

11.0 ORGANIZATION AND ADMINISTRATION

POLICY: The Sheriff's Office wishes to be the most effective and efficient agency, while living within the fiscal limits of the citizens and community.

PURPOSE: To maintain an efficient law enforcement and public safety organization based on sound organizational principles of lawful authority, unity of command, delineation of authority, and accountability for actions.

The Sheriff of Washington County, as the elected head of the Washington County Sheriff's Office, reserves the right to organizationally structure the Sheriff's Office in a manner that, in his professional opinion, best meets operational requirements.

DEFINITIONS

Command Staff - Any member of the agency holding the rank of Major and above and any member appointed to the Command Staff by the Sheriff

Administrative Staff - Any member of the agency holding the rank of Captain and above and any member appointed to the Administrative Staff by the Sheriff

Supervisory Staff - Any member of the agency holding the rank of Corporal, Sergeant or Lieutenant

First Line Supervisor - The rank of Corporal is hereby designated as a First Line Supervisor for Maryland Police Training Commission purposes

First Line Administrator - The rank of Captain is hereby designated as a First Line Administrator for Maryland Police Training Commission purposes

11.1.1 Organizational Structure

The Sheriff's Office will maintain an organizational structure designed to maximize available resources to meet the law enforcement and public safety needs within Washington County.

This order establishes structural components, organization direction, and functional responsibilities of various departmental elements.

Departmental Elements

A. Office of the Sheriff

The Office of the Sheriff is under the direct command of the Sheriff. It consists of:

1. Chief Deputy (rank of Colonel)

- a. Supervisor of the Office Manager (civilian)
 - b. Supervisor of the Patrol Division Commander
 - c. Supervisor of the Judicial Division Commander
 - d. Supervisor of the Detention Division Commander
- B. The Patrol Division, commanded by a Major, consisting of:
- 1. Supervisor of Patrol Division Administrative Assistant (civilian)
 - 2. Supervisor of Property, Planning, Fleet Manager, Grants Person (civilian)
 - 3. Supervisor of Assistant Patrol Division Commander – Captain
 - a. Public Safety Systems Manager (civilian)
 - b. Patrol Squad 1, supervised by a Lieutenant, consisting of:
 - 1) Sergeants
 - 2) Deputies
 - c. Patrol Squad 2, supervised by a Lieutenant, consisting of:
 - 3) Sergeants
 - 4) Deputies
 - d. Patrol Squad 3, supervised by a Lieutenant, consisting of:
 - 5) Sergeants
 - 6) Deputies
 - e. Midnight Patrol, supervised by a Lieutenant, consisting of:
 - 7) Sergeants
 - 8) Tech. Cpl
 - 9) Deputies
 - 10) Crime Analyst (civilian)
 - 11) Sex Offender Unit, supervised by a Civilian, consisting of:
 - a) Offender Registrars (civilian)
 - f. Accreditation Manager - Lieutenant
 - 4. Supervisor of Captain of Investigative Services
 - a. Criminal Investigation Unit, supervised by a Lieutenant, consisting of:
 - 1) Sergeants
 - 2) Tech. Cpl
 - 3) Deputies

- 4) Evidence Custodian (civilian)
 - b. Narcotics Task Force, supervised by a Sergeant, consisting of:
 - 1) Investigators
 - c. Traffic Interdiction Unit, supervised by a Sergeant, consisting of:
 - 12) Interdiction Deputies
 - 13) Community Deputies
 - d. Digital Investigations and Forensics Unit, supervised by CIS, consisting of:
 - 1) Investigators
- C. The Judicial Division, commanded by a Captain, consisting of
1. Supervisor of Civilian Support Staff (civilian)
 2. Supervisor of Metal Detector Security
 3. Supervisor of the Assistant Judicial Commander - Lieutenant
 - a. Supervision of Court Security / Child Support Supervisor - supervised by a Sergeant, consisting of:
 1. Court Security Deputies
 2. Child Support Deputies
 3. Civil Writ Deputy
 4. Civil Process Deputies
 5. Civil Process Servers (civilian)
 - b. Supervision of Warrant / Civil Process Supervisor - supervised by a Sergeant, consisting of:
 1. Warrant Unit Deputies
 2. Civilian Support Staff (civilian)
- D. The Detention Division, commanded by the Warden, a Major, consisting of:
1. Supervisor of the Assistant Wardens:
 - Captain of Administration
 - Captain of Operations
 - a. Supervisor of the Administrative Security - Lieutenant
 1. 2400 – 0800 Staff - supervised by a Lieutenant, consisting of:
 - a) Sergeants

- 1) Deputies
2. 0800 – 1600 Staff – supervised by a Lieutenant, consisting of:
 - a) Sergeants
 - 1) Deputies
 - b) Transportation Unit, supervised by a Sergeant, consisting of:
 - 1) Transportation Deputies
3. Female Housing Unit – supervised by a Sergeant, consisting of:
 - a) Deputies
4. 1600 – 2400 Staff – supervised by a Lieutenant, consisting of:
 - a) Sergeants
 - 1) Deputies
5. Classification Officer (civilian)
- b. Inmate Accounts Administrator (civilian)
- c. Building Maintenance Unit, supervised by a Senior Building Maintenance Mechanic (civilian), consisting of:
 1. Building Maintenance Mechanic (civilian)
- d. Administrative Staff Unit, supervised by Administrative Assistant (civilian), consisting of:
 1. Senior Office Associates (civilian)
- e. Programs Unit, supervised by a Programs Sergeant, consisting of:
 1. Deputies
- f. Special Operation Unit – Sergeant
- g. Standards & Accreditation – supervised by a Sergeant
 1. Medical Provider (contracted)
 2. Food Services (contracted)
- h. Training and Recruitment – supervised by a Sergeant
 1. Inmate Services Deputy
- i. Intake Unit – supervised by a Lieutenant
 1. Sergeant
 2. Central Booking Deputies
 3. Booking Deputy

11.1.2 Organizational Chart

Organizational Chart: The department will maintain an organizational chart depicting the structure of the Divisions and the Chain of Command. The Patrol Planning Person shall update the chart as required, and periodically review to ensure the charts accuracy.

<https://powerdms.com/link/IDS/document/?id=808907>

11.2 Unity of Command

11.2.1 Personnel with the Sheriff's Office will be responsible to only one supervisor at a given time. This does not preclude a supervisor giving an order to personnel outside his unit if necessity dictates. Ordinarily, however, each employee will be able to identify one supervisor to whom the employee is accountable.

11.2.2 Each component within the Divisions is under the direct command of one specific supervisor

11.2.3 In the absence/unavailability of the Sheriff, command will rest with the highest-ranking deputy available, first by rank, then by time in grade.

11.3 Authority and Responsibility

11.3.1 The success of the Sheriff's Office requires that responsibility be accompanied by the necessary authority. Authority to execute the required activity of the organizational component is delegated by the Sheriff through the command structure to individual members of the Sheriff's Office. At every level of the organization, members will be given the authority to make decisions necessary for the effective execution of their responsibilities.

All personnel will be held responsible for the use of (or the failure to use) their delegated authority to accomplish the duties and responsibilities of their position. Accountability will be accomplished through the use of commendations, evaluations, or disciplinary actions.

11.3.2 Supervisors, by virtue of their positions within the department, will be held responsible for the performance of personnel under their supervision. While individual personnel are responsible for individual actions, supervisors are also responsible for subordinate actions that are contrary to departmental policy when they can be attributed, in part or in whole, to actions the supervisor did or did not take.

11.4 General Management and Administrative

11.4.1 Administrative Report

Administrative Reports are designed to provide information within the Sheriff's Office Division on a day-to-day operational basis, as well as a mechanism to report agency activities outside the immediate structure of the agency.

A. ELEMENTS OF ADMINISTRATIVE REPORTS ORDER

1. This order will be multi-purposed in scope. In establishing the Administrative Reports System it will specify:
 - a. A listing of all administrative reports within the Patrol Division.
 - b. Person(s) or position(s) responsible for the formulation of the report(s).
 - c. A statement of the purpose of the report(s).
 - d. A statement of the frequency of the report(s).
 - e. Distribution of the reports.

B. ADMINISTRATIVE REPORTS

1. SHERIFF:

- A. REPORT: **Sheriff's Office Annual Activities Report**
- PURPOSE: To inform County Commissioners and citizens of Washington County of agency activities.
- REPORT DUE: First week of March
- DISTRIBUTION: County Commissioners, Public via News media, copy available for departmental personnel review in library.

2. CHIEF DEPUTY:

- A. REPORT: **Plant Inventory Report**
- PURPOSE: To maintain accountability for agency plant assets; i.e., typewriters, computers, tables, etc.
- REPORT DUE: On-going process
- DISTRIBUTION: Sheriff, County Insurance Department
- B. REPORT: **Monthly Accounting of Agency Cash Activities**
- PURPOSE: To account for receiving and disbursement of cash funds

REPORT DUE: 7th of each month

DISTRIBUTION: Command Staff

3. PATROL COMMANDER:

A. REPORT: **Annual Division Activities Report**

PURPOSE: Inform Sheriff, public and other agency personnel as to annual activities of the Patrol Division.

REPORT DUE: By January 31st of each year, for preceding year.

DISTRIBUTION: To Sheriff through Chief Deputy, to be included in the Sheriff's Office Annual Activities Report

B REPORT: **Goals and Objectives**

PURPOSE: To set goals and objectives for the Patrol Division

REPORT DUE: By February 15th of each calendar year

DISTRIBUTION: Sheriff through the Chief Deputy.

C. REPORT: **Semi-Annual Report of Goals and Objectives**

PURPOSE: To inform of progress to Wardens meeting Goals/Objectives

REPORT DUE: By July 15th of each year

DISTRIBUTION: Sheriff through Chief Deputy. Copy for personnel review in library.

D. REPORT: **Annual Summary of Complaints Against Personnel, Dispositions, and Disciplinary Actions**

PURPOSE: To inform Sheriff of disciplinary investigations and their disposition.

REPORT DUE: By January 31st of each year

DISTRIBUTION: Chief Deputy, Sheriff

- E. REPORT: **Annual Analysis of Use of Force/Firearms Discharge Incidents**
- PURPOSE: To monitor use of force and firearms discharge incidents in order to ascertain, patterns, need for training, if personnel actions are appropriate.
- REPORT DUE: By January 15th of each year
- DISTRIBUTION: Through Chief Deputy to Sheriff
- F. REPORT: **Evaluation Schedule (See Supervisors)**
- G. REPORT: **Distribution of Personnel Report in Patrol Division**
- PURPOSE: To allocate personnel to organizational components based upon documented workload assessments.
- REPORT DUE: Every third year
- DISTRIBUTION: Through Chief Deputy to Sheriff
- H. REPORT: **Annual Pursuit Analysis**
- PURPOSE: To monitor pursuits in order to ascertain, patterns, need for training, if personnel actions are appropriate.
- REPORT DUE: By January 15th of each year
- DISTRIBUTION: Through Chief Deputy to Sheriff

4. PATROL CAPTAIN:

- A. REPORT: **Monthly Test of Heat and Smoke Alarms**
- PURPOSE: To ensure alarms are functioning properly
- REPORT DUE: By the 7th of each month
- DISTRIBUTION: Copy to Patrol Commander
- B. REPORT: **Monthly Inspection of Fire Extinguishers**

PURPOSE: To ensure that extinguishers are available and undamaged.

REPORT DUE: By the 7th of each month

DISTRIBUTION: Copy to Patrol Commander

C. REPORT: **Semi-Annual Test of Fire Suppression Equipment**

PURPOSE: To ensure suppression equipment is functioning

REPORT DUE: By July 15th and January 15th of each year.

DISTRIBUTION: Copy to Patrol Commander

D. REPORT: **Evaluation Schedules (See Supervisors)**

5. JUDICIAL COMMANDER:

A. REPORT: **Annual Activities Report for Judicial Division**

PURPOSE: To document activities of Judicial Division

REPORT DUE: By January 31st of each year

DISTRIBUTION: Through the Chief Deputy to the Sheriff

B. REPORT: **Distribution of Judicial Report in Judicial Division**

PURPOSE: To allocate personnel to organizational components based upon documented workload assessments.

REPORT DUE: Every third year

DISTRIBUTION: Through Chief Deputy to Sheriff

6. COMMANDER, CRIMINAL INVESTIGATION UNIT:

A. REPORT: **Annual Statistical Activity of the Criminal Investigation Unit.**

PURPOSE: To measure CIU activities

REPORT DUE: By January 15th of each year

DISTRIBUTION: Patrol Commander

7. SHIFT COMMANDER , ASSISTANT SHIFT COMMANDER:

A. REPORT: **Line Inspection of Personnel**

PURPOSE: To ensure that personnel maintain a professional appearance and that agency equipment is being properly maintained.

REPORT DUE: By the 7th of each month

DISTRIBUTION: Captain

B. REPORT: **Evaluation Counseling Session on Job Description Review**

PURPOSE: To review duties and responsibilities

REPORT DUE: Evaluation files by April 16

DISTRIBUTION: Evaluation files

C. REPORT: **Evaluation Counseling Sessions on Year to Date Performance as Compared to Performance Objectives, Positive/Negative Work Aspects. Setting Interim Goals, if necessary.**

PURPOSE: Discuss goals and objectives, procedures for completion of the evaluation process, to identify areas for improvement, if any, and to establish specific goals, if needed.

REPORT DUE: By October 31 annually

DISTRIBUTION: Evaluation file

E. REPORT: **Completion of the Personnel Evaluation**

PURPOSE: To evaluate the employee's work performance during the past calendar year.

REPORT DUE: During May Counseling session of each year

DISTRIBUTION: For Warden to next level of supervision

8. PROPERTY OFFICER:

A. REPORT: **Personnel Equipment Inventory**

PURPOSE: To maintain accountability for agency property

REPORT DUE: By October 31st of each year

DISTRIBUTION: Patrol Commander, Chief Deputy

B. REPORT: **Periodic Activities of Contracted Personnel as May Be Required by Contractual Enforcement Contracts.**

PURPOSE: To keep town councils informed as to contracted personnel activities.

REPORT DUE: No later than 7 days after ending period of report; i.e., monthly reports, no later than the 7th of each month.

C. REPORT: **Monthly Operational Readiness Inspections on Inventory Equipment**

PURPOSE: To establish accountability for operational readiness of non-issued equipment.

REPORT DUE: By the 7th of each month

DISTRIBUTION: Quartermaster Files

9. PCO:

A. REPORT: **Daily Event Capsule**

PURPOSE: To inform personnel of agency activities during last 24 hours.

REPORT DUE: At end of each 8 hour shift

DISTRIBUTION: Muster Room, and Copy for records

10. PCO SUPERVISOR:

A. REPORT: **Assist to Other Enforcement Agencies**

PURPOSE: To ascertain number of times Sheriff's Office assists other agencies

REPORT DUE: By the 7th of each month

DISTRIBUTION: Patrol Commander, Sheriff

B. REPORT: **Remote Sector Checks Report**

PURPOSE: To document time spent in remote areas of the county.

REPORT DUE: By the 7th of each month

DISTRIBUTION: Sheriff

11. TRAINING COORDINATOR:

A. REPORT: **Annual Recruitment Activities Report**

PURPOSE: To keep Sheriff informed of recruitment activities and effectiveness of efforts

REPORT DUE: By 15th of January

DISTRIBUTION: Command Staff

12. PLANNING / RESEARCH FUNCTION:

A. REPORT: **Analysis of Yearly Activity and Recommendations for Changes, Additions, to Agency Operating Procedures**

PURPOSE: To make recommendations to the Sheriff as to Agency direction.

REPORT DUE: By January 15th of each year.

DISTRIBUTION: Command Staff, library

B. REPORT: **Annual Report with Recommendations for Agency Operations During the Next Fiscal Year, as well as Multi-Year Planning.**

PURPOSE: To inform and advise the Sheriff as to present options regarding future agency operations based on current and projected future requirements.

REPORT DUE: Each year by last day of February

DISTRIBUTION: Sheriff

C. REPORT: **Annual Review of Division's Specialized Assignments.**

PURPOSE: To ascertain necessity of assignment.

REPORT DUE: Each year by last day of February

DISTRIBUTION: Command Staff

D. REPORT: **Annual Review of Agency Job Descriptions and Classification Plan.**

PURPOSE: To determine if position duties and responsibilities need to be changed, if positions need to be changed, if any reorganization is necessary.

REPORT DUE: Annually by last day of February

DISTRIBUTION: Command Staff

E. REPORT: **Annual Audit of Reporting System**

PURPOSE: To analyze the efficiency of the reporting procedure

REPORT DUE: By January 15th of each year

DISTRIBUTION: Patrol Commander

13. CRIME PREVENTION OFFICER:

- A. **REPORT:** **Annual Summation of Crime Prevention Activities**
- PURPOSE:** To inform Command Staff/Agency Personnel of agency Crime Prevention activities.
- REPORT DUE:** By January 15th of each year
- DISTRIBUTION:** Patrol Commander

14. VICTIMS/WITNESS COORDINATOR:

- A. **REPORT:** **Bi-Annual Analysis of Victim Needs and Available Services**
- PURPOSE:** To evaluate agency victim assistance programs
- REPORT DUE:** By February 28th of every other year
- DISTRIBUTION:** Command Staff

15. ALL PERSONNEL ASSIGNED VEHICLES:

- A. **REPORT:** **Monthly Gas Report**
- PURPOSE:** To account for amount of gas used by each agency vehicle
- REPORT DUE:** By the 7th of each month
- DISTRIBUTION:** Office Manager through shift supervisors

16. SENIOR ARMORER:

- A. **REPORT:** **Annual Inspection of Agency Firearms**
- PURPOSE:** To ensure that agency firearms utilized by personnel are safe and functioning properly
- REPORT DUE:** By December 31 annually
- DISTRIBUTION:** File maintained by Armorer.

17. MIDNIGHT SHIFT COMMANDER

- A. REPORT: **Monthly Crime/Activities Statistical Bulletin**
- PURPOSE: To keep Command Staff, agency personnel, apprised of reported criminal activity/calls for service.
- REPORT DUE: By the 7th of each month
- DISTRIBUTION: Command Staff, CIU Supervisor, Copy in library for personnel review.

18. SPECIAL OPERATIONS SUPERVISOR

- A. REPORT: **Annual Activities Report of Contracted Deputies.**
- PURPOSE: To inform respective Town Counsels, Command Staff, Contractual personnel of activities within the contracted areas.
- REPORT DUE: By January 31st of each year.
- DISTRIBUTION: Command Staff, Contractual personnel, applicable supervisor

19. DETENTION SHIFT COMMANDERS

- A. REPORT: **Quarterly Report / Activities Report**
- PURPOSE: To inform the Warden of specific activities that has taken place within the jail over the last quarter.
- REPORT DUE: By April 15, July 15, October 15 and January 15
- DISTRIBUTION: Warden
- B. REPORT: **Monthly Report on Vacation and Sick Leave usage**
- PURPOSE: To inform the Warden of actual leave used by employees on a monthly basis.
- REPORT DUE: By the 15th of every month
- DISTRIBUTION: Warden

21. DETENTION CENTER ADMINISTRATIVE ASSISTANT

- A. REPORT: Weekly Budget Report
- PURPOSE: To inform the Warden of the actual budget spent over the last week to include overtime and other budget items.
- REPORT DUE: By Wednesday of every week
- DISTRIBUTION: Warden

22. DETENTION CENTER PROGRAMS MANAGER

- A. REPORT: Annual Report
- PURPOSE: To inform the Sheriff, staff and community of the activities that have taken place over the last year in the Detention Center.
- REPORT DUE: By March 15 of each year
- DISTRIBUTION: Sheriff, staff and community

23. DENTENTION CENTER – WARDEN

- A. REPORT: Annual Report
- PURPOSE: To inform the Sheriff, and staff of the activities and status of the Detention Center.
- B. REPORT: Quarterly Report
- PURPOSE: To inform the Sheriff, and staff of the activities and status of the Detention Center.

11.4.2 FORMS ACCOUNTABILITY

- A. All personnel are encouraged to suggest improvements on in-house forms used by the Sheriff's Office, and to submit proposals for new, efficient forms. The Chief Deputy will be accountable for forms control to include:
 - 1. Development of forms
 - 2. Modification of forms

3. Approval of forms
 4. Review of forms
- B. Any development or change involving an in-house form will be approved by the Chief Deputy or his designate, before being placed in service.
 - C. A proposal for a new form or modification to an existing form may be proposed using Form Control Request Form. The completed Form Control Request Form will be attached to the new form or modification and for Warden to the Chief Deputy.
 - D. Any new form will be reviewed by at least one supervisor from the component it is applicable to before being placed into service.
 - E. Any new form or modification being placed into service will be explained to all impacted personnel through staff meeting notes, or other written notice.
 - F. A Master Form File of all agency in-house forms will be maintained. The Chief Deputy or his designate will periodically review the Master Form File to ensure forms are not duplicated and forms being used are current and relevant.

11.4.3 Accreditation Compliance

- A. The Accreditation Manager shall maintain a system for ensuring that periodic administrative reports, reviews, and other activities mandated by accreditation are accomplished. The Accreditation Manager will conduct random inspections during the year to insure that reports/activities are being completed within the established framework. Commanders will be made aware of any problems within the Reporting System.
- B. Command Staff will be notified in writing by the Accreditation Manager, when personnel within their division have been assigned periodic activities, and will ensure compliance by such personnel.

11.4.4 Computer Software

- A. All agency computers that are connected to the network have predetermined software installed. No other software will be installed to these computers without the prior approval of their Division Commander. Floppy disks may only be inserted into county owned computers for storage and retrieval of work data.

11.4.5 Agency Notification of Agency Liability

- A. All employees will through the chain of command inform the Sheriff, anytime there is a question as to the agency's liability, or when there are incidents, which may result in heightened community interest. The information can be transmitted via the phone, or in person. These types of incidents are:
1. officer involved shootings
 2. serious injury to an officer or suspect during an incident
 3. serious accidents involving Sheriff's Office vehicles
 4. any and all incidents, which the officer/s feel, create agency liability or heightened community interest