and requirements of this job. Incumbents may be requested to perform job-related responsibilities and tasks other than those stated in this specification. Any essential function or requirement of this class will be evaluated as necessary should an incumbent/applicant be unable to perform the function or requirement due to a disability as defined by the Americans with Disabilities Act (ADA). Reasonable accommodation for the specific disability will be made for the incumbent/applicant when possible.

CLASS TITLE: DEPUTY SHERIFF-CORONER I  
CLASS CODE: 7113  
DEPARTMENT: SHERIFF  
FLSA STATUS: N  
REPORTS TO: SERGEANT  
DATE: 1/06; REV: 10/07; 04/21  
BARGAINING UNIT: DEPUTY SHERIFF'S ASSOCIATION  
CIVIL SERVICE: YES



## ADMINISTRATIVE SERVICES MANAGER II

Class Code:  
0135

### SALARY RANGE

\$37.49 - \$45.57 Hourly  
\$2,999.20 - \$3,645.60 Biweekly  
\$77,979.20 - \$94,785.60 Annually

### THE POSITION:

#### JOB SUMMARY:

Under direction, plans, organizes and manages fiscal, administrative and support operations and staff of a department or a division within a large department; oversees and performs duties in support of budget development and management, grant administration, collections, accounting work, strategic planning, organizational oversight and policy development/implementation. Typically, there is only one Administrative Services Manager per department; however, a very large department with multiple divisions may allocate an Administrative Services Manager I level to more than one division. Not all County departments require an Administrative Services Manager.

#### DISTINGUISHING CHARACTERISTICS

The Administrative Services Manager series manages and performs work of considerable difficulty in the planning, coordinating, and directing of fiscal, administrative, and support operations of a County department or a division of a large department. The Administrative Services Manager series is distinguished from other management classes by its primary responsibility for managing, overseeing and performing advanced fiscal and support operations. Administrative Services Manager is further distinguished from Office Services Supervisor by its responsibility for managing the overall fiscal and administrative functions of a department or division of a large department which includes supervising subordinate supervisors, strategic planning, heavy involvement in, and greater responsibility for, budget development, implementation, and tracking for the assigned division or department.

Administrative Services Manager II is distinguished from the I level by its assignment to serve a department and a higher level of budget and fiscal responsibility with a greater impact on the assigned department's operations and overall strategy.

#### SUPERVISION EXERCISED

Exercises direct supervision over professional, technical, supervisory, and support staff.

### EXAMPLES OF DUTIES AND ESSENTIAL JOB FUNCTIONS:

*Duties may include but are not limited to the following:*

- Manages fiscal, administrative, and support services in accordance with policies, procedures, and applicable law in a department by planning, assigning and supervising professional, administrative and technical support staff and programs responsible for preparing and monitoring department budget, information technology systems, accounting functions, inventory, cash receipts, accounts receivable and payable, cost accounting, and payroll; reviews and approves financial reports; monitors progress in the achievement of established targets in order to meet departmental goals and objectives.
- Monitors and evaluates the efficiency/effectiveness of operational performance, methods of service delivery and procedures by reviewing workload and support systems to identify opportunities for improvement; develops, recommends and implements modifications to programs, policies and procedures and/or new concepts and innovations in work processes to enhance operational efficiency.
- Selects, supervises, trains, and evaluates assigned personnel; provides for staff training; works with employees to correct deficiencies; implements discipline and termination procedures.
- Prepares complex, routine and non-routine reports as requested utilizing a variety of software; receives, sorts, and summarizes materials for the preparation of reports; prepares work reports; completes surveys; relays and interprets administrative decisions, policies, and instructions.
- Establishes, reviews, revises and communicates policies to staff and other interested parties; ascertains the impact of new or revised policies and disseminates pertinent information to affected parties; assists in planning and implementing short-term or annual goals, objectives, and strategies for the department, projects, or programs, to ensure efficient organization and completion of work.
- Oversees department personnel and payroll functions, including approving personnel transactions.
- Directs the departmental budget process from initial development through review and implementation by coordinating budget activities of divisions/sections within the assigned department in order to forecast the need for additional funds for staffing, equipment, materials and supplies; maintains budgetary control by overseeing and approving expenditures, evaluating the need for augmentation and preparing/implementing budgetary adjustments to ensure adherence to the approved budget.
- Performs financial analysis and/or provides data at the request of the manager, other officials, and the public.
- Obtains financing for projects through grants; writes grant applications and monitors grant documents from initial application to the final reimbursement request to ensure that grant requirements (both reporting and operational) are met and monies are not forfeited.
- Serves as staff liaison to the County Board of Supervisors and Office of the County Administrator by effectively providing comprehensive information covering a variety of issues in various formats, public meetings, closed sessions and in writing; serves as information source to the public governmental agencies and county departments regarding the departmental operations.
- Determines departmental requirements for equipment, information systems, office space, supplies and related resources through needs assessment and coordinates their acquisition/installation and subsequent training for staff to ensure smooth and efficient operations.
- Prepares and/or assists in the preparation and/or negotiation of contracts, resolutions, and agenda summary forms.
- Ensures that assigned staff performs duties and responsibilities in a safe and prudent manner, which does not expose them or others to unnecessary harm or risk of on-the-job injury.
- Maintains and upgrades knowledge, skills and abilities by attending and participating in seminars, training programs and professional groups; stays abreast of new trends and innovations in the field by reading trade and professional journals and publications.
- Performs other related duties as assigned,

**MATERIAL AND EQUIPMENT USED:**

Calculator  
General Office Equipment  
Computer

**MINIMUM QUALIFICATIONS REQUIRED:**

**Education and Experience**

A bachelor's degree from an accredited college or university in finance, accounting, public administration, or a closely related field; AND five (5) years of responsible, wide-ranging experience providing financial management and administrative support services, including staff supervision and budget development; OR, two (2) years of experience equivalent to that of an Administrative Services Manager I with Mendocino County; or an equivalent combination of training and education.

Substitution: Related experience may be substituted for up to two (2) years of the education at a rate of two (2) years of experience to one (1) year of education.

**License or Certificate:**

Valid CA driver's license.

**KNOWLEDGE, SKILLS, AND ABILITIES:**

**Knowledge of:**

- Administrative and management principles and practices, including personnel administration, budget control, goal setting and implementation.
- Principles and practices of effective supervision and training.
- Governmental financial operations.
- Generally accepted accounting and budgeting principles as applied to governmental accounting.
- Computer applications and hardware related to the performance of the essential functions of the job.
- Department policies and procedures.
- Collective bargaining agreement provisions applicable to assigned staff.
- Personnel policies.
- Principles and practices of budget administration.
- Pertinent financial Federal, state and local laws, codes and regulations.
- Financial software packages, including spreadsheets and databases.
- Methods and techniques of research, statistical analysis and report presentation.
- Correct English usage, including spelling, grammar, punctuation, and vocabulary.
- Principles of organizational development.
- Principles and practices of grant administration.
- Financial management practices and standards used in the public sector.

**Skill In:**

- Using tact, discretion, initiative and independent judgment within established guidelines.
- Organizing work, setting priorities, meeting critical deadlines, and following up on assignments with a minimum of direction.
- Preparing clear and concise reports, correspondence and other written materials.
- Managing and evaluating the operations and functions of the assigned department.
- Planning, organizing, assigning, directing reviewing, evaluating, selecting, motivating, and training staff.

- Developing and implementing, objectives and procedures for effective and efficient administrative, budget and support services.
  - Analyzing problems, project consequences of proposed actions, identify alternative solutions, and implement recommendations in support of goals and objectives, including the provision of efficient and cost-effective services.
  - Administering annual budgets, including monitoring and approving expenditures; preparing and implementing budgetary adjustments, as necessary.
  - Writing clear and concise narrative and financial reports.
  - Interpreting and applying pertinent policies, procedures, laws, codes and regulations.
  - Using a computer to accurately and rapidly enter and retrieve data and information.
- 
- Evaluating and organizing the operations and functions of the assigned department.
  - Developing and preparing complex annual budgets, including forecast revenues and expenses; allocate limited resources in a cost effective manner.
  - Completing grant applications and monitoring the flow of grant documents from initial application to the final reimbursement request.
  - Researching, analyzing and evaluating new service delivery methods, procedures and techniques.
  - Designing and delivering effective presentations of budgets, plans, policies and objectives to boards, commissions, public groups and civic organizations, tailoring the message for the targeted audience.

**Mental and Physical Ability to:**

- Understand and carry out written and oral instructions, giving close attention to detail and accuracy.
- Operate modern office equipment including computer equipment and financial software.
- Communicate in a clear concise manner, both orally and in writing.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Read, analyze, and interpret professional periodicals and journals, technical procedures and government regulations.
- Apply concepts such as fractions, percentages, ratios and proportions to practical situations.
- While performing the essential functions of this job the employee is regularly required to sit, use hands to finger, handle, or feel, and speak and hear.
- Lift and carry, push and/or pull, or move objects weighing up to 25 pounds.

**OTHER INFORMATION:**

**Working Conditions:** Work is performed in a normal office environment with little exposure to outdoor temperatures or dirt and dust. Incumbents must have the ability to travel to different sites and locations. The incumbent's working conditions are typically moderately quiet, but may be loud at times and at some locations.

Incumbents may be required to work weekends, special events, on-call, or outside of normal work schedule.

Incumbents who drive on County business to carry out job-related duties must possess and maintain a valid California driver's license upon hire for the class of vehicle driven and meet automobile insurability requirements of the County.

Disaster Service Worker - Pursuant to California Government Code Section 3100-3109, all public employees are declared disaster service workers subject to disaster service activities as may be assigned to them in the event of fire, flood, earthquake, or other natural or man-made disaster.

This class specification should not be interpreted as all-inclusive. It is intended to identify the essential functions and requirements of this job. Incumbents may be requested to perform job-related responsibilities and tasks other than those stated in this specification. Any essential function or requirement of this class will be evaluated as necessary should an incumbent/applicant be unable to perform the function or requirement due to a disability as defined by the Americans with Disabilities Act (ADA). Reasonable accommodation for the specific disability will be made for the incumbent/applicant when possible.

CLASS TITLE: ADMINISTRATIVE SERVICES MANAGER II

CLASS CODE: 0135

DEPARTMENT: VARIOUS

FLSA STATUS: EXEMPT: E

REPORTS TO: VARIOUS

DATE: 05/03 REV: 2/07, 04/21

CIVIL SERVICE: YES

BARGAINING UNIT: MGT



## SENIOR DEPARTMENT ANALYST

Class Code:  
0086

### SALARY RANGE

\$33.99 - \$41.31 Hourly  
\$2,719.20 - \$3,304.80 Biweekly  
\$70,699.20 - \$85,924.80 Annually

### THE POSITION:

\*\*Salary shown is effective July 11, 2021\*\*

### JOB SUMMARY:

Under general supervision, performs a variety of responsible, complex, professional administrative and analytical functions associated with various projects, and/or specialized areas or programs within County departments.

### DISTINGUISHING CHARACTERISTICS:

The Senior Department Analyst class is the advanced journey level within the professional Department Analyst series. Incumbents working at the senior level receive assignments that require a thorough knowledge of complex and changing laws and administrative regulations affecting the operations of assigned departments and a great amount of technical input on complex issues is provided by the Senior Analyst. Positions are allocated to this class based on the complexity of the assignment. Senior Department Analyst incumbents perform work at the highest level requiring the ability to work with a high degree of independence. This class is distinguished from the lower level class of Department Analyst I/II in that incumbents in the latter class are not given the highly specialized assignments consisting of complex responsibilities.

Senior Department Analyst is distinguished from Senior Administrative Analyst and Senior Human Resource Analyst by the highly specialized and/or complex nature of the work of the latter and the effect of that work on the County as a whole. Analyst work often results in changes to processes, procedure or findings, which are not routinely subject to oversight and review.

### SUPERVISION EXERCISED:

May have responsibility for training, supervision, and oversight of work of other analysts and clerical staff who perform work in support of the Senior Department Analyst or to a function directly administered by the Senior Department Analyst.

Depending upon assignment, Senior Analysts may be given full first line supervisory duties over a small group of analysts and other staff.

### EXAMPLES OF DUTIES AND ESSENTIAL JOB FUNCTIONS:

*Depending on assignment, duties may include but are not limited to the following:*

- Perform the more difficult and complex work unique to department or area of assignment related to administrative and operational or programmatic activities including fiscal operations, budget preparation and control, equipment usage, staffing patterns, work flow, space utilization, office automation, facilities, contract, and personnel management; design data collection systems; collect and analyze data from a variety of sources including departmental and external records, reports, documents, informational surveys, and contracts; develop and present written and verbal reports and recommendations for appropriate action based on an analysis of gathered data.
- Develop more complex budgets, reports, or recommendations based on analysis of data collected including impact on service levels and operations and/or information required by funding source; develop fiscal procedures; control specific departmental purchases and expenditures; review financial data on an ongoing basis to assure conformance with established guidelines; conduct cost/benefit studies and recommend changes to procedures or operations.
- Recommend and establish contract and MOU forms and procedures; develop, review and make recommendations concerning bid proposals and agreements; interpret contract terms and monitor adherence to contracts; recommend solutions to contractual problems.
- Research operational and fiscal requirements for specific grant proposals; prepare grant applications and all subsequent follow-up documentation; recommend and monitor procedures for grant implementation; monitor and analyze expenditures to ensure compliance; and tracking all revenues and reconciling grant funds with audit information.
- Review work methods and systems to determine possible modifications to increase service efficiency and effectiveness; compile and analyze data in order to make recommendations on various policies and procedures; develop written procedures to implement adopted policies and new or changed regulations or to clarify and describe standard practices.
- Handle the highly specialized assignments such as acting as the department's personnel officer, staff development officer, or budget officer; performing complex duties including analysis, monitoring, and compliance.
- Research, modify, and adapt available computer software; write or coordinate development of data processing applications to meet operational needs.
- Serve as liaison with clients and representatives of private businesses, State and/or Federal agencies and other County departments to coordinate special projects, provide specified administrative services, represent the department in the development of, or change in programs and regulations, gather information and insight for use in assigned studies or management decisions.
- Analyze present and pending legislation to determine effect on departmental organization or programs and present recommendations in verbal or written form.
- Prepare a variety of routine and complex analytical and/or statistical reports, records, correspondence and other documents.
- Participate in meetings and present requested and independently gathered data to assist managers in making operational and administrative decisions; may provide staff support to committees, commissions, and task forces of the County.
- Perform other related duties as assigned.

**In a Supervisory Capacity:**

- Carry out supervisory responsibility in accordance with policies, procedures and applicable laws including: interviewing, hiring and training, planning, assigning and directing work, appraising performance, rewarding and disciplining employees, addressing complaints and resolving problems; controls work production and activities, to include procedures, allocation of resources and ensuring deadlines are met.

**MATERIAL AND EQUIPMENT USED:**

General Office Equipment  
Computer



## **MINIMUM QUALIFICATIONS REQUIRED**

### **Education and Experience:**

Depending upon area of assignment, related education and experience, knowledge, skills abilities may be required that are specific to an assigned area such as fiscal, programmatic, or related to a specific field such as Public Health, Mental Health, etc.

Bachelor's degree from an accredited college or university, preferably with courses in Public Administration, Business Administration, Statistics, or other field related to the listed duties; OR, experience performing management, personnel, fiscal, staff development, or other analysis work, including the preparation of recommendations and reports may be substituted for the education on a year-for-year basis; AND two (2) years of increasingly responsible analytical experience performing administrative, personnel, fiscal, or program analysis work that is the equivalent to Department Analyst II in a public agency.

Substitution: A master's or doctoral degree in Public or Business Administration, or field related to area of assignment, may be substituted for up to one (1) year of the required experience.

### **Licenses and Certifications:**

None.

## **KNOWLEDGE, SKILLS, AND ABILITIES:**

### **Knowledge of:**

- Operations and functions of County government, including structure and organization.
- Modern principles, practices and trends in Public Administration as pertinent to area of assignment.
- Applicable laws, ordinances and legislation.
- Principles, practices and political implications of decisions regarding budgeting, fiscal management, programmatic management, personnel and/or contract management.
- Methods and techniques of research, statistical analysis and report presentation.
- Correct English usage, including spelling, grammar, punctuation, and vocabulary.
- External governmental bodies and agencies related to area of assignment.
- All computer applications and hardware related to performance of the essential functions of the job.
- General office procedures, policies and practices, as well as basic knowledge of computer and other general office equipment.
- May require knowledge specific to area of assignment such as fiscal, staff development, training, health or program related.

### **In Supervisory Assignments:**

- Principles and practices of effective supervision and training
- Administration of staff and activities

### **Skill in:**

- Researching, compiling, and summarizing a variety of informational and statistical data and materials.
- Preparing clear and concise analytical reports, correspondence and other written materials.

- Using tact, discretion, initiative and independent judgment within established guidelines.
- Analyzing and resolving administrative situations and problems.
- Interpreting applicable legislation and litigation.
- Organizing work, setting priorities, meeting critical deadlines, and following up on assignments with a minimum of direction.
- Applying logical thinking to solve problems or accomplish tasks.
- Understanding, interpreting and communicating complicated policies, procedures and protocols.
- Communicating clearly and effectively, both orally and in writing, with internal staff, clients, and other departmental staff in order to give and receive information in a courteous manner.
- Operating and routine maintenance of general office machines such as computers, typewriters, copiers, facsimile machines, telephone systems, etc.

**In Supervisory Assignments:**

- Selecting and motivating staff, planning, organizing, assigning, directing, reviewing, evaluating the work of staff and providing for their training and professional development.

**Mental and Physical Ability to:**

- Identify problem situations, gather and analyze relevant data, establish priorities of action based upon such analysis, and take appropriate steps to incorporate such priorities.
- Present appropriate facts and recommendations in written and oral form.
- Read and interpret a variety of documents.
- Understand and carry out written and oral instructions, giving close attention to detail and accuracy.
- Establish and maintain effective working relationships with others.
- While performing the essential functions of this job, the incumbent is regularly required to walk, sit, use hands to finger, handle, or feel objects, to reach with hands and arms, and speak and hear.
- While performing the duties of this position, the employee is required to occasionally lift and/or move objects weighing up to 25 pounds.

**OTHER INFORMATION:**

**Working Conditions:**

Work is performed in a normal office environment with little exposure to outdoor temperatures or dirt and dust. The incumbent's working conditions are typically moderately quiet.

This class specification should not be interpreted as all-inclusive. It is intended to identify the essential functions and requirements of this job. Incumbents may be requested to perform job-related responsibilities and tasks other than those stated in this specification. Any essential function or requirement of this class will be evaluated as necessary should an incumbent/applicant be unable to perform the function or requirement due to a disability as defined by the Americans with Disabilities Act (ADA). Reasonable accommodation for the specific disability will be made for the incumbent/applicant when possible.

CLASS TITLE: SENIOR DEPARTMENT ANALYST  
CLASS CODE: 0086  
DEPARTMENT: VARIOUS

Mendocino County Sheriff's Office

Resident Deputy Pay Incentive Plans for Rural Violent Crime Reduction Project

Budget Detail Worksheet with Narrative

**Budget Overview**

	Year 1	Year 2	Year 3	Total
Personnel	\$0.00	\$0.00	\$0.00	\$0.00
Fringe Benefits	\$0.00	\$0.00	\$0.00	\$0.00
Travel	\$0.00	\$0.00	\$0.00	\$0.00
Equipment	\$0.00	\$0.00	\$0.00	\$0.00
Supplies	\$0.00	\$0.00	\$0.00	\$0.00
Construction	\$0.00	\$0.00	\$0.00	\$0.00
SubAwards	\$0.00	\$0.00	\$0.00	\$0.00
Procurement Contracts	\$0.00	\$0.00	\$0.00	\$0.00
Other Costs	\$40,000.00	\$50,000.00	\$60,000.00	\$150,000.00
Total Direct Costs	\$40,000.00	\$50,000.00	\$60,000.00	\$150,000.00
<b>Total Project Costs</b>	<b>\$40,000.00</b>	<b>\$50,000.00</b>	<b>\$60,000.00</b>	<b>\$150,000.00</b>

**Budget Narrative**

The Mendocino County Sheriff's Office, over twenty years ago, established a Resident Deputy Program to address violent crime problems in the remote rural communities of the county by providing them full-time public safety services. A Resident Deputy resides and works within a specific community. However, the Sheriff cannot mandate where a Deputy Sheriff lives. Employees seldom choose to reside in these remote rural communities mainly because of housing and cost of living expenses. To encourage enrollment in the Resident Deputy Program, the Sheriff's Office has provided pay incentives over the years.

The current pay incentive package for Resident Deputy positions include 5% resident post premium pay added to base pay, 5% assignment pay premium pay, \$6,200 yearly health care subsidy, up to \$5,000.00 after completion of first twelve (12) months, up to \$7,000 after completion of twenty-four (24) months, up to \$10,000 after completion of thirty-six (36) months, and up to \$10,000 yearly after completion of four (4) years in an assignment.

Mendocino County Sheriff's Office

Resident Deputy Pay Incentive Plans for Rural Violent Crime Reduction Project

Budget Detail Worksheet with Narrative

Although the incentives worked to attract interest in the Resident Deputy program, the Mendocino County Sheriff's Office does not have the funds to modify the incentives to keep up with the cost of living. Additionally, chronic staffing shortages mean that Deputies often work overtime; thus, their overtime pay could be comparable to the Resident Deputy Program first-year pay incentives that the Sheriff's Office provides. Consequently, the Sheriff's Office has not been able to recruit Resident Deputies in the last few years. Most positions are vacant, including the ones in the Covelo and Manchester-Point Arena Rancheria communities.

The Sheriff's Office will use the grant funds to modify our Resident Deputy Pay Incentive Plans by adding a 3-year bonus pay program. We will hire two Resident Deputies. They will get a \$20,000 bonus in year one of their assignment, \$25,000 in year two, and \$30,000 in year three. A year is defined as 12 consecutive months.

**Budget Detail Summary View**

	Description	Quantity	Basis	Costs	Length of Time	Total Costs
Year 1	Resident Deputy Incentive Bonus Pay	2	Resident Deputies	\$20,000.00	1	\$40,000.00
Year 2	Resident Deputy Incentive Bonus Pay	2	Resident Deputies	\$25,000.00	1	\$50,000.00
Year 3	Resident Deputy Incentive Bonus Pay	2	Resident Deputies	\$30,000.00	1	\$60,000.00

FLSA STATUS: N  
REPORTS TO: VARIOUS  
DATE: 5/06 Rev. 6/08  
CIVIL SERVICE: YES  
BARGAINING UNIT: SEIU