

Question 1

Do you intend to modify the promotional process from the current policy? If so, what would those changes be and why?

1. I do not intend to modify the promotional process. However; I have and always will be open to thoughts and ideas of the men and women of the Agency to improve the process. The recent change to the promotional process was based on a request of the Fraternal Order of Police regarding the grading of the resumes.

Question 2

Within the patrol division it is increasingly difficult to obtain approved leave. Officers are submitting leave requests for vacations up to a year in advance, however they are not being notified if their leave is approved or disapproved until, in some cases, a week prior. In addition to the late notification, their requested time is only being partially approved and the officers are being told to find someone to switch with. What specific plan or policy are you willing to adopt to mitigate this issue?

2. The current patrol schedule that was a collaborative effort of the administration and the FOP is at best difficult and causes a lot of challenges. Despite the difficulties with this schedule, I have remained committed and intend to do so in the future. In regards to the leave notification process, I have changed the procedures as follows: When an employee submits a leave request to his supervisor, the employee will be notified within 72 hours as to the approval status.

Question 3

Directives, policy and procedures, and rules are being issued inconsistently and at times have become contradictory. Division Commanders have been issuing directives through emails which may or may not be appropriately distributed to the entire agency. Other policy and manual changes are published through the POWER DMS system requiring officers to acknowledge receiving and reviewing them. What do you think is the most effective way or method to issue new directives in a manner which everyone will see it, understand it and having it available to research and locate at a later time?

3. Directives should be clear and concise. The method in which our Agency communicates in written form generally is by email. Our current email program provides the resource to search the content of emails for easy accessibility at a later date. Policies and procedures should be addressed through Power DMS.

Question 4

Do you plan any re-organization of the agency and or command structure?

4. No

Question 5

Can you explain the principal of "Chain of Command" and its importance in administrative and operational management and how does an "open door" policy affect this?

5. If the Sheriff having an open door policy to the men and women of this Agency is causing challenges to the Chain of Command then so be it. I will always have an open door policy. Clearly at times myself or the Majors are not aware of important issues or circulating rumors of mutual concern. For example, recently it was brought to my attention the concern of leave notifications. My immediate attention to this matter resulted in a prompt resolution.

Question 6

Explain the standards you will hold your command staff to?

6. I expect my Command Staff to fulfill the goals and objectives that I as Sheriff have implemented. Everyone makes mistakes to include my Command Staff. They are held accountable and have been disciplined in accordance with our matrix. It is clear this question is implying that I do not hold my Command Staff accountable. Most often, what you hear as rumors are just that, rumors. Generally, the facts are much different than what is heard through the rumor mill. The disciplines have included but are not limited to loss of leave, loss of pay, MDRs, and conference forms.

Question 7

In regards to the DROP program: Would you ever deny an officer in good standing the ability to enter the DROP plan? Would you ever remove or attempt to remove an officer in good standing who is in the DROP from the DROP before the officers five year period is completed?

7. No

Question 8

What changes would you consider to improve or change existing policies with respect to recruiting, training and deploying officers?

8. As Sheriff I am always looking for ways to improve all aspects of the Agency. I have always been open and accessible about changes and I do not intend to change my approach. Hiring will always be a challenge in our region because of competition resulting from the vast amounts of law enforcement agencies in our region. Maryland law enforcement agencies are held to a higher standard than our neighboring jurisdictions and federal agencies because of the policies set forth by the Maryland Police and Correctional Training Commission to include drug usage, truth verification and criminal histories. I, as well as other law enforcement leaders in Maryland, do not have the liberty to hire those who do not meet the required minimum standards as dictated by the MPCTC.

Question 9

How would you differentiate yourself from your opponent?

9. I am compassionate. I don't want to fire everyone who makes a mistake. I have proven that I am a leader, crime fighter, fiscally responsible and ethical. I have a proven track record and platform. As the Sheriff, I have had to make many difficult decisions that some may disagree with but I always do the right thing even when I know it may not be popular. Not only do I live in Charles County, but I go to church here, my children went to school here. My grandchildren go to school here, I mentor here, I volunteer here. I have been a part of this community for nearly a half a century. I wanted this job to do the job, not just have the job. I have proven this through the countless hours far beyond a forty hour work week.

Question 10

If you decided to deviate from the ranking order of the promotional process results, what criteria would you base your decision on?

10. I have and intend to follow the policy and procedures of the Agency when promoting.

Question 11

Officers in the Western side of the county (DII area) have been working out of the Potomac Heights VFD for over a year. What is your plan or intentions for a permanent D-II Station?

11. The abrupt need to vacate the old station because of air quality issues and the refusal of the property owner to fix the issue is the reason we are acquiring another facility. Locating a new facility for District II has been challenging and time consuming. Facilities that qualify to meet our needs is very limited. Negotiations are time consuming. Government "red tape" is time consuming. None of which was budgeted for or expected. Much of the tasks above and the time are not within the control of anyone at our Agency. We are doing the best we can to get a safe, clean and professional facility. I apologize for the delay in this process, but many of the delays are beyond our control. The new facility that we anticipate opening in the near future in Bryans Road is a temporary facility that we expect will be used for the next five years. As part of the Capital Improvement Process, it is anticipated the County will be acquiring a facility in 2018 for a permanent facility on the western side. I am also researching the possibility of having a substation in the town of Indian Head in the very near future.

Question 12

In 2011 the position of Lieutenant Colonel was temporarily filled and has since remained vacant. Do you plan on filling this position and if so why?

12. A Major was promoted to Lt. Col. prior to his pending retirement so he could oversee the process of the transition and training of a new Major of Operations. As you know, filling this position would create additional opportunities throughout the ranks. Since 2006, the addition of new personnel has been very limited. I feel this may change in the near future which may result in the position being occupied.

Question 13

How would you maintain morale and motivation while leading the agency?

13. The best way to maintain morale and motivation is to be honest, committed and be a man of my word. Over the last seven years, I have fulfilled every promise I have made and more. I have a proven track record for not only being open minded to new ideas, but I encourage it. Because of my open door policy and accessibility to all, a lot of positive changes have happened over the past several years. There are some within the FOP who have actually declared that many of the accomplishments that

have occurred under my command include the success of the FOP. Currently the FOP has collective bargaining and every two years we come together to negotiate in good faith. I have for most of my time as Sheriff enjoyed a great working relationship with the Executive Board of the FOP. Many of the accomplishments listed below are a result of working together and many are a result of the FOP bringing some good ideas to the negotiations table. But, without my approval and support, nearly all of these things would not have happened. The primary reasons for implementing or approving most of these things was to make the Agency more effective and efficient, improve technology, improve the services we provide to our communities, improve upon a positive working environment, help build positive morale, help provide better wages and benefits. Here are just a few things I have done to help improve working conditions, technology, compensation and much more. The changes I have implemented or authorized could have been done by prior administrations, when the economy was much better. But, it seems some prior administrations were not committed to progressive change. If you have not been with the Agency for at least seven years, you may not be aware the magnitude of positive change that has happened under my command and my commitment to each of you. Nearly all of the changes listed below were commitments I made to the men and women prior to being elected Sheriff in 2006. I lived up to my word.

Benefits & Working Conditions

- Authorized the change in Patrol Schedule
- When MSP pay scale was reduced was able to implement a retention bonus to the decrease in the base salary of sworn officers
- Approved an increase in shift differential numerous times
- Approved an increase in earned leave
- Implemented the MDT Program
- Implemented the Digital Photo Program
- Expanded the authorized locations for secondary employment
- Increased the out of county mileage range to 25 miles

Uniforms

- Eliminated white shirts for command staff
- Eliminated the mandatory wearing of Stetson Hat
- Eliminated the mandatory wearing of tie on nights and midnights
- Revamped all Vector light bars to increase the safety of our officers
- Approved the wearing of dickies
- Approved the wearing of BDU uniforms

Advances & Technology

- Obtained and issued new pistols to replace the Beretta 96

- Upgraded the Taser Program
- Implemented the Tag Reader Program
- Built a new District III / IV Station, to include a gym, training center, holding area, fenced sally port, FATS Trailer, Squad Room, Roll Call Room, and CID Facilities to include four interview rooms
- Created a Training Division
- Created a Special Operations Division
- Implemented the PIT Program
- Implemented the Digital ICOP Program
- Created new cosmetic theme for cruisers and obtained the funding over a two year period to obtain over 100 new cruisers, to include upgrading the emergency equipment, cages, ICOP and much more
- Implemented the CCSO ETIX Program
- Implemented On-Line Training for in service training
- Spearheaded the introduction of Senate Bill 560 which now requires traffic violators to request a court date instead of officers showing up for court because the offender did not pay their citation.
- Implemented Comp stat
- Implemented the Crime Scene Processing Officer Program
- Implemented the Digital Fingerprinting within CCSO – long before it was mandated
- Authorized the purchase of 24 new patrol bikes in FY14
- Authorized the implementation of the Health and Fitness Program
- Created the Cold Case Squad
- Implemented Mobile Terminal Report Writing
- Increased the availability of information accessible on the MDT – MILES, NCIC, METERS
- Implemented video conferencing between detention center and commissioners eliminating the need to transport arrestees to the District Court Commissioners office.
- Implemented Key map
- Implemented a central call center
- Implemented duplication of fiber services to prevent downtime of internet access to all facilities
- Assigned an officer to support MIS and Fleet to help with the "disconnect" from support staff to the end user
- Increased the School Resource Unit
- Traffic Operations has increased its role in departmental accidents
- The logistical support of MIS has been increased to help support the officers
- In the process of implementing Police Mobile, Increasing the internet speed at all facilities, upgrading the MDT communications from 3G to 4G, wireless download for ICOP, upgrading all ICOP to 20/20 version,
- Managed the Agency through 2 CALEA Re-Accreditation processes that provided our Agency with the highest certification both times- Gold Standard of Excellence Award.. This is an accomplishment that no other Maryland law enforcement agency has ever done.

Sworn Officers

July 1, 2007 - June 30, 2009- MOU Changes

Call-Out Minimum -

- Officer will receive overtime compensation in 1/2 hr increments for those hours the officer is required to work outside his normal work schedule.
- Officer shall receive a minimum of 4 hrs overtime compensation

Shift Differential -

- Change from \$1.50 per hr to \$1.75 per hr (begin between 6:00 P.M. and 2:00 A.M.)
- Change from \$1.25 per hr to \$1.50 per hr (begin between 2:00 P.M. and 6:00 P.M.)

Holiday Pay -

- Added Easter Day and New Year's Day. 4 hours pay at regular rate for officers that work the full shift.

Court Minimum -

- No Change

Field Training Officer Pay -

- Change from \$1.25 per hr to \$2.00 per hr for each hour they instruct and supervise

Personal Leave Day -

- Change from 2 to 3 days of personal leave.

Annual Compensatory Leave Bank -

- NEW for 2007. Used by end of year or paid at the overtime rate.

Annual Leave -

- NEW for 2007 - Add after 21 yrs of service - earn 16 hours per month.

Clothing Allowance -

- Increase in clothing allowance - daily wearing of uniform from \$200 to \$250 per quarter and from \$300 to \$400 annually for normal business attire.

Holiday Leave -

- All Holiday paid days - become "Holiday leave days" (11/3/08-06/30/09)
Reduced due to 3% budget cuts

July 1, 2009 - June 30, 2011- MOU Changes

Call-Out Minimum -

- Changed from office called back to work during scheduled time off
changed to: officer called back to work with less than 72 hours notice will receive overtime comp

Notification of Change in Schedule -

- A(6) - A(9), B, C, D has been added. Regarding overlap shift - Patrol Officers

Personal Leave Day -

- Change from 3 days to 30 hours of personal leave.

8.1 Use of Agency Vehicle for Education Purposes

- This section is new to the MOU

9.1 Damage to Personal Property

- This section is new to the MOU

Added in 2008 - E-Z Pass Transponders for Sworn Officers

ADDITIONAL ITEMS FOR SWORN OFFICERS - NOT PART OF THE MOU

- FY-10 Sheriff's Budget took a 3% budget reductions - NO cuts in salary for Sworn Officers or CO's
- FY-11 - Sworn Salary remained the same - did not reduce as MSP did
- Gave the Sworn Officers the salary supplement to keep their base the same
MSP - did salary reductions in lieu of furloughs

July 1, 2011 - June 30, 2013- MOU Changes

Shift Differential -

- Change from \$1.75 per hr to \$2.00 per hr (begin between 6:00 P.M. and 2:00 A.M.)
- Change from \$1.50 per hr to \$1.75 per hr (begin between 2:00 P.M. and 6:00 P.M.)

ADDED: Midnight shift will be entitled to \$2.50 per hr for each hours of an regular schedule

Field Training Officer Pay -

- Change from \$2.00 per hr to \$3.00 per hr for each hour they instruct and supervise

5.10 Members of the Criminal Investigations Division -

- This is a new section added in FY11 - assigned in a stand by capacity and not called out -
They will received 8 hrs Adm. Leave

Military Leave -

- **ADDED:** 5 days may be carried over to the nest calendar yr - not to exceed 20 days.

Personal Leave Day -

- This section has a total change:
- Change from - 30 hours TO: 50 hours of personal leave can be earned
Personal Leave no longer expires at the end of the calendar yr. and can be held over for use

6.41 Use of Compensatory Leave

- This is a new section added in FY-11 - describes the use of.

Annual Leave -

- Change for 2011 - Amount that can be earned
Added: after completing 18 yrs of service - 16 hours per month
Changed - after completing 21 yrs of service - 18 hours per month (from 16 hrs)

Bereavement Leave -

- New to MOU FY2011 - added: each officer will receive 4 days adm. Leave
(Cos and Civilians 3 days)

7.2 Uniform of the Day -

- section added to MOU - date change from winter to summer uniforms and summer to winter

8.1 Agency Vehicle Use -

- section added to MOU

8.3 use of the Agency Vehicle for Military Purposes -

- section added to MOU

8.4 Mandatory Vehicle Inspections -

- section added to MOU

10.1 Establishment of a Wellness/Fitness Committee

- section added to MOU

ADDITIONAL ITEMS FOR SWORN OFFICERS - NOT PART OF THE MOU

- FY-12 Add the \$300.00 Academy Clothing allowance for both Sworn and CO's
- FY-12 - Sworn Salary remained the same - did not reduce as MSP did - reduction due to State furloughs - covered 10 days
- FY-13 - 3 steps added to Sworn Officers - MSP did not receive any back steps.
- FY-13 -Shift Differential Change Effective April 23, 2013 – Sworn Officers
 - Shifts Beginning 1400 to 1800 hrs \$2.00 per hr (+\$0.25 increase)
 - Shifts Beginning 1800 to 0200 hrs \$2.50 per hr (+\$0.50 increase)
 - Permanent Midnight Shifts \$3,00 per hr (+\$0.50 increase)

July 1, 2013 - June 30, 2014

FY-2014 -

- Sworn Officers received additional step on 07/01/13 - MSP did not receive any back steps
- Sworn Officers also are receiving their anniversary step

Specialty Pay -

- Change from \$250 per yr to \$600. per yr (\$150.00 per qtr)

Salaries

Though the base salaries of officers is based on the MSP Pay scale, I think it is important for you to know the average salary for sworn law enforcement officers for FY14.

Lieutenants Average Base Salary - \$114,548.00

Sergeant Average Base Salary - \$91,985.00

Corporal Average Base Salary - \$84,428.00

PFC Average Base Salary - \$68,461.00

PO1/PO2 Average Base Salary - \$53,871.23

The following is a history of salaries and steps since 2006

In 2006, received 1.5% COLA, plus step increases

In 2007, received 2% COLA, plus salary enhancements, plus step increases

In 2008, received 2% COLA, plus step increases

In 2008, received 2% COLA, plus step increases

In 2009, received 2% COLA, plus step increases

In 2010, 0% increase, state freeze, however CCSO still promoted

In 2010, MSP has 2 ½% salary reduction, however CCSO implements retention bonus of 2 1/2 %

In 2011, 0% increase, however CCSO continues 2 ½% retention bonus, CCSO still promoted

2012, MSP increased base salary, CCSO still promoted

In 2013, MSP pay scale adjustments, 1% plus 2% COLA, plus increase depending on rank, three back steps FY 2010, 11 &12, CCSO still promoted

In 2014, increase of 3%, plus FY13 back step and FY14 anniversary step

Cutbacks

No furloughs, reduction in work forces, reduction in benefits, reduction in salaries, no limitations to use of Agency vehicles or any other actions seen around the region ever occurred at CCSO during some of the most challenging economic times we have seen in generations. Instead, I was committed to the men and women of the Sheriff's Office and worked diligently to protect you all from being personally effected by the fiscal struggles.

Prior to the economic collapse, we received 7 paid holidays and received 7 leave holidays. All were converted to leave days. However, each year, I have used anticipated fund balances to provide compensation for as many holidays as possible.

And this is an abbreviated list of the great things that have happened while I have been Sheriff. The programs and successes within the communities have been tremendous as well. Crime numbers in Charles County are currently below the numbers from 1995. Police presence is greater now than ever before in Charles County. Our teens are driving safer now. There are more officers in our schools helping protect our children and provide positive role models.

Question 14

What has the agency gained with the addition of the master rank and what functions does it serve?

14. In addition to the improvement of morale, these senior officers are a wealth of knowledge and experience that our younger officers should be looking to for guidance. I also believe the officers appointed to master positions should be

compensated, but to date, there is no financial benefit for the extra responsibilities taken on by them.

Question 15

What is the principal of "micro-management" and what would you do to avoid this?

15. Micro-management is the attempt to control or manage all aspects of something. I have appointed a Command Staff who manages the day to day operations of their assigned divisions. I provide each of them with directives, goals and objectives and expect them to fulfill them. If my intervention is needed to ensure this is occurring, then I will do so.

Question 16

As the Sheriff of Charles County can you describe what the relationship between the County Commissioners and the Sheriff should be?

16. The relationship between the Sheriff and Board of County Commissioners is a professional relationship that should provide the ability to communicate our financial needs in a way that will provide a positive outcome. The Commissioners sole legal obligation is to fund the Agency. So the relationship is geared to that obligation primarily. As Sheriff, I have a political relationship with each Commissioner to help provide the ability to acquire much needed financial support.

Question 17

If you could go to the legislature next year and enact one law to benefit law enforcement in Charles County, what would it be?

17. The question presented is vague. I am not certain if the question is intended to discuss legislation that would benefit the law enforcement officers or the acts of enforcing the laws. But, I have a presence in Annapolis every year to promote legislation that should have a positive impact on law enforcement and individual law enforcement officers. For example, this year I have committed myself to supporting legislation that would provide the sworn officers of this Agency with Binding Arbitration.

Question 18

What do you think the function and relationship of the Fraternal Order of Police should be within the Agency?

18. The function of the FOP should be to represent what the majority of the membership wants and communicate that to the Sheriff. The Sheriff should have a relationship that he trusts is to fulfill the will of the majority of the members of the FOP.

Question 19

If a complaint is filed against you or a member of your command staff, whether anonymously or with a known complainant, will there be a formal investigation completed? Explain why or why not.

19. Yes and it has happened. The results have included unfounded allegations, sustained allegations that included discipline throughout the matrix.