

Meeting Location: Board of Supervisors Chambers  
575 Administration Dr., Ste. 104A  
Santa Rosa, CA 95403

## **CIVIL SERVICE COMMISSION**

### **Thursday, December 20, 2018**

**Disabled Accommodation:** If you have a disability which requires an accommodation, an alternative format, or requires another person to assist you while attending this meeting, please contact Marissa Georges at (707) 565-6195, as soon as possible to ensure arrangements for accommodation.

Materials related to an item on this Agenda submitted to the Commission after distribution of the agenda packet are available for public inspection in the Human Resources office at the above address during normal business hours.

- I. **Call to Order**
- II. **Approval of Minutes of November 15, 2018**
- III. **Director's Report**
- IV. **Public Comment**  
Before addressing the Commission, please state your name and who you represent, if applicable. Comments will be limited to 3 minutes.
- V. **Agenda Items**
- VI. **Reports**
  - A. **New Classification Study-Sheriff's Chief of Financial and Administrative Services-Sheriff's Office**  
**Recommendation:** Approve the new classification of Sheriff's Chief of Financial and Administrative Services.  
David Phillips, Human Resources Analyst III.
- VII. **Other Scheduling Matters**
- VIII. **Commissioners Closed Session**
- IX. **Reconvene from Closed Session**
- X. **Commissioners Open Session**
- XI. **Appeals**
- XII. **Adjourn**

**CIVIL SERVICE COMMISSION AGENDA**

**December 20, 2018**

**The next Civil Service Commission meeting will be Thursday, January 3, 2019 at 3:00 p.m., in the Sonoma County Board of Supervisors Chambers. The Agenda deadline for this meeting is 2:00 p.m., Thursday, December 20, 2018.**



# REPORT TO THE CIVIL SERVICE COMMISSION

## NEW CLASSIFICATION

### STUDY

<b>Job Classification Studied:</b>	Department
<b>Department/Division:</b>	Sheriff's Office
<b>Position Reports to (Classification):</b>	Sheriff
<b>Incumbent:</b>	None
<b>Bargaining Unit:</b>	SCAMC - 50
<b>Study Requested by:</b>	Sheriff's Office

**Recommendation:**

Approve the new classification of Sheriff's Chief of Financial and Administrative Services.

**Justification Submitted in the Request:**

Human Resources received a request from the Sheriff's Office which seeks the addition of a new, higher-level administrative manager position to more evenly distribute the executive management assignments between sworn and non-sworn staff. To address span of control issues and other needs, the Office is seeking a new civilian manager classification to oversee budgetary and fiscal matters in addition to some administrative and technical programs which have traditionally been overseen by the sworn Sheriff's Special Services Captain.

**Background and Findings:**

As a result of changes in Sheriff's priorities, response to the Board's and community's expectations, changes in operations and technology, and the implementation of new programs, the Sheriff's Office has re-evaluated its organizational structure and span of control. In particular, the executive management team's assignments do not support a reasonable span of control, align with areas of expertise, and account for the fact that some programs require a greater amount of oversight than others due to the nature of the work. Additionally, as the position of Sheriff has taken on a more outward facing role in the community, the executive management team has had to focus more heavily on the operations of the Office.

Of the aforementioned changes, many have had a direct impact on the assignments currently carried by the Sheriff's Special Services Captain. These changes include:

- The development and enhancement of the Sheriff's Community Outreach Program
- Increased coordination and cooperation with the Independent Office of Law Enforcement Review and Outreach (IOLERO)
- The addition of an extensive program initiative called the Professional Standards Bureau
- An increase in Sheriff's Office involvement in litigation and discovery
- A substantial increase in the number and complexity of Public Records Act requests
- The development and implementation of workforce diversity strategies, and
- Advances in technology which require development of strategic plans to address resource requirements

In addition to impacts on the Sheriff's Special Services Captain, other major initiatives and issues that have impacted the Office include AB109 Public Safety Realignment, Inmate Strategic Management, Prison Rape Elimination Act (PREA), inmate behavioral health challenges, body worn cameras, text to 911, emergency alert systems, and homeless issues. The significant work associated with each of these new initiatives, the majority of which have all occurred simultaneously, has required the Office to re-examine the distribution of workload, appropriate level of programmatic oversight, and appropriate management reporting structure.

Due to these changes, the management and administrative needs of the Sheriff's Office have evolved and now require a rebalancing of assignments. This shift in assignments will provide the required time and expertise to guide development of long-term strategic plans and more evenly distribute the workload and span of control. The restructuring includes moving the oversight of the Sheriff's Telecommunications Bureau and Information Technology Unit from the Sheriff's Special Services Captain to a high-level civilian administrative manager which will also have oversight of the Sheriff's Civil Bureau and fiscal and administrative operations. Of note, there is also a larger organizational restructuring of managerial duties within the fiscal and administrative operations section occurring simultaneously that is intended to create a more streamlined approach for budget management and Detention specific administrative functions.

Human Resources conducted a review of existing classifications and determined there is not currently a classification that accurately reflects the level of responsibility and span of control required of this new position in the County's classification plan. Therefore, Human Resources is recommending the creation of the new classification, Sheriff's Chief of Financial and Administrative Services.

Reporting directly to the Sheriff, the Sheriff's Chief of Financial and Administrative Services classification has been developed to provide oversight to civilian administrative support services programs within the Office, including Payroll, Budget, Accounting, Purchasing, Civil Bureau, Telecommunications Bureau, and Information Technology Unit. The position will receive policy direction and guidance from the Sheriff and be required to exercise considerable discretion and independent judgment in the coordination and prioritization of assigned duties and responsibilities. Further, the position will have responsibility for representing the Sheriff to other County departments and agencies, as well as community organizations; and will assist the Sheriff in the administrative management of the Office including planning, organization, and oversight of Office-wide operations, policies, and services.

The position, which is the only non-sworn member of the Sheriff's executive team, will be one of only three positions reporting directly to the Sheriff, the other two being the Assistant Sheriffs. Four managers will report to the new position which will have a span of control of 35 FTEs, comprised of 19 different job classes.

In alignment with other positions at this level, the qualifications normally include a Bachelor's Degree with substantial coursework in business administration, public administration, management, accounting, statistics, criminal justice administration, or a closely related field, and five years of progressively responsible experience in a professional, administrative, or fiscal position, including at least three years of experience supervising professional, administrative, or technical staff. Possession of a Master's Degree in public administration, business administration, organizational development,

criminal justice, or a closely related field is highly desirable.

**Recommendation:**

Approve the new classification of Sheriff's Chief of Financial and Administrative Services.

**Report Prepared by:** David Phillips

**Report Approved by:** Spencer Keywood, Recruitment & Classification Manager

**Date:** December 20, 2018

## SHERIFF'S CHIEF OF FINANCIAL AND ADMINISTRATIVE SERVICES

**Definition**

Under general direction of the Sheriff, plans, coordinates, and oversees assigned civilian administrative and support services programs within the Sheriff's Office, including fiscal and budgetary functions, the Civil Bureau, the Telecommunications Bureau, the Technical Services Unit, and other non-sworn functions as assigned; directs, supervises, and evaluates the work of assigned management, technical, and clerical personnel; coordinates, reviews, and evaluates the work of consultants, vendors, and contractors; develops and implements policies and procedures related to fiscal and administrative matters; and serves as a member of the Sheriff's executive team, and as a liaison to County staff, boards, committees, and outside agencies.

**Distinguishing Characteristics**

This single position class is the only non-sworn senior management position on the Sheriff's executive team. Reporting directly to the Sheriff, the position is responsible for directing fiscal, administrative, and civilian support services within the Sheriff's Office. The position is expected to solve a variety of management problems through program analyses and consultation with Command Staff and other managers.

An Incumbent in this class exercises considerable discretion and independent judgment in the coordination and prioritization of assigned duties and responsibilities. Policy direction and guidance is provided directly by the Sheriff. The incumbent represents the Sheriff's Office and acts on behalf of the Sheriff in assigned areas of responsibility when required.

This position is distinguished from the Department Administrative Services Director by its level of authority and overall responsibility for administrative and budgetary processes within the Sheriff's Office.

**Typical Duties**

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

Assumes management responsibility for fiscal and administrative operations, technical services, civil, and telecommunications related programs; participates in the development and implementation of program goals, objectives, policies, and priorities; recommends and implements resulting policies and procedures.

Selects, supervises, coordinates, directs, and evaluates management staff engaged in a variety of administrative and operational support activities, including management analysis, budgeting, accounting, payroll, purchasing, and other administrative and civilian support activities.

Plans, organizes, assigns, and evaluates work, directly and through subordinate supervisors or managers; provides for employee training and development; guides subordinate supervisors and managers in a variety of supervisory and personnel actions; ensures results of work performed.

Oversees the preparation and monitoring of the annual budget for the Sheriff's Office, including complex financial analysis and projections of revenue; analyzes and evaluates requests for changes in budget allocations in such areas as staffing levels, facilities, systems, and equipment; makes recommendations on allocations of funds and personnel.

Develops and directs the preparation of reports relative to the status of the budget, staffing considerations, and assigned administrative functions; maintains budgetary and fiscal controls for the Sheriff's Office; monitors and evaluates financial information to ensure budget objectives are met; develops and implements fiscal and administrative procedures.

Develops, supervises, and participates in analytical studies of organizational, budgetary, and administrative problems; recommends and may approve administrative and operational changes to address changing needs; directs, reviews, and evaluates the implementation of changes; makes decisions on procedures, forms, workflow, and equipment use.

Prepares and presents agenda items before the Board of Supervisors; acts as primary liaison with the County Administrative Officer's staff relating to departmental activities, including funding and organization; accompanies Sheriff to budget hearings and presents financial reports.

Oversees, coordinates, directs, and performs grant and contract management; oversees the preparation, maintenance, and reporting of a variety of records, data, and statistics.

Serves as a liaison to County staff, boards, committees, and outside agencies.

Represents the Sheriff's Office on committees as needed; represents the county and/or the Office before various governmental agencies and community groups.

Performs related duties as assigned.

### **Knowledge and Abilities**

**Thorough knowledge of:** principles and practices relating to modern budget analysis, formulation, and control; program and systems management; the purpose and functions of a Sheriff's Office; the operations and functions of County government, including principles and practices of administration; the laws, regulations, sources of funds, funding formula, and reimbursement claims mechanisms governing State and Federal programs; the principles and methods of supervision and management, including work planning, analysis, and organization; best practices for selection and evaluation of employees, and their training and development; research methodology, report writing, and basic statistics and their application; management practices and techniques used to develop, control, and evaluate services; financial planning as relevant to financing capital projects, major fixed assets, and public sector services.

**Considerable knowledge of:** contract preparation, negotiation, and administration; the search techniques utilized in securing information about regulations and legislation; the capabilities and standard application of office automation to staff and administrative functions.

**Working knowledge of:** group dynamics as it relates to public organizations; written and oral communications, including language mechanics, syntax, and English composition; the principles

and methods of employee relations administration; the principles and practices of public administration and organization applicable to local law enforcement agencies; laws, ordinances, and regulations which govern a law enforcement agency; modern office management practices and techniques; the principles of administrative staff training; the fundamentals of governmental accounting and auditing standards; relevant Federal, State, and County labor and employment laws, guidelines, rules, and regulations.

**Ability to:** plan, organize, direct, and coordinate a complex and comprehensive central management services program; plan, organize, research, and report on various aspects of administration, budget, and general management issues; understand, interpret and apply rules, regulations, ordinances, and Federal, State, and local legislation; direct the analysis of complex organizational, administrative, and budgetary issues and find workable solutions; coordinate grant preparation, application, implementation, and administration; select, train, supervise, and evaluate the work of subordinate managers and supervisors; speak effectively in public and make oral presentations to other County, public, and private agencies; establish and maintain cooperative and effective working relationships with a variety of persons including public officials, Federal, State, and local officials, employee organizations, department staff, and subordinates; make clear and concise reports and effective oral presentations; exercise initiative, ingenuity, and sound judgment in solving difficult administrative, technical, and personnel problems; develop alternative solutions to administrative and management problems and situations, including budgets, program systems, and procedures; project consequences of decisions and/or recommendations; develop and supervise complex record keeping and reporting systems.

### **Minimum Qualifications**

**Education and Experience:** Any combination of education and work experience which would provide an opportunity to acquire the knowledge and abilities listed herein. Normally, this would include a Bachelor's Degree, or equivalent, with substantial coursework in business administration, public administration, management, accounting, statistics, criminal justice administration, or a closely related field, and five years of progressively responsible experience in a professional, administrative, or fiscal position, including at least three years of experience supervising professional, administrative, or technical staff. Possession of a Master's Degree in public administration, business administration, organizational development, criminal justice, or a closely related field is highly desirable.

**License:** Possession of a valid driver's license at the appropriate level including special endorsements, as required by the State of California, may be required depending upon assignment to perform the essential job functions of the position.

**Background:** Candidates certified for employment must be willing to undergo and successfully complete a thorough background investigation conducted by the Sheriff's Office.



**CIVIL SERVICE COMMISSION MINUTES**  
Sonoma County Human Resources Department  
**November 15, 2018**

**PRESENT**

Commissioners:	Tricia Gwillim, Mark Walsh, Anthony Withington, John Hadzess
Human Resources Staff:	Christina Cramer, Spencer Keywood, David Phillips, Jennifer Lelouarn, Adriana Call
Commission Counsel:	Veronica Nebb

**I. CALL TO ORDER**

The meeting was called to order at 2:00 p.m.

**II. APPROVAL OF MINUTES**

**Motion:** Commissioner Withington  
**Second:** Commissioner Walsh  
**Ayes: 4 Absent: 1**

**III. DIRECTOR'S REPORT**

Christina Cramer, Human Resources Director announced that the Human Resources Department is in the process of conducting an RFP for a Learning Management System (LMS), which will provide tracking for ongoing training and staff development.

**IV. PUBLIC COMMENT**

None

**V. Reports**

**A. Position Review Study – Secretary, District Attorney**

**Recommendation:** Reclassify one Secretary position to Senior Legal Processor, and retain the incumbent in accordance with Civil Service Rule 3.3B.

David Phillips, Classification Analyst presented.

**Motion to approve:** Commissioner Withington  
**Second:** Commissioner Hadzess  
**Questions:** None  
**Ayes: 4 Absent: 1**

**VI. AGENDA ITEMS**

**A. Adopt Rule Amendment to Civil Service Rule 11.4 – Restoration**

**Motion:** Commissioner Hadzess  
**Second:** Commissioner Withington

**Ayes: 4 Absent: 1**

**VII. APPEALS**

**A. Appeal of Examination Disqualification- Supervising Employment and Training Specialist  
(1 applicant)**

- **SEIU**
- **Human Resources**

Carolyn Lopez, SEIU Local 1021 introduced appellant. Appellant Erika Cordova (Eligibility Supervisor) addressed the Commission.  
Human Resources Analyst III, Jennifer Lelouarn addressed the Commission.

**B. Appeal of Examination Disqualification – Social Service Worker III (2 applicants)**

- **SEIU**
- **Human Resources**

Carolyn Lopez, SEIU Local 1021 explained that appellant Delia Albor (Employment and Training Specialist) would not be present and asked her Shop Steward, Nick Mallonee to speak on her behalf. Appellant Maria Perez (Employment and Training Specialist) addressed the Commission. Human Resources Analyst III, Jennifer Lelouarn addressed the Commission.

**VIII. COMMISSIONERS CLOSED SESSION**

Commissioners deliberated in Closed Session.

**Report out from Closed Session:**

**Commissioner Hadzess made a motion to grant the appeals based on the Commissioners finding that the applicants did meet minimum qualifications.**

**Role Call Vote:**

**Chair Gwillim: Aye**

**Commissioner Withington: Aye**

**Commissioner Walsh: Aye**

**Commissioner Hadzess: Aye**

**IX. COMMISSIONERS OPEN SESSION**

**X. OTHER SCHEDULING MATTERS**

**Tour of Juvenile Detention Facility.**

It was decided that the tour of the Probation Department Juvenile Detention Facility would take place on December 6, 2018. If there were no agenda items coming forth to the Commission, there would be no meeting, just a tour. If there were agenda items the meeting would be held at the Los Guilicos facility.

**XI. ADJOURN**

The Civil Service Commission meeting was adjourned at 4:05 p.m.