



LASSEN COUNTY SHERIFF'S OFFICE

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Administration
Phone: (530) 251-8013
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Dispatch
Phone: (530) 257-6121
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Civil
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Dean F. Growdon
Sheriff - Coroner

To: Lassen County Board of Supervisors

From: Dean F. Growdon, Sheriff

Date: December 4, 2018

Agenda Date: December 18, 2018

Subject:

Re-organization of Sheriff's Office administration; including the change in classification of one Undersheriff position and one Sheriff's Sergeant position to two positions classified as Sheriff's Lieutenants, and the reclassification of two Sheriff's Captain positions.

Discussion:

The Lassen County Sheriff's Office has experienced a high number of vacancies in management level positions over the past two years. The person filling the Undersheriff moved on to become the Undersheriff of another California county, one Captain retired, one Captain is now the Chief of Police for the City of Susanville, and there is other movement expected among Sheriff's Office Sergeants. This movement has resulted in the loss of decades of institutional knowledge in the Sheriff's Office.

The Lassen County Sheriff's Office has a broad and complex range of responsibilities to the public. In the past, the Sheriff's Office has had as many as five managers to oversee these diverse responsibilities. In recent years, the Sheriff's Office has worked to get by with three managers, one of which was on long term leave. This shortage of management, along with an ever increasing workload, has resulted in many projects being set aside in order to maintain day to day operations.

This turnover among management personnel has created an opportunity to evaluate our leadership structure and address some of the shortcoming of the existing model. It also gives us the opportunity to build future leaders for the organization.

The Sheriff's Office has two primary Divisions; Custody and Operations. Current structure includes one Captain managing each Division and these Captains reporting to an Undersheriff. The primary shortcoming of this structure is the quantity of work in each division and lack of management coverage when the Captain is away for training, vacation, or other leave. Each Division also has projects that need time and attention that the Captain simply does not have.

In light of these shortcomings, I am proposing to transition to a different model that includes the elimination of the Undersheriff position and one Sergeant position. In their place, I propose to create two Lieutenant positions. One Lieutenant will be assigned to each division, and they will work closely with the Captains in managing each division and moving projects forward.

The duties and responsibilities of each division will include, but are not limited to the following:

Operations Division-

Captain

The Operations Captain will have oversight of the missions listed below:

Patrol
Coroner (Chief Deputy Coroner)
Civil
Investigations/ Regional Major Crimes Task Force
Dispatch
Court Security (Bailiffs and Sheriff Security Officers)
Search and Rescue/ Title III
Boating Safety
SWAT
OHV
School Resource Officers/Tobacco Enforcement Grant Program
Emergency Services Coordinator

Lieutenant

The Operations Lieutenant will be responsible for day to day management of the programs listed below, under the direction of the Operations Captain.

Coroner
Scheduling of patrol, dispatch, and support personnel
Commander- Regional Major Crimes Task Force
Oversight of contract services (Dispatch/Court Security/Boating/OHV/USFS)
Facility projects- (heating/cooling, fencing, evidence, sub-stations, etc)
Training manager
Regional SWAT Team Commander
Compliance- (DOJ-CLETS, POST, etc.)

Custody Division-

Captain

The Custody Captain will have oversight of the missions listed below:

Custody Operations-

- Food Service
- Laundry
- Classification
- Lassen County Jail High School (AB86)
- Treatment and counseling programs
- Correspondence education (L.C.C.)
- Inmate Work Crews
- Contract housing services
- Medical and mental health services
- Facility Maintenance
- Vocational Programs
- Lassen Superior Court- Court Holding Facility Operations

Alternative Custody Programs-

- Sheriff's Work Alternative Program
- Electronic Monitoring
- School and work Furlough
- Residential Treatment Programs

Lassen County Motor-pool

Lieutenant

The Custody Lieutenant will be responsible for day to day management of the programs listed below, under the direction of the Custody Captain.

Jail Construction Project (SB844)

Jail maintenance projects (kitchen, HVAC, plumbing, fixtures, locks, etc.)

ADA transition plan development and implementation.

Contract services (CFMG, Behavioral Health, inmate housing contracts)

Compliance (BSCC, public health, environmental health, fire marshal, USDOJ, CA DOJ)

Training of supervisory personnel (Corporals, Sergeants, and OIC's).

I believe this model will provide for more comprehensive management of the wide range of responsibilities in each Division; help the Sheriff's Office move projects forward in an effort to increase efficiency and ensure the long term viability of our facilities; provide an opportunity for staff development; as well as expand the availability of a Division manager when critical issues arise.

The Captain position is currently a salaried position, and I am proposing to also make the Lieutenant a salaried position. In order to accommodate the Lieutenant classification and provide for adequate separation from Sergeant (hourly) to Lieutenant, I am proposing to establish the positions at a range 25. I am also proposing to change the classification of the two Captain positions from a range 25 to a range 27.

I have consulted with the LCPOA Supervisor bargaining unit as well as the LCPOA Management bargaining unit bargaining unit. Neither Unit has expressed any concern about the proposed change in classification.

Fiscal Impact:

There will be some cost savings based on the newly promoted personnel being low on the pay scale, but costs will increase as those employees move through the pay ranges in future years.

Recommendation:

That the Board of Supervisors approve the following actions:

- 1- Change in classification of one Sergeant position in the POA Supervisors Unit at range 21, to a Sheriff's Lieutenant in the POA Management Unit at range 25.
- 2- Change in classification of one Undersheriff position (unrepresented/at-will) at range 28 to a Sheriff's Lieutenant position in the POA Management Unit at range 25.
- 3- The reclassification of two Captain positions from range 25 in the POA Management Unit to range 27 in the POA Management Unit.
- 4- Approved the revised job descriptions for Lieutenant and Captain



COUNTY OF LASSEN JOB DESCRIPTION

CLASS TITLE:	Lieutenant	CLASS CODE	SH20
DEPARTMENT:	County Sheriff	UNIT	LCPOAM
REPORTS TO:	Captain	FLSA STATUS	Exempt
BOARD APPROVAL	April 26, 2005, Revised 11/27/12, Revised 12/ /2018	RANGE	25

DEFINITION

Under the administrative direction of the Captain/Division Commander; assists in the planning, directing and organization of activities of the Lassen County Sheriff's Office; exercises full authority and acts as a Division Commander during the temporary absence of the Captain.

DISTINGUISHING CHARACTERISTICS

The Lieutenant classification is utilized in the Sheriff's Office as a mid-management level senior supervisor in support of the Captain. The Lieutenant reports directly to the Captain, or to the Sheriff in the Captain's absence; assists in the development of programs and formulates operational objectives; is responsible for the management of contracts and memorandums of understanding with other governmental entities; assists in the management of the assigned Division; provides direct supervision over Sergeants, Corporals, and other supervisory personnel; influences Sheriff's Office policy; assists in the development and management of the Sheriff's Office budget; responsible for the deployment and scheduling of personnel; works closely with federal, state, and local partner agencies.

SUPERVISION RECEIVED AND EXERCISED

Receives administrative direction from the Captain.

Exercises direct supervision over supervisory and administrative support personnel within the assigned Division.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following. (All duties may not be performed by all incumbents.) Other duties may be assigned.

Directs the activities of the assigned Division of the Sheriff's Office within guidelines established by the Captain; confers frequently with the Captain in implementing the goals and objectives of the Sheriff's Office. Assists in developing and implementing Divisional procedures; establishing new policies and determining the personnel and equipment requirements of the Division. Oversees the Division training program and ensures compliance with state and federal laws, as well as the training standards established by the California Board of State and Community Corrections, and the California Commission on Peace Officer Standards and Training.

In coordination with the Captain and through assigned supervisors, selects, trains, motivates and evaluates personnel; works with employees to correct deficiencies; implements discipline and termination procedures.



COUNTY OF LASSEN JOB DESCRIPTION

Establishes and maintains liaison with representatives of State, Federal, and local agencies and commissions.

Make public presentations before the Board of Supervisors, professional organizations, or public groups to provide information on Sheriff's Office programs and goals.

Perform related duties as assigned.

MINIMUM QUALIFICATIONS REQUIRED

Knowledge of:

Principles and practices of law enforcement and ordinances enforced to include; laws, rules, regulations, and State and Federal program policies and procedures.

Criminal law with particular emphasis on detainee housing, care, and the laws governing jail procedures and facilities.

County, State, and Federal requirements for local jails, 911 dispatch centers, court security, and general law enforcement operations.

Principals and practices of law enforcement administration, fiscal management, and program planning.

Principles and techniques of organization, administrative management, budget preparation, and fiscal control.

Principles and practices of personnel administration, effective management, and training.

Principles and procedures associated with hiring, evaluating, training, disciplining, and terminating employees.

Effective strategies for deploying law enforcement, corrections, administrative, and support personnel in accordance with anticipated and actual needs.

Communication and conflict resolution.

Contract administration with other public and private entities.

Inter-governmental relationships and regulations affecting law enforcement.

Ability to:

Assist in planning, organizing and coordinating the operations of the Sheriff's Office.

Make quick, effective decisions in emergencies and take appropriate action.

Assemble and analyze facts and evidence and make sound recommendations.

Evaluate needs for more effective operations, develop strategies to increase efficiency, implement those strategies, evaluate the outcomes, and modify programs as necessary.

Evaluate policies and procedures, and make recommendations for improvements.

Speak and write effectively.

Ability to work cooperatively with other employees.



COUNTY OF LASSEN JOB DESCRIPTION

Establish and maintain effective relationships with those contacted in the course of work.

Analyze complex administrative and regulatory problems, evaluate alternatives and adopt effective courses of action.

Select, orient, supervise, and evaluate subordinate Sheriff's Office personnel.

Plan, direct, and coordinate the work of others.

Assist with the establishment and implementation of policies and procedures for the Office.

Formulate and administer a budget.

Analyze situations accurately and take effective action.

Use standard office computers and a variety of software systems.

Education and Experience

To qualify for this classification, an individual must possess any combination of experience and education that would likely produce the required knowledge and abilities. A desirable combination is:

Experience:

Six years of uniformed law enforcement experience in or equivalent to the County Sheriff's Office. Two years of supervisory experience as a law enforcement officer. (Experience in an institutional setting is not necessarily qualifying.)

Education:

Equivalent to a twelfth grade education with additional course work in police science, criminal justice, or a related field preferred. Successful completion of P.O.S.T Training.

Licenses and Certifications

Possession of a California driver's license may be required by the position.

Possess of a P.O.S.T. Supervisory certificate.

Physical Demands and Working Conditions:

The physical demands and work environment described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to talk or hear. The employee frequently is required to sit. The employee is often required to travel to and make outside visits – occasionally on uneven surfaces with potential access barriers; to use hands to finger, handle, or feel; reach with hands and arms; and stoop, kneel, crouch, or crawl. The employee must possess the physical strength to chase, apprehend, and restrain suspects who are resisting apprehension. Exposure to frequent contact with emotionally hostile, volatile citizens in potentially physically dangerous environment. Specific vision and hearing abilities required by this job include hearing and vision



COUNTY OF LASSEN JOB DESCRIPTION

adequate to observe human interaction, and vision to input and access information from a computer system. Drive and travel for long periods of time.

While performing the duties of this job, the employee is occasionally exposed to outside weather conditions. The noise level in the work environment is usually quiet. Occasional exposure to loud noises.



COUNTY OF LASSEN

JOB DESCRIPTION

CLASS TITLE:	Captain	CLASS CODE	SH12
DEPARTMENT:	County Sheriff	UNIT	LCPOAM
REPORTS TO:	County Sheriff	FLSA STATUS	Exempt
BOARD APPROVAL	May 17, 2011, revised 12__, 2018	RANGE	27

DEFINITION

Under administrative direction of the Sheriff, assist in the planning, directing and organizing activities of the County Sheriff's Office. May be designated as acting Department Head during temporary absences of the Sheriff.

DISTINGUISHING CHARACTERISTICS

The Captain/Division Commander classification is utilized in the Sheriff's Office to head a Division. Incumbent reports directly to the Sheriff and is expected to perform highly complex administrative functions with minimum supervision. Incumbents must have a high degree of maturity and integrity, strong oral and written communication skills, the ability to establish effective working relationships with fellow employees, public officials and the general public.

SUPERVISION RECEIVED AND EXERCISED

Receives administrative direction from the Sheriff. Exercises direct supervision over assigned Sheriff's Office personnel.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following. (All duties may not be performed by all incumbents.) Other duties may be assigned.

Assists the Sheriff in directing the activities in the Sheriff's Office; confers frequently with the Sheriff in implementing the goals and policies of the Office. Coordinates the activities of the managers, supervisors and leaders in order that functions may best meet the overall needs of the Office; coordinates the activities and interest of the Office with other organizations, law enforcement agencies, the District Attorney's Office and other County Departments; assists the Sheriff in planning and implementing overall Sheriff's Office policies; establishes new operating procedures as necessary and evaluates the future needs of the Department in terms of personnel and equipment; observes the operation, the morale and discipline of personnel, and the condition of physical facilities and equipment; evaluates public complaints pertaining to activities and individuals within the Sheriff's Office and may direct the investigations within the Sheriff's Office; reports to the Sheriff and acts for the Sheriff during temporary absences.

Under the direction of the Sheriff, oversee the development and administration of the Sheriff's Office budget; forecast of additional funds needed for staffing, equipment, materials and supplies; monitor and approve expenditures; implement adjustments, as appropriate.



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JOB DESCRIPTION

Through assigned managers and supervisors, select, train, motivate and evaluate personnel; provide or coordinate staff training; work with employees to correct deficiencies; implement discipline and termination procedures.

Implement improvements; determine and recommend plans for establishing, implementing, and evaluating new service programs or major changes in methods or service delivery.

Develop and implement plans and procedures to enhance revenue from State, Federal, fee, and other funding sources as appropriate.

Analyze and evaluate program results as related to objectives and policy guidelines; review program funding needs, formulate budget guidelines, and control program activities within budgetary limits or policies.

Establish and maintain liaison with representatives of State, Federal, and local agencies and commissions.

Make public presentations before the Board of Supervisors, professional organizations, or public groups to provide information on Departmental programs and goals.

Perform related duties as assigned.

MINIMUM QUALIFICATIONS REQUIRED

Knowledge of:

Principles and practices of law enforcement and ordinances enforced to include: laws; rules; regulations; State and Federal program policies; and procedures.

Criminal law with particular emphasis on the apprehension, arrest and prosecution of law violators, and the laws and regulations governing jail procedures and facilities.

County, State, and Federal requirements for local jails, 911 dispatch centers, and general law enforcement operations.

Effective strategies for deploying law enforcement, corrections, administrative, and support personnel in accordance with anticipated and actual needs.

Principals and practices of law enforcement administration, fiscal management, and program planning.

Principles and techniques of organization, administrative management, budget preparation, and fiscal control.

Principles and practices of personnel administration, effective management, and training.

Principles and procedures associated with hiring, evaluating, training, disciplining, and terminating employees.

Communication and conflict resolution.

Contract administration with other public and private entities.

Inter-governmental relationships and regulations affecting law enforcement.



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Ability to:

Assist in the planning, organizing and coordinating of the operations of the Sheriff's Office.

Make quick, effective decisions in emergencies and take appropriate action.

Assemble and analyze facts and evidence and make sound recommendations.

Direct the training of Sheriff's Office personnel.

Evaluate needs for more effective operations, develop strategies to increase efficiency, implement those strategies, evaluate outcomes, and and modify programs as necessary.

Speak and write effectively.

Establish and maintain effective relationships with those contacted in the course of work.

Analyze complex administrative and regulatory problems, evaluate alternatives and adopt effective courses of action.

Select, orient, supervise, and evaluate subordinate Sheriff's Office personnel.

Plan, direct, and coordinate the work of others; develop and provide effective training.

Develop and implement short and long-range Agency goals and objectives.

Administer a budget.

Analyze situations accurately and take effective action.

Use standard office computers and a variety of software systems.

Education and Experience

To qualify for this classification, an individual must possess any combination of experience and education that would likely produce the required knowledge and abilities. A desirable combination is:

Experience:

Eight years of uniformed law enforcement experience in or equivalent to the County Sheriff's Office. Four years of supervisory experience as a law enforcement officer. (Experience in an institutional setting is not necessarily qualifying.)

Education:

Equivalent to a twelfth grade education with additional course work in police science, criminal justice, or a related field preferred.

Licenses and Certifications

Possession of a California driver's license may be required by the position.

Possess of a P.O.S.T. Supervisory certificate.

Physical Demands and Working Conditions:

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While performing the duties of this job, the employee is occasionally exposed to outside weather conditions. The noise level in the work environment is usually quiet. Occasional exposure to loud noises.