

MENDOCINO COUNTY SHERIFF'S OFFICE

FY 2024 RURAL AND SMALL DEPARTMENT VIOLENT CRIME REDUCTION PROGRAM

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 serves 89,108 residents spread throughout 3,506.34 square miles¹. The largest populated areas are clustered around Ukiah (the county seat), Willits (North county), and Fort Bragg (central coast); none of which are areas designated as a standard metropolitan statistical area by the Office of Management and Budget (OMB)². In addition, the Mendocino County Sheriff's Office currently has 103 sworn officers. Therefore, the Mendocino County Sheriff's Office meets the definition of: a small agency and a rural law enforcement agency as defined under the FY 2024 Rural and Small Department Violent Crime Reduction Program.

Due to the vast geographical spread of Mendocino County, law enforcement response times can be significantly longer in rural areas. This often results in these areas being 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, CA.

It has a total population of 2,775 citizens and a poverty rate of 29.8 percent as

¹ U.S. Census Bureau. (2023). Mendocino County Quick Facts. Retrieved 4/17/24, from <https://www.census.gov/quickfacts/fact/table/mendocinocountycalifornia/LND110210#LND110210>

² U.S. Census Bureau. (2020). Metropolitan and Micropolitan Statistical Areas. Retrieved 4/17/24, from https://www2.census.gov/geo/maps/metroarea/us_wall/Mar2020/CBSA_WallMap_Mar2020.pdf

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measured by the 2018-2022 5-year data series available from the American Community Survey (ACS) of the Census Bureau³. Between 2019 and 2023, Covelo and its surrounding area experienced 104 reported violent crimes. The 5-year average violent crime rate is 749.5 per 100,000 (see Table 1 in Attachment 1). The most prevalent problems in this area are assault (17% of the reported crimes), burglary (12%), and robbery and rape (both at 10%). Graph 1 in Attachment 2 shows a breakdown of the number of reported violent crimes in Covelo from 2019 through 2023. Murder, attempted murder 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 853 citizens and a poverty rate of 4.7% as measured by the 2018-2022 5-year data series available from the American Community Survey (ACS) of the Census Bureau⁴. Between 2019 and 2023, Manchester-Point Arena Rancheria and its surrounding area experienced 37 reported violent crimes. This is a 33% percent decrease in crime since a Resident Deputy was assigned in this area in 2022. The 5-year average violent crime rate is 867.5 per 100,000 (see Table 2 in Attachment 1). Graph 2 in Attachment 2 displays a breakdown of the number of reported violent crimes in Manchester-Point Arena Rancheria by

³ U.S. Census Bureau. (2022). Narrative Profiles. Retrieved 4/17/24, from <https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2022/report.php?geotype=zcta&zcta=95428&state=06>

⁴ U.S. Census Bureau. (2022). Narrative Profiles. Retrieved 4/17/24, from <https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2022/report.php?geotype=zcta&zcta=95459&state=06>

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offenses. The data shows that the most prevalent problems in this area are burglary (43% of the reported crimes) and assault (19%).

The Mendocino County Sheriff's Office proposes a 36-month "Funding for Resident Deputies, Increased Patrol in Hot Spots, and Implementation of License Plate Readers" project to continue and enhance the current Resident Deputy on the south coast of Mendocino County, and potentially in Covelo, and to foster a sense of security within the community. Mendocino County has seen an uptick in violent crime in certain hot spots, especially in Covelo. The Resident Deputy Program is vital to maintain a consistent law enforcement presence, continue to build community trust, and respond swiftly to incidents. Since the Resident Deputy was assigned to the Manchester-Point Arena community in 2022, the average crime rate dropped 33% from 55 reported violent crimes to 37. Additionally, the implementation of a License Plate Reader system throughout Mendocino County will significantly aid in crime prevention and resolution.

B. Project Design and Implementation

The Mendocino County Sheriff's Office will address the violent crimes as identified in areas such as Covelo and Manchester-Point Arena Rancheria by continuing to provide a consistent law enforcement presence. During the term of the project, the Resident Deputies will continue to achieve this mission by building relationships within their assigned communities. The following components will be implemented:

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- Continue to cultivate partnerships with tribal leaders to open lines of communication and cooperation about all community issues
- Act as the Sheriff's Office liaison at town hall meetings to provide residents with an immediate bridge to our agency
- Make use of citizen advisory groups to tailor the violent crimes reduction program to the needs of their assigned communities
- Collaborate with local businesses to improve security and report suspicious activities

In addition to the Resident Deputies, law enforcement will increase patrol in the violent crime hot spots in Mendocino County. Regular patrol within these areas can help overcome the challenging geographical areas by ensuring that these communities are not overlooked or underserved. The increased patrolling of violent crime hot spots will provide reassurance to the public, making them feel safer and more secure in their homes and communities and will deter potential criminals. The following components will be implemented:

- Identify specific crime hot spots using Mendocino County Sheriff's Office crime analysis software system "Citizen Connect", already successfully in use

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- Integrate Crime Analysis into Patrol Work.⁵ Studies have shown that data-driven approaches in law enforcement agencies can maximize their resources
- Training and Communication⁶. Adequate training for deputies and effective communication within the agency are key factors for the successful implementation of the project.

The use of License Plate Readers can significantly enhance law enforcement capabilities. They assist with real-time tracking of vehicles, which can be crucial in situations such as active criminal investigations or locating stolen vehicles. Designing and implementing a license plate reader in rural Mendocino County involves several key steps:

- Understanding the Technology ⁷. Automated License Plate Recognition (ALPR) technology is used to capture and analyze license plate data.
- Data Management. Managing the data collected by the ALPR system is crucial. This includes managing hot lists, data retention, and how deputies use ALPRs in the field⁸

⁵ The Integration of Crime Analysis Into Patrol Work: A Guidebook. (2013). Importance of Crime Analysis Integration. Retrieved 4/18/24, from <https://portal.cops.usdoj.gov/resourcecenter/content.ashx/cops-p209-pub.pdf>

⁶ The Integration of Crime Analysis Into Patrol Work: A Guidebook. (2013). Technology and Training. Retrieved 4/18/24, from <https://portal.cops.usdoj.gov/resourcecenter/content.ashx/cops-p209-pub.pdf>

⁷ Automated License Plate Recognition Systems, Policy and Operational Guidance for Law Enforcement. Retrieved 4/18/24, from https://www.theiacp.org/sites/default/files/IACP_ALPR_Policy_Operational_Guidance.pdf

⁸ National Policing Institute, A Multi-Site Evaluation of Automated License Plate Readers. Retrieved 4/18/24, from <https://www.policinginstitute.org/projects/a-multi-site-evaluation-of-automated-license-plate-readers/>

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- Implementing strong policies and procedures of using the ALPR technology, to include policies on data collection, sharing and privacy protections. This will ensure the privacy and rights of individuals.
- Regular evaluation of the ALPR program

C. Capabilities and Competencies

The Mendocino County Sheriff's Office is uniquely qualified and experienced to implement the proposed "Funding for Resident Deputies, Increased Patrol in Hot Spots, and Implementation of License Plate Readers" program. Our agency has a proven history of successful collaboration with federal agencies to lead and support regional task force initiatives. For example, our years implementing the Domestic Cannabis Eradication/Suppression Program (DCE/SP) 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 include the following classifications: two Resident Deputies (one in each operational area), Deputy Sheriff-Coroners, one Administrative Services Manager (ASM), and one Senior Department Analyst (SDA). Please refer to Attachment 3 for position descriptions of personnel. The 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.

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The Lieutenants, with their Sergeants, will continue to provide training to the Resident Deputies on implementation of the strategies to reduce violent crimes. They will supervise the Resident Deputies in patrol activities and inspect reports and daily logs of the patrol duties.

The Resident Deputies are essential to the program's successful implementation since they will be representing the Sheriff's Office, not as law enforcement figures but also community members, and possess a California Commission on Peace Officers Standards and Training (POST) certificate.

The Administrative Services Manager and Senior Department Analyst are 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 SDA will track and analyze expenditures to ensure that expenditures are justified and within the submitted budget. The SDA will also compile and analyze patrol duties data from the Resident Deputies to measure the results of the work carried out under the award.

The strong management and support structure, administrative capabilities, and extensive experience leading and supporting task force initiatives of the Mendocino County Sheriff's Office position us to successfully continue the Resident Deputy Program, increase patrol in violent crime hot spots and the implementation of a license plate reader program.

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

The Sheriff's Office will use the SARA problem-solving process (Scanning, Analysis, Response, and Assessment) to collect the data required to report the progress and results of the program. The three primary goals of the program are: (1) Maintain a constant law enforcement presence in remote areas of the county in order to improve response times and community relations, (2) Deploy additional resources to areas with high crime rates to deter criminal activity and ensure public safety, and (3) Enhance investigative capabilities and increase the rate of crime resolution by implementing a License Plate Reader system.

Resident Deputies will continue to define problems of their communities (scanning) and study the root causes of those problems (analyze). Citizens are more likely to report a crime if they see a Resident Deputy than if they have to place a call for service. Resident Deputies will report in-person calls for service (CFS). In addition to collecting data, Resident Deputies will engage with citizens to understand how the violent crime problems affect different groups in the community. Deputies will work with their Sergeants and Lieutenants to use the data to have a birds-eye view of the crime trend in the communities. The SDA will track the data monthly and prepare a quarterly report on the program's progress towards meeting the goals identified above.

For the increase of patrol in violent crime hot spots, deputies will first identify the hot spots by using crime data where increased law enforcement patrol is needed. Metrics will be defined to determine what data will be collected, such as number of patrols, hours spent

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patrolling, types of incidents responded to, response times, etc. Transparency with the community will be an important part of the data collection and how it's being used. This can help build trust between law enforcement and the community. Community feedback from residents about their perceptions of law enforcement presence and effectiveness will be conducted via surveys or community meetings.

For the implementation of license plate readers (LPR), the Sheriff's Office will identify key data points on the data collected, such as the number of plates scanned, matches to hotlists, successful recoveries, etc. Data collected will be a digital process from software that logs all scans and matches. All data collected from LPRs will comply with laws and regulations regarding privacy and will be securely stored and handled. Detailed reports on the data collected from LPRs can be used to inform decision-making about the LPR program. The SDA will analyze and track the data monthly and prepare a quarterly report on the program's progress and the effect it has on reducing violent crime in the most remote and rural areas of Mendocino County.

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Attachment 1 – Violent Crime Rates

Table 1

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

Year	Reported Violent Crimes	Violent Crime Rate per 100,000
2019	16	577
2020	25	901
2021	18	649
2022	21	757
2023	24	865
5-Year Average	20.8	749.5

Note: The annual violent crime rate was calculated by dividing the number of reported crimes by the total population in Covelo (2,775) then multiplying the result by 100,000.

Table 2

Manchester-Point Arena Number of Reported Violent Crimes and Violent Crime Rate by Year

Year	Reported Violent Crimes	Violent Crime Rate per 100,000
2019	7	821
2020	10	1,172
2021	8	938
2022	6	703
2023	6	703
5-Year Average	7.4	868

Note: The annual violent crime rate was calculated by dividing the number of reported crimes by the total population in Manchester-Point Arena (853), then multiplying the result by 100,000.

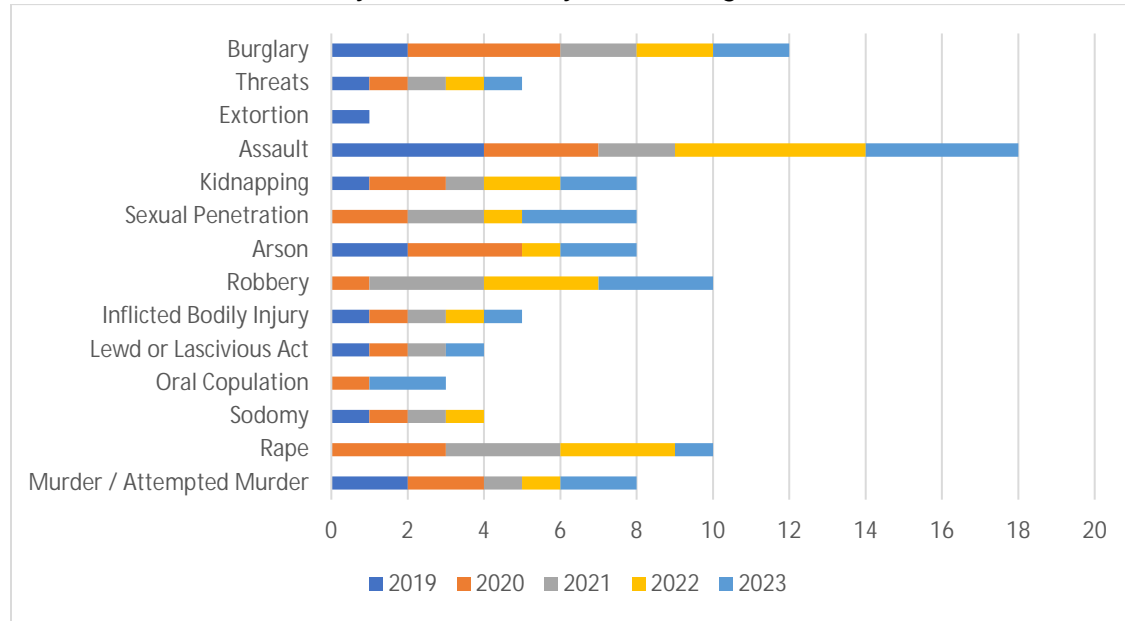
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Attachment 2 – Graphs of Violent Crimes by Offense and Year

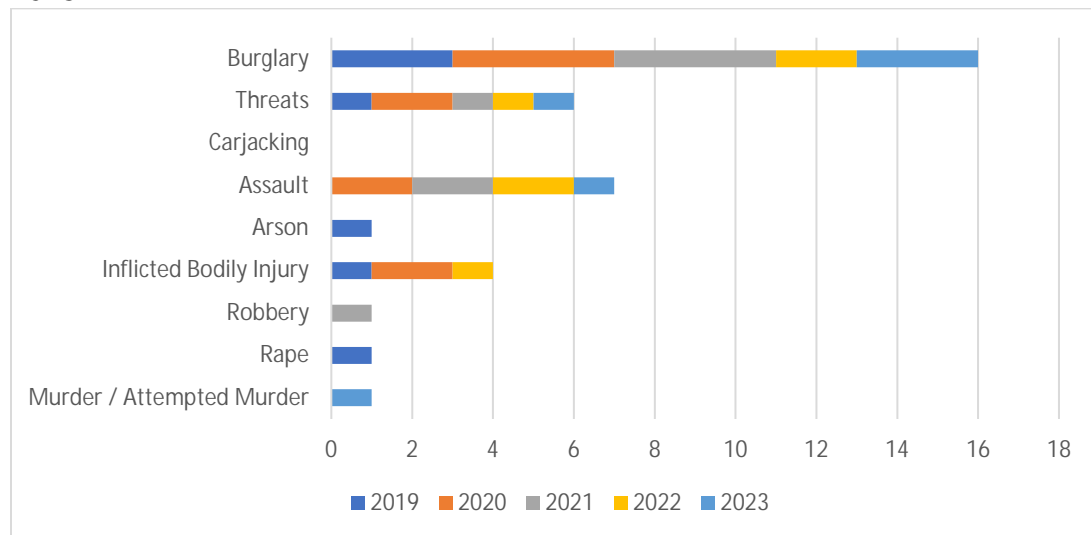
Graph 1

Violent Crimes in Covelo by Offense and by Year during the Period of 2019-2023



Graph 2

Violent Crimes in Manchester-Point Arena by Offense and by Year during the Period of 2019-2023



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

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Attachment 3 – Position Descriptions



County of Mendocino DEPUTY SHERIFF-CORONER

CLASS CODE	7204	SALARY	\$36.48 - \$44.78 Hourly \$2,918.40 - \$3,582.40 Biweekly \$75,878.40 - \$93,142.40 Annually
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The Position

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. This class is distinguished from the Deputy Sheriff-Coroner in Training in that Deputy Sheriff-Coroner in Training is a non-sworn class, has no police officer powers and does not perform active law enforcement duties. The Deputy Sheriff-Coroner is also distinguished from the Deputy Sheriff-Coroner in Training by the performance of specialized technical, administrative and /or investigative assignments, which includes investigations of major crimes, such as homicides. The Deputy Sheriff-Coroner 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 exercises no supervision but may provide training to other staff.

Examples of Duties and Essential Job Functions

(Duties may include but are not limited to the following:)

- 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.

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- 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.

MATERIAL AND EQUIPMENT USED:

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

MINIMUM QUALIFICATIONS REQUIRED

Education and Experience:

Pursuant to Government Code, Section 1031, must be at least 21 years of age and possess a high school diploma or GED.

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.

Valid driver's license - Class C or better.

CPR certificate.

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Special Requirements:

Must successfully pass criminal history and other background checks; must not 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

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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 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.

ADDITIONAL INFORMATION:

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.

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County of Mendocino

ADMINISTRATIVE SERVICES MANAGER II

CLASS CODE	0135	SALARY	\$46.08 - \$56.01 Hourly \$3,686.40 - \$4,480.80 Biweekly \$95,846.40 - \$116,500.80 Annually
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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. Performs other duties as assigned.

DISTINGUISHING CHARACTERISTICS

The Administrative Services Manager II manages and performs work of considerable difficulty and decision-making authority in the planning, coordinating, and directing of fiscal, administrative, and support operations. The Administrative Services Manager II is distinguished from other management classes by its primary responsibility for managing, overseeing and performing advanced fiscal and administration support operations. Typically, there is only one (1) Administrative Services Manager per department; however, a very large department with multiple divisions may have more than one (1) Administrative Services Manager allocation. Not all County departments require an Administrative Services Manager based on the structure of the department and the delegation of duties.

Administrative Services Manager II manages, oversees, and performs complex fiscal, administrative and support operations duties in a department in which the incumbent supervises subordinate supervisors and/or other management-level classes; or a department in which no other management-level positions (such as Assistant or Deputy Director) exist within the department to assist with the overall administration of the department.

SUPERVISION EXERCISED:

Exercises direct supervision over professional, technical, supervisory and support staff. May function as a first-line supervisor based on departmental structure.

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; de-

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velops, recommends and implements modifications to programs, policies and procedures and/or new concepts and innovations in work processes to enhance operational efficiency.

- Carries out supervisory responsibility in accordance with policies, procedures and applicable laws including: interviewing, hiring and training, planning, assigning and directing work; establishing deadlines; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems; 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 (or equivalent units) 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

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financial management and administrative support services, including staff supervision and budget development responsibilities.

Substitution: Two (2) years of related experience may be substituted for up to two (2) years of the education on a year for year basis. Example: An Associate's degree (or equivalent units) and seven (7) years of responsible wide-ranging experience providing financial management and administrative support services including staff supervision and budget development responsibilities.

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.
- Principles of organizational development.
- Principles and practices of grant administration.
- Financial management practices and standards used in the public sector.
- 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

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.
- Evaluating and organizing the operations and functions of the assigned department.

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- 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.
- Writing clear and concise narrative and financial reports.

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.
- While performing the essential functions of this job the employee is occasionally required to lift and carry, push and/or pull, or move items weighing up to 20 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.

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Attachment 3 – Position Descriptions



County of Mendocino SENIOR DEPARTMENT ANALYST

CLASS CODE	0086	SALARY	\$35.02 - \$42.56 Hourly \$2,801.60 - \$3,404.80 Biweekly \$72,841.60 - \$88,524.80 Annually
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The Position

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.

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- 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

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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.

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- 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.

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.

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Budget Overview and Narrative

Budget Overview

	Year 1	Year 2	Year 3	Total
Personnel	\$ 13,908	\$ 13,908	\$ 13,908	\$ 41,724
Fringe Benefits	\$ 1,720	\$ 1,720	\$ 1,720	\$ 5,160
Travel				
Equipment	\$ 21,900	\$ 24,000	\$ 0	\$ 45,900
Supplies				
Construction				
Sub-Awards				
Procurement Contracts				
Other Costs	\$ 51,800	\$ 72,400	\$ 82,400	\$ 206,600
Total Direct Costs				
Total Project Costs	\$ 89,328	\$ 112,028	\$ 98,028	\$ 299,384

Budget Narrative

Due to difficulty recruiting and retaining deputies in the rural areas of Covelo and the South Coast, the Mendocino County Sheriff's Office initiated a Resident Deputy Incentive Pay/Bonus Program. Under *Other Costs*, this budget proposal covers three years of the program:

- **Year 1** includes a \$20,000 bonus, a \$15,000 housing stipend and a \$6,200 healthcare subsidy for the South Coast deputy. The Year 1 proposal would also cover a partial year of housing (\$7,500) and healthcare subsidy (\$3,100) for a new hire resident deputy in the Covelo area
- **Year 2** includes a \$20,000 bonus, a \$15,000 housing stipend and a \$6,200 healthcare subsidy for the South Coast deputy. In Year 2, it is also anticipated that the Covelo deputy would become eligible for a resident bonus of \$10,000, in addition to receiving a \$15,000 housing stipend and a \$6,200 healthcare subsidy
- **Year 3** includes a \$20,000 bonus, a \$15,000 housing stipend and a \$6,200 healthcare subsidy for both the South Coast and Covelo resident deputies, per the program

In addition to utilizing this grant to recruit and retain resident deputies, under *Personnel and Fringe Benefits* a request for assistance with overtime-related expenses due to violent crime in the remote areas of Covelo and the South Coast is included. An increased patrol presence in identified hot spots for rural violent crimes will aid in reducing the number of crimes committed.

- **Years 1-3** will cover a 15% ratio of overall overtime for all deputies responding in the Covelo and South Coast areas. The average annual Deputy Sheriff-Coroner overtime for violent crime call-outs in hot spots is 1,089 hours (based on a total of 7,260 overtime hours in these areas). The 15% figure was calculated based on the annual average of reported violent crimes over the last five-years. Deputy Sheriff-Coroner overtime pay will be calculated at 1.5 times the base hourly wage of \$44.78 for a Deputy Sheriff-Coroner position and the correlative fringe benefits (not including retirement or insurance). Total overtime and fringe benefits proposed per year equates to \$11,811.59

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Budget Overview and Narrative

- **Years 1-3** will also cover administrative costs at 2% salary plus fringe benefits for a Senior Department Analyst and 1% for an Administrative Services Manager who will be working grant draw-downs, reporting and budgeting. Proposed administrative costs per year equates to \$3,816.16

Vehicles are involved in many occurrences of violent crime in rural areas. To further aid in reduction of crime in remote areas and apprehension of perpetrators, under *Equipment* the budgeted cost for implementing vehicle license plate reader technology includes the purchase of six (6) LPRs, installation and maintenance in **Years 1 and 2** of the grant performance period. Expenses include the LPRs, associated software, and any necessary components. Regular maintenance of the LPRs will be necessary to ensure systems continue to function properly. This proposal also includes software updates, hardware repairs, and other routine checks.

Each of these initiatives are crucial for improving public safety in Mendocino County and reducing incidents of rural violent crime. We believe that with the appropriate funding, we can effectively implement these programs and make a significant positive impact within our community.