



COUNTY ADMINISTRATOR
220 NORTH MAIN STREET, P.O. BOX 8645
ANN ARBOR, MICHIGAN 48107-8645
(734) 222-6850
FAX (734) 222-6715

TO: Katie Scott
Chair, Ways & Means Committee

THROUGH: Gregory Dill
County Administrator

FROM: Jerry L. Clayton
Sheriff

DATE: September 4, 2019

SUBJECT: Reclassify Lieutenant to Captain

BOARD ACTION REQUESTED:

It is requested the Board of Commissioner ratify the reclassification of one Lieutenant position to a Captain position.

BACKGROUND:

In November 2017, the residents of Washtenaw County passed a dedicated millage for mental health services and police services. As part of these millage funds, the Sheriff's Office will formalize re-entry and diversion services for community members who are leaving the criminal system, setting them up with services and programming as a path to remaining out of the criminal justice system.

As part of the diversion and re-entry effort, there will be increased responsibility and demands on the Police Services command structure to ensure operational needs and support are met while working toward a successful diversion program.

DISCUSSION:

Re-entry activities will be extensive, involving a wide variety of stakeholder organizations and impacting every area of the Sheriff's Office. The Police Services Captain will provide administrative, supervisory, and operational support to the Police Services Commander. This will enable the Police Services Commander to take on more responsibility around the diversion and re-entry initiative. The PS Captain will also be overseeing training for personnel and directly coordinate operational activities with other criminal justice and human service agencies. The PS Captain's deep involvement in re-entry and diversion work will ensure that new deputies and other Police Services staff

have a comprehensive understanding of the crucial role of Police Services in quality re-entry and diversion services in the criminal justice system. The PS Captain will also be able to leverage the crime analysis program to ensure that re-entry and diversion programs and policies are data-driven.

The Washtenaw County Reentry Initiative

Mission -

Washtenaw County's Reentry Initiative is a systematic approach to successful offender reintegration, recidivism reduction, and enhanced public safety.

Vision –

Washtenaw County's Reentry Initiative will provide opportunities for offenders to successfully connect as productive members of society. Through active partnerships with all stakeholders, reintegration will contribute to safer communities and an enhanced quality of life.

Strategies -

- Use a holistic, systemic, and inclusive approach that involves federal, state, and local government stakeholders, community organizations, advocates, family and community members as well as the formerly incarcerated to support an offender's reintegration back into the community.
- Adopt evidence based approaches and practices to treatment programs and services.
- Target high-to moderate-risk offenders through the use of validated assessment tools.
- Emphasize geographic areas in which a disproportionate number of offenders are drawn from and return to and bridge services to support these communities.
- Incorporate assessments and case management tools targeting continuous reentry planning, beginning at the point of admission to the criminal justice system, and working through pre- and post-release.
- Identify barriers to successful reintegration and reduce root cause issues leading to re-incarceration through continuous and appropriate delivery of drug treatment, mental health services, medical care, housing, job training and placement, educational services, cognitive behavioral therapy and/or other services essential to reentry.

Goals -

1. Reduction in recidivism and victimization

2. Assist released inmates in becoming a productive citizen

3. Lower the direct and collateral costs of incarceration

In 2015, the Sheriff’s Office Corrections Division was restructured to include a Captain position. This new reclassification will align the Police Services Division with the Corrections Division structure. Among a wide range of other responsibilities, the Captain will oversee the police training program, community reporting and quality assurance, service contracts, and crime analysis. The Captain will report to the Commander; division lieutenants will report to the Captain. The Police Services Captain will take on the Commander’s responsibilities in the absence of the Commander or as assigned.

This new role will create additional staff support for the re-entry and diversion services while enabling the Commander to focus on the priorities of the Police Services Division and the Sheriff’s Office as a whole.

IMPACT ON HUMAN RESOURCES:

PCN	Position Title	Employee Group	Grade	Create	Eliminate
6301-0003	Lieutenant	8000	63		1.0
6502-0002	Captain	8100	65	1.0	

IMPACT ON BUDGET:

No impact on County General Fund. The difference in pay between the Lieutenant and Captain positions will be paid out of the PS Millage funds.

Budget listed in the resolution is based on salary projections provided by the County in 2018. The salary and fringe difference between the two positions are subject to change based on yearly budget projections.

IMPACT ON INDIRECT COSTS:

None.

IMPACT ON OTHER COUNTY DEPARTMENTS OR OUTSIDE AGENCIES:

The Washtenaw County Sheriff’s Office Reentry Initiative works with a wide range of collaborative partners. Through these collaborative partnerships, Reentry Services provides offender assessments, programming, services, and discharge planning for individuals returning to this community from the Washtenaw County Jail. In coordination with Community Mental Health, Dawn Farm, Home of New Vision, Washtenaw Intermediate School District, Washtenaw County Community College, Ann Arbor Public Schools, Circuit Court Judges, MDOC Probation, District Court Judges: 14A1, 14A2, 14A3, 14A4, 14B and 15, all District Court Probation Officers, Prosecutor’s Office,

Public Defender's Office, Family Court, Department of Human Services, Sobriety Court, Veteran's Court, Drug Court, Mental Health Court, Domestic Violence Grant, Washtenaw County Cognitive Therapy services program (KPEP), and MDOC Probation Residential Substance Abuse Treatment services, the Washtenaw County Sheriff's Office provides comprehensive support services to those being released from the jail. These individuals are consumers and clients of all previously mentioned agencies. The ability to identify, address, and coordinate release plans prior to release from jail supports the community work (effort) required by all community partners for formerly incarcerated individuals.

CONFORMITY TO COUNTY POLICIES:

Conforms to County Policies

ATTACHMENTS/APPENDICES:

Job Description

A RESOLUTION RECLASSIFYING A LIEUTENANT POSITION TO A CAPTAIN POSITION

WASHTENAW COUNTY BOARD OF COMMISSIONERS

September 18, 2019

WHEREAS, the Washtenaw County Sheriff's Office and Washtenaw County have diligently maintained efforts to better serve the citizens of Washtenaw County; and

WHEREAS, the Sheriff's Office wishes to further enhance its delivery of law enforcement services to the community, within the realm of community oriented policing; and

WHEREAS, the Mental Health and Police Services Millage was passed in November 2017 and funding will go to cover the pay increase between a Captain and Lieutenant positions and

WHEREAS, this reclassification will align the command structure of the Police Services Division with the Corrections Division; and

WHEREAS, this role will enable the Commander to focus of priorities for the Police Services Division and the Sheriff's Office as a whole; and

WHEREAS, this matter has been reviewed by the County Administrator's Office, the Finance Department, Human resources, Corporation Counsel, and the Ways and Means Committee;

NOW THEREFORE BE IT RESOLVED that the Washtenaw County Board of Commissioners hereby reclassifies the Re-Entry Case Manager position to Re-Entry Services Coordinator.

PCN	Position Title	Employee Group	Grade	Create	Eliminate
6301-0003	Lieutenant	8000	63		1.0
6502-0002	Captain	8100	65	1.0	

BE IT FURTHER RESOLVED that the Board of Commissioners will amend the budget, as attached hereto and made a part hereof;

ORG 10103104 – 2019 – Fill in November

REVENUE	Original		Revised	Variance
Transfers In	\$ 6,200,000		\$ 6,200,000	\$ -
Total	\$ 6,200,000		\$ 6,200,000	\$ -
EXPENDITURE				
Personal Services	\$ 2,501,348		\$ 2,504,599	\$ 3,251
Supplies	\$ -		\$ -	\$ -
Other Services	\$ -		\$ -	\$ -
Transfers Out	\$ 3,700,000		\$ 3,696,749	\$ (3,251)
Total	\$ 6,201,348		\$ 6,201,348	\$ -

ORG 10103104 - 2020

REVENUE	Original		Revised		Variance
Transfers In	\$ 6,565,388		\$ 6,565,388		\$ -
Total	\$ 6,565,388		\$ 6,565,388		\$ -
EXPENDITURE					
Personal Services	\$ 3,581,733		\$ 3,619,053		\$ 37,320
Supplies	\$ -		\$ -		\$ -
Other Services	\$ -		\$ -		\$ -
Transfers Out	\$ 2,983,655		\$ 2,946,335		\$ (37,320)
Total	\$ 6,565,388		\$ 6,565,388		\$ -

ORG 10103104 - 2021

REVENUE	Original		Revised		Variance
Transfers In	\$ 6,620,119		\$ 6,620,119		\$ -
Total	\$ 6,620,119		\$ 6,620,119		\$ -
EXPENDITURE					
Personal Services	\$ 3,121,709		\$ 3,158,812		\$ 37,103
Supplies	\$ -		\$ -		\$ -
Other Services	\$ -		\$ -		\$ -
Transfers Out	\$ 3,498,410		\$ 3,461,308		\$ (37,103)
Total	\$ 6,620,119		\$ 6,620,119		\$ -

ORG 10103104 - 2022

REVENUE	Original		Revised	Variance
Transfers In	\$ 6,724,921		\$ 6,724,921	\$ -
Total	\$ 6,724,921		\$ 6,724,921	\$ -
EXPENDITURE				
Personal Services	\$ 3,154,941		\$ 3,192,283	\$ 37,342
Supplies	\$ -		\$ -	\$ -
Other Services	\$ -		\$ -	\$ -
Transfers Out	\$ 3,569,980		\$ 3,532,638	\$ (37,342)
Total	\$ 6,724,921		\$ 6,724,921	\$ -

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Washtenaw County JOB DESCRIPTION

**Job Code: 6502
Authorization: RES #
Employee Group: Sheriff – Non union
8100**

**CLASS TITLE: CAPTAIN
DEPARTMENT: OFFICE OF THE SHERIFF
FLSA STATUS: EXEMPT**

JOB SUMMARY

Under the direction of a higher classified employee is responsible for the day to day operation of the Police Services Division; coordinates operational and other activity within the division. Identifies needs and assesses and improves the efficiency, effectiveness and quality of Police Service Division operations, programs, and services. Serves as a liaison to federal, state, county and other local government entities as may be required. Performs related work as assigned.

EXAMPLES OF DUTIES

- Major duties involve working under the direction of the Division Commander overseeing and integrating operations, programs and activities through subordinate staff.
- Collaborates in the development, implementation, and evaluation of police strategies, goals, and objectives. Measures operational program and activity progress against plans.
- Plans, directs, coordinates, and evaluates Police Service Division daily activities in accordance with the mission, strategies, philosophies, and goals of the Sheriff's Office.
- Informs and briefs the Division Commander and other senior staff regarding the ongoing status of Police Service Division operations and activities.
- May develop, implement, or generally oversee Sheriff's Office or Division programs and activities including but not limited to assisting in the formulation of goals, objectives, polices, and priorities for operations and enforcement activities in accordance with a community engagement and policing philosophy.
- Acts as an operations liaison, resource and support to the Sheriff, Undersheriff, Chief Deputy and Division Commander.
- Oversees, monitors, or directly coordinates activities with other criminal justice and human service agencies.

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- Develops or assists in the development, implementation, revision, and enforcement of policy and procedure and other performance standards in alignment with public safety industry standards, best practices, and labor contracts.
- Provides leadership and guidance to division staff by gathering input from front line, supervisory, and management staff.
- Plans, organizes, directs, manages, reviews, and evaluates the work of assigned staff.
- Supports the planning and implementation of training for subordinate personnel.
- Participates in regular meetings with line, supervisory staff, managerial staff, agency volunteers, neighborhood groups, project partners, and other county or local government agencies as required or needed.
- Confers with citizens regarding law enforcement programs, activities, issues, and feedback.
- Responds to various service requests, commendations, and complaints; initiates appropriate action(s) toward resolution.
- Monitors various budgets and finances that affect and support operational service delivery.
- Interprets and acts upon the terms and conditions of labor contracts and agreements. Responds to grievances and collaborates in labor negotiations.
- Establishes and maintains quality working relationships with other public safety and human service agencies and members of the community to promote collaboration and a positive service image of the agency.
- Gathers and analyzes data and information relevant to Sheriff's office operations and their support. Provides completed staff work and reports as required or assigned.
- Represents the Office of the Sheriff to the public, community and other criminal justice, public, non-profit and private agencies. Presents and speaks on behalf of the Office.
- Performs all other duties as assigned.

The above statements are intended to describe the general nature and level of work being performed by employees assigned this classification. They are not to be construed as an exhaustive list of all job duties performed by personnel so classified.

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EMPLOYMENT QUALIFICATIONS

Knowledge, Skills, and Abilities:

- Principles and practices of public safety and criminal justice agency administration, labor management and contract administration.
- Program, policy and process development, implementation, evaluation and improvement.
- Leadership, management, and supervisory principles, practices, and methods.
- Research, data and information management and analysis; report preparation and presentation techniques.
- Training and professional development administration, management and implementation.
- Basic statistical analysis techniques.
- Basic fiscal management.
- Public information sharing and presentation techniques.
- Applicable federal state and local laws and regulations.
- Office administrative principles and practices, including the operation of standard office equipment.
- Computer applications related to the work.
- Planning, organizing, implementing, and evaluating multiple administrative, operations, and project functions and activities including monitoring work schedules, setting priorities, and meeting deadlines.
- Planning, directing and reviewing the work of others and training others in procedural and work process improvement.
- Interpreting, applying and explaining complex laws, policies and procedures and regulations.
- Analyzing complex problems, evaluating alternatives, and/or recommending and implementing sound recommendations.
- Managing the collection, organization, analysis, and evaluation of varied information and data, and directing its use and application in service and work process improvement.
- Using sound, independent judgment within established policy and procedural guidelines.
- Effective interpersonal communication.
- Preparing clear, concise and effective written materials.
- Maintaining accurate records and files.
- Planning and conducting efficient and effective meetings.
- Establishing and maintaining effective working relationship with other managers, supervisors and employees.
- Working cooperatively and effectively within a team and the larger organizational setting.
- Basic knowledge of standard office equipment including software and database management.

LICENSES AND CERTIFICATIONS

- Certifiable as a law enforcement officer by the Michigan Commission on Law Enforcement Standards (MCOLES).

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- Must possess a valid driver's license and be able to work at any designated work site.
- Must meet qualifications to access the Law Enforcement Information Network (LEIN).

PHYSICAL DEMANDS

- Meet the basic physical demands of a certified law enforcement officer in the State of Michigan.
- Duties also require sufficient mobility to work in a normal office setting and use standard office equipment including a computer, vision to read printed materials and a computer screen and hearing and speech sufficient to communicate in person or over the telephone. Duties may require employee to exert 20 to 50 pounds of force occasionally, or 10 to 25 pounds of force frequently, or greater than negligible up to 10 pound of force constantly to move objects. Must be able to bend, reach and lift up to twenty-five (25) pounds. Must be willing to work varied hours and extended shifts including holidays and be on-call.

These requirements may be accommodated for otherwise qualified individuals requiring and requesting such accommodations.

EDUCATION

Possess a Bachelor's degree with major coursework in criminal justice, public safety, general public or business administration, management, industrial relations or a related field. Additional or advanced related degree(s), certificates, education or training is desirable.

EXPERIENCE

An appropriate range of law enforcement experience, approximately five (5) to ten (10) years, with a minimum of two (2) years of experience performing in a criminal justice and/or public safety management and/or supervision role with significant and progressively more responsible operational and direct service duties and responsibilities.

This class description intends to identify the major duties and requirements of the job and should not be interpreted as all inclusive. Incumbents may be requested to perform job-related duties other than those outlined above and may be required to increase specific job-related competencies, knowledge, skills, or licensing and certifications for successful job performance.