



Jeffrey R. Gahler,
Sheriff

HARFORD COUNTY SHERIFF'S OFFICE ADMINISTRATIVE POLICY

Organizational Structure

Distribution:	All Employees			Policy Number:	ADM 0201
Responsible Unit:	Administrative Services Division			Rescinds:	
Original Issued Date:	12/28/22	Revision #:	1	Latest Revision Date:	09/02/25
Required 3-year review was completed:		08/19/26	Next Required 3-yr Review Due:		09/30/29

1. Purpose

To define and describe the organizational structure of the Harford County Sheriff's Office (HCSO).

2. Policy

The HCSO will maintain an organizational structure that is based primarily on function, responsibility, or geography to promote effective and efficient operation.

3. References

Maryland Code Annotated Courts and Judicial Proceedings Article, § 2-309(n)
Maryland Code Annotated Public Safety Article, § 3-201
Maryland Constitution, Article IV, § 44

4. Procedures

As a result of the act of the Maryland General Assembly in 1773, Baltimore County was divided into two counties. A new county, Harford, was created from the northeastern quadrant of the former Baltimore County. The actual formation of government for Harford County occurred on March 22, 1774, when Henry Harford sent his commission to the new County Seat at Harford Town. The Right Honorable Henry Harford, Lord Proprietor of the Province, commissioned Thomas Miller as the first sheriff. The first election for sheriff was in 1777, when John Taylor won over his opponent, George Bradford.

Although the first sheriff was appointed in 1774, subsequent sheriffs were elected. Sheriffs served two-year terms until 1927 when they began serving four-year terms. The duties of sheriff throughout the United States vary both internally and externally, and from agency to agency. Depending on the region, some sheriff's offices provide only court and/or correctional services, while others provide law enforcement. The citizens of Harford County benefit from having a multi-service Agency that provides all three. Although patrol deputies and investigators are the most visible employees of the Sheriff's Office, court services deputies and correctional deputies from the Detention Center are critical components of this full-service Agency.

- A. The HCSO provides a wide range of law enforcement and correctional services within Harford County, including patrol, basic and advanced criminal investigations, special operations, school resources and community services, court services, pretrial and post-trial detention, intelligence gathering and analysis, and crime analysis.

- B. Organizational charts are available in the PowerDMS.
- C. Hierarchy of HCSO
 - 1. HARFORD COUNTY SHERIFF'S OFFICE: commanded by the Sheriff with the Colonel serving as second in command and the Warden serving as third in command.
 - 2. BUREAU: the four largest organizational components; commanded by a Bureau Chief holding the rank of Major.
 - 3. PRECINCT: Police Operations Bureau (POB) only; established geographically and commanded by a Captain.
 - 4. DIVISION OR OFFICE: a division/precinct is commanded by a Captain; while an office may have fewer personnel, it has a critical specialty function and is commanded by a civilian director.
 - 5. SHIFT: commanded by a Lieutenant.
 - 6. SECTION: rank of commander depends on the specialty function.
 - 7. UNIT: a part of a division responsible for a specific task or responsibility; rank of commander depends on the function.
 - 8. TEAM: a part of a section organized to perform a specific task; rank of commander depends on the function.
 - 9. SECTOR: POB only; established geographically as a subset within a precinct.
 - 10. POST: established geographically as a subset within a precinct sector or at the Detention Center.
- D. Office of the Sheriff
 - 1. Sheriff
 - a. The HCSO is commanded by the Sheriff who is elected by the citizens of Harford County.
 - b. The Sheriff derives authority from the Maryland Constitution, common law, and the Maryland Code Annotated.
 - c. The Sheriff has the authority to establish appointments and may assign employees to the duties as determined necessary to serve the needs of HCSO and the public.
 - 2. Chief Deputy
 - a. The Chief Deputy has the authority, responsibility, and duties assigned by the Sheriff.
 - b. The Chief Deputy derives authority from the Maryland Code Annotated.
 - c. Within the HCSO, the Chief Deputy has historically been referred to as, and has held the rank of, Colonel.

E. Sheriff's Staff Units

1. Report to the Chief Deputy and receive directions from the Sheriff. Generally, these units are responsible for matters that are sensitive or confidential.

- a. Office of Budget

Manages all aspects of the HCSO budget and all fiscal processes; manages accounts payable, accounts receivable and payroll; develops and manages the HCSO budget.

- b. Office of Community and Legislative Affairs

Responsible for initiating and maintaining external partnerships for the purpose of working collaboratively with other agencies and entities on special projects as assigned by the Sheriff; identifying, cultivating, and serving as a liaison with public safety community organizations, associations and boards in furtherance of the interest and mission of HCSO; serves as HCSO representative to the various organizations, associations and boards; directs local, state and federal government affairs programs for HCSO; and is responsible for drafting legislative policy and position papers representing the interest of the HCSO.

Under the direction of the Sheriff, it coordinates and performs a variety of functions and assists the Sheriff with executive-level administrative support. Coordinates the Sheriff's administrative activities ensuring that information is disseminated to the Command Staff and other Agency personnel; schedules and coordinates meetings, appointments, and conferences for the Sheriff; prepares reports, and other documentation for the Sheriff; assists the Sheriff with correspondence and memoranda; assesses inquiries directed to the Sheriff to determine the proper course of action and delegate to the appropriate individual to manage; prepares and processes communications to Agency personnel and individuals or entities outside the Agency; manages complex agendas and scheduling for the Sheriff; liaison to the Police Foundation.

- c. Command Support Specialist

Manages and performs a variety of administrative tasks to facilitate the efficient operation of the Office of the Sheriff; assists the Sheriff, Command Staff and civilian Directors as needed; maintains the Sheriff's correspondence, task, and event tracking database to ensure successful completion; represents the Sheriff at public functions and meetings; and performs all other duties assigned.

- d. Office of Legal Affairs

The Office of Legal Affairs is assigned to represent the Office of the Sheriff and act as a liaison between the Sheriff's Office and the public on matters related to allegations of police misconduct and the entities of government which have a bearing on the function of the Office; provide legal advice regarding the daily operations of the Sheriff's Office; Serve as the prosecutor for disciplinary procedures within the Office.

In accordance with Maryland law, the Attorney General's Office is primarily responsible for representing and advising the Sheriff, in matters of traditional constitutional duties of

the Office of the Sheriff. The Harford County Law Department provides representation on matters arising from law enforcement and correctional services provided by the Office of the Sheriff.

The Office of Legal Affairs provides a wide range of legal counsel and advice on criminal and civil law to employees of the Sheriff's Office which includes researching and advising on criminal investigations and civil matters, training personnel on issues related to criminal law, representing the office on legislative issues of interest to the Harford County Sheriff's Office and reviewing and recommending policy revisions on issues related to criminal investigations, law enforcement and correctional administration or evidence disposition; providing legal advice and guidance to law enforcement and correctional personnel conducting criminal and administrative investigations; providing legal advice regarding the handling and disposition of evidence; researching court cases that impact investigations or law enforcement.

e. Office of Media and Public Relations

Disseminates information concerning HCSO's operations, functions, and activities to the media and the public; facilitates internal communication from the Office of the Sheriff; and develops ongoing strategies and productions to inform and educate citizens on HCSO initiatives, proactive safety objectives, and important public safety information to include critical missing persons, special events planning, and promotion of programs and initiatives sponsored by the HCSO; responds to media inquiries which range from daily activity updates to overnight police reports to requests for statistics, research and specialized interviews on topics of public interest and concern to include Public Information Act (PIA) requests; briefing the Sheriff and Command Staff on public events and current issues; speech and remark preparation; social media marketing and public relations advertising; assisting the office employees in preparing press events; and writing and coordinating the presentation of HCSO awards by the Sheriff and acts as liaison on behalf of the Sheriff with community groups.

F. Police Operations Bureau (POB)

1. Responsible for the prevention and detection of crime, apprehension of criminal offenders and enforcement of criminal and motor vehicle laws.
2. The Bureau is commanded by the POB Chief holding the rank of Major.
3. The Northern Precinct (NP), Southern Precinct (SP), and Special Operations Division (SOD) constitute the POB.
4. Within the POB, each precinct or division is commanded by a Captain.
5. Bureau Organization and Geographical Responsibilities of precincts and divisions.

a. Northern Precinct (NP) and Southern Precinct (SP)

Provide continuous delivery of around-the-clock police services to the community through preventive patrol, maintenance of public order, discovery of hazards, response to citizen needs for services, investigation of crimes and incidents, arresting offenders, traffic direction and control, continually utilizing crime trends and data for allocation of resources,

adjusting to the needs of the community and providing for emergency services and the reporting of information to appropriate organizational components. In addition to conducting preliminary investigations, patrol deputies will conduct varied follow-up investigations as appropriate.

Patrol Sectors are based on geography; functions include primary response to emergency and non-emergency calls for service, directed patrols, apprehending offenders, preventing, and deterring crime, initially investigating, and gathering evidence at crime scenes, participating in community meetings, directed patrols, and maintaining order within the community. Sectors are divided into posts.

b. Special Operations Division (SOD)

Provides specialized resources to deputies and to other law enforcement officers throughout Harford County used to resolve hazardous or complex critical incidents that may exceed the capabilities of first responder or investigative units.

- i. Crime Suppression Unit (CSU) conducts covert surveillance and targeted enforcement on individuals involved in criminal activity, to include, but not limited to, the possession, sale and distribution of controlled substances, gang activity and firearms violations. Duties include identifying violent offenders; targeting enforcement and investigations on Harford County's "Top 10 Offenders"; assisting the Special Response Team (SRT) with security during tactical operations and high risk warrant service; assist Patrol, Special Investigations Division (SID) and Criminal Investigations Division (CID) with details, interdiction, surveillance and warrant service; working with management in apartment communities to assist with criminal activities; identifying individuals prohibited from possessing firearms and filing criminal charges as appropriate; and working targeted enforcement in high crime areas.
- ii. The Traffic Enforcement Unit (TEU) will provide coordination and implementation of traffic safety related programs throughout the county and is responsible for the investigation of all fatal and critical injury motor vehicle collisions and will coordinate the selective traffic enforcement and DWI countermeasure campaigns, direct the use of speed measurement devices, and coordinate special events, traffic safety public awareness campaigns, commercial vehicle inspections, chemical tests for alcohol, provide a rapid and coordinated traffic disruption response, investigate traffic-engineering deficiencies and other traffic-related matters; taxicab licensing checks and tow licensing checks; and manage the license plate reader (LPR) program.
- iii. Intelligence and Homeland Defense Unit (Intel) will collect, analyze, and disseminate criminal intelligence and law enforcement data and information; and provide expert advice, as it pertains to state and federal laws governing surveillance and information gathering; serves as liaison to regional, state, and federal intelligence entities, to include the Maryland Coordination and Analysis Center (MCAC), Joint Terrorism Task Force (JTTF), and Immigrations and Customs Enforcement (ICE). Responsible for the County Watch camera system.
- iv. Marine Team will provide waterway security patrols during times of heightened terrorism threat levels as assigned by the U.S. Department of Homeland Security (DHS); provide law enforcement in a marine environment; conduct search and

rescue missions, when requested; and assist in search and rescue missions or other duties as deemed appropriate and authorized by the Commander, SOD.

- v. Canine Unit will provide specialized canine support to police operations such as high-risk building/area searches, missing person searches, suspect tracking, article searches, and detection scans for narcotics, guns, and explosives. The unit also provides canine training to allied agency canine assets and assists with public relations and education through demonstrations as assigned.
- vi. Motorcycle Team (Motors) will handle traffic complaints, enforce traffic laws, driving-related laws, and provide funeral, dignitary, and special escorts.
- vii. The Special Response Team (SRT) will be specially trained and equipped to handle a wide variety of high-risk situations including hostage/barricade situations, diplomatic security, and high-risk warrant service. In addition, the SRT may be utilized to supplement patrol operations in high crime areas or during special or large-scale events.
- viii. The Crisis Negotiation Team (CNT) will respond to dangerous or life-threatening situations, usually involving a hostage or barricaded subject; provide intelligence, credible psychological assessments and provide advice on response strategies; initiate dialogue and engage in crisis management with individuals in crisis, often for extended periods until the situation is resolved.
- ix. The Command Vehicle Operations Team will be responsible for establishing a forward command post to allow for a coordinated effort in a centralized location in response to critical incidents, scheduled events or other situations for an extended operational period, or other command needs.
- x. The Honor Guard Team will represent the HCSO at police funerals, parades, official dedications, VIP details or other functions as determined by the Sheriff.
- xi. Mobile Field Force (MFF) will consist of deputies and officers, under an established command and control structure, who are trained and equipped in civil unrest, disturbance, special event security and unusual occurrences where a significant police presence is needed.
- xii. Small Unmanned Aircraft Systems Program provides an aerial-visual perspective in responding to emergency situations and exigent circumstances, and for the following objectives: search and rescue, situational awareness, tactical deployment, visual perspective, visual inspection, and scene documentation.

G. Investigative Services Bureau (ISB)

- 1. Responsible for conducting continuing investigations into matters of criminal activity requiring significant time, technical investigative and legal experience, and flexible manpower assignment.
- 2. The Bureau is commanded by the ISB Chief holding the rank of Major.
- 3. The Bureau consists of the Criminal Investigations Division, Special Investigations Division, and the Office of Professional Standards (OPS).

4. Within ISB, each division is commanded by a Captain. OPS reports directly to the ISB Chief.
5. Bureau Organization and Responsibilities of Divisions.

- a. Criminal Investigations Division (CID)

Provides investigative services, both overt and covert, to support the HCSO's mission of achieving public safety by conducting continuing investigations into matters of criminal activity and is responsible for identifying, apprehending, and assisting in the prosecution of those individuals responsible for such criminal activity. Includes special investigative groups that focus on issues related to child advocacy, vehicle theft, insurance fraud, forensic video analysis, victim services, computer crimes, property crimes and major crimes.

- i. Major Case Unit is responsible for the investigation of most major crimes of violence, such as homicide, rape, sexual and aggravated assault, robbery, abduction, and kidnapping. The unit will also be responsible for the investigation of fatal drug overdoses, suspicious and unattended deaths, child fatalities, adult and critically missing persons, elder abuse, and selected cases.
- ii. Property Crimes Unit is responsible for the investigation of breaking and entering at residential, commercial and construction sites, as well as major thefts over \$25,000, motor vehicle thefts, insurance fraud, and complex white-collar crimes.
 - a) Pawn Unit is responsible for the issuance of pawn shop licenses, maintaining a current listing of all pawnbrokers, pawn shops, precious metal dealers, scrap metal processors, auto dismantler checks, and investigation and maintenance of records for all pawn shop transactions in Harford County and will attempt to identify pawned property, which may have been stolen by way of investigative opportunities to include Regional Automated Property Information Database System (RAPIDS).
 - b) Auto Theft Unit focuses on automobile theft and title fraud and to coordinate auto theft and insurance fraud investigations in cooperation with other agencies in the region.
- iii. Child Advocacy Center (CAC) is responsible for the investigation, review, follow-up of all sexual child abuse, sexual assaults involving a child, physical child abuse, child neglect, juvenile sex crimes, select child pornography investigations, technology facilitated crimes involving juvenile and adult survivors who disclose being the victim of sexual child abuse as a juvenile.
 - a) Victims Services Unit (VSU) provides crisis intervention, advocacy and support services to the victims and witnesses of crime. Assistance includes emotional support, referral to specific provider agencies for focused follow-up services, assistance with court filings and monetary claims, court accompaniment, guidance through the criminal justice process, and evaluation services for referral to trauma debriefing. Staff members also provide transitional support to the State's Attorney's Office Victim Assistance Unit during prosecution, and act as liaisons between victims and HCSO.

- iv. Forensic Services Unit (FSU) assists HCSO units and allied law enforcement agencies with the collection, preservation and analysis of evidence including DNA, fingerprints, ballistics, trace evidence, photography and blood or chemicals; test firing seized or recovered weapons and maintaining related files.
 - a) Digital Forensics Technician conducts impartial and objective analysis of computers and digital evidence, using the best available tools and procedures; assist in the seizure of computer and digital evidence as necessary and will provide non-forensic technical support as directed by their supervisor.
 - b) Forensic Video Analysis Technician performs scientific examination, comparison and/or evaluation of video and audio evidence.
 - v. Criminal Intelligence and Analysis Unit (CIAU) utilizes regularly collected information on reported crimes and criminals to produce analysis documents that assist all Agency members in the prevention and suppression of criminal activity and the apprehension of criminal offenders. The objectives of CIAU are to analyze and identify the modus operandi of criminals, recognize, and forecast emerging crime patterns, and analyze data collected from field interrogations, arrests, and other sources of crime event and suspect information.
 - vi. Domestic Violence/Family Services Unit (DVU) investigates and conducts follow-ups on all reported cases of domestic violence and assists victims of domestic violence to obtain services available to them; serve protective orders and release firearms seized because of domestic violence cases and protective orders.
 - vii. Property Management Unit (PMU) operates in a secure, centralized location for the storage of all found, recovered, stolen and evidentiary property coming into HCSO's possession; maintain detailed records of all property flow within its operation; and conduct on-going inventory control efforts and disposal of items in accordance with established HCSO policies and procedures.
- b. Special Investigations Division (SID)
- Provides investigative services, both overt and covert, to support HCSO's mission of achieving public safety by improving the quality of life for the citizens of Harford County. Enforces controlled dangerous substance laws through the investigation, identification, infiltration, and disruption of drug trafficking organizations operating within Harford County and surrounding jurisdictions. The division includes special investigative groups that focus on drug task force investigations.
- i. Task Force enforces controlled dangerous substance laws through the investigation, identification, infiltration, and disruption of drug trafficking organizations operating within, or travelling through, Harford County.
 - ii. Electronic Surveillance Technician provides expert advice, as it pertains to state and federal laws governing electronic and other technical investigations, provide technical collaboration, supports and aids deputies and allied agencies with investigations and intelligence gathering to capture evidence for a successful case

conclusion and prosecution; procures, maintains, and distributes audio and video surveillance equipment.

- iii. Asset Seizure Technician is responsible for the administrative processing of all vehicles seized by HCSO and the timely submission of forfeiture documentation to the Office of the Sheriff; for tracking all forfeitures through the federal and local forfeiture statutes and regulations; locating, identifying, and then seizing all possible assets (real estate, vehicles, and cash assets) belonging to and used by drug dealers and drug trafficking organizations.
- iv. Heroin Coordinator/Analyst identifies, retrieves, and analyzes all statistical information related to Harford County heroin overdose cases; ensuring cases are evaluated for investigative leads; overdose patterns and trends are identified; analytical and administrative reports are prepared, and serve as a liaison with federal, state, and local jurisdictions to identify actionable intelligence for investigations.

c. Office of Professional Standards (OPS)

Investigate allegations of misconduct against HCSO employees to defend lawful conduct or recommend disciplinary action in cases of sustained misconduct; processes and assign misconduct cases for investigation; reviews completed misconduct investigations; maintains records of allegations of misconduct.

H. Services and Support Bureau (SSB)

Provides specialized police and community support services through various functions; provides materials and services to the HCSO and allied law enforcement agencies to enable them to carry out their responsibilities; manages the HCSO information technology and communications systems; provides for the protection of the judicial process and the service of court related paperwork; responsible for ensuring that the necessary infrastructure (buildings, vehicles, and supplies) is in place so deputies and civilian employees can focus on their mission; manages maintenance and repair requests for all HCSO facilities; directs the planning, budgeting, design, and construction of

HCSO capital facilities projects and coordinates those projects with the appropriate entities; manages grants, policies, procedures, and Agency paperwork.

- 1. The Bureau is commanded by the SSB Chief holding the rank of Major.
- 2. Divisions and Offices constitute the SSB.
- 3. Within SSB, each division is commanded by a Captain and each office is commanded by a Civilian Director.
- 4. Bureau Organization and Responsibilities of Divisions and Offices.

a. Court Services Division (CtSD)

CtSD is responsible for the activities of the Sheriff as they relate to the courts and the judicial process. The division is commanded by a Captain.

- i. The Law Enforcement Records Section serves as a centralized repository that provides police records storage, control, and retrieval in a manner consistent with confidentiality mandates; will include entering incident-generated information into the Records Management System (RMS), disseminating reports throughout the HCSO and to the public as needed and compiling statistics in accordance with national Uniform Crime Reporting (UCR) procedures; issue bingo and gaming permits; compile statistics and submit monthly Uniform Crime Reports in accordance with standards established by the State of Maryland and the Federal Bureau of Investigation (FBI); a member will be designated as the METERS/NCIC Terminal Agency Coordinator (TAC) and is responsible for training HCSO employees, reviewing METERS/NCIC transactions for accuracy and timeliness, validation of entries made into the system and annual audits in accordance with State and Federal guidelines. Records Section will be responsible for maintaining warrant files, handling hit confirmations, ensuring compliance with NCIC policies and procedures, and handling monthly validations of warrant records.
- ii. Office of Child Support Administration (CSA) provides child support services in accordance with the Department of Health and Human Services-approved state plan under Title IV-D of the Social Security Act; actively serves summonses and warrants that pertain to the collection of support services for the children for whom the support was ordered by the circuit court.
- iii. Civil Process Unit provides for the execution of all court-ordered documents, to include civil summonses, subpoenas, writs of execution, writs of replevin, writs of possession, levy in distress, court -ordered emergency evaluations, peace orders, child seizure orders, show cause orders, garnishment of wages, etc. issued by both the Circuit Court and the District Court of Maryland.
- iv. The Court Security Unit provides protection to seven Circuit Court Judges, their staff, three Magistrates, and approximately 100 other employees, Monday through Saturday, utilizing a multi-layer system of security to deter potential threats and provide a safe and secure atmosphere for persons conducting business at the
- v. Courthouse; provides security and supervision of prisoners during criminal trials and civil proceedings.
- vi. Facilities Security Unit provides safety and security oversight for facilities that include the HCSO Headquarters and Family Justice Center; provide service and information requested via public inquiries; completes incident reports for qualifying offense as outlined in the HCSO Telephone Reporting Policy and assists with citizens' fingerprinting requests.
- vii. Megan's Law Unit (MLU) is responsible for the registration, notification and verification requirements of individuals required by law to register as sex offenders. Tracks fugitive cases through the court system, responsible for Interstate Agreement on Detainer transports, service of other jurisdiction's warrants, handles requisitions for governor's warrants, and serves in-county warrants.
- viii. Mobile Transport Unit is charged with transporting people under the jurisdiction of the county and state, including prisoners bound for initial appearances, juveniles

bound for Maryland Department of Juvenile Services facilities, and coordination and pickup of inmates extradited as suspects or witnesses.

- ix. Warrant Apprehension Unit responsible for locating and apprehending fugitives wanted on outstanding warrants. The unit also regularly receives requests for assistance from local, state, and federal law enforcement agencies. Additionally, the unit coordinates and performs criminal extraditions for various courts.
 - x. Court Liaison coordinates the interactions between the Harford County State's Attorney's Office, the District Court and Circuit Court and the Agency to assure that officers are available for court when needed and that they are notified of cancellations in a timely manner; assists the State's Attorney's Office with cases in both District Court and Circuit Court, acting as the liaison between the Judges and the Sheriff's Office, serving warrants and summonses at the District Court and Circuit Court and coordinating transportation of prisoners with District Court and Detention Center personnel.
 - xi. Also responsible for tracking false alarm responses and billing offenders, in coordination with Harford County Treasury, for false alarm fees as directed by county law.
- b. Office of Information Technology designs, builds, implements, maintains, and upgrades HCSO information technology systems and maintains HCSO network infrastructure while providing a broad spectrum of support skills, secure and quality digital information, services and application and infrastructure tools for users to make HCSO technology interactions simpler, faster, and more meaningful.
 - c. Administrative Services Division (ASD)

The Division is commanded by a Captain and is responsible for the units listed below.

- i. Research and Planning is responsible for researching operational alternatives; providing strategic planning; developing new programs and special projects; responsible for coordinating the development and revision of HCSO policy and procedures through drafting and reviewing.
- ii. Training Academy develops curricula and provides entry level, in-service and specialized training for all deputies and civilians where applicable; reviews and administers all non-entry level HCSO training programs; monitors all advanced training received by employees; assists with roll call training; manages all firearms training; maintains training records and certifications; conducts annual firearms inventory; armorer functions and maintains the HCSO firearms training facility.
 - a) Citizens Police Academy (CPA) is a program designed to give participants from a wide variety of cultures and backgrounds who are not sworn police officers a glimpse behind the badge and to provide information about training, policies, and the many units and divisions within HCSO.
 - b) Drill Instructor Cadre is composed of instructors from throughout the Agency responsible for the welfare, behavior, and education of the recruits throughout the period of initial training. Their responsibilities include areas such as

discipline, physical fitness, and weapons training. The title of Drill Instructor is a billet independent of rank, to be held by Agency members who successfully complete the training program to earn that title. This is a part-time position.

- c) Instructor Cadre is composed of Agency members who have successfully completed the Maryland Police and Correctional Training Commissions (MPCTC) instructor certification class and who provide in-service and basic instructor for law enforcement and corrections. This is a part-time position made up of Agency members assigned throughout the Agency.
 - d) The Intern Program supports various functions with screened and approved volunteers and college interns performing technical and administrative non-enforcement tasks.
 - e) Critical Incident Stress Management Team (CISM) provides support for employees as well as formal critical incident stress debriefings or defusing as required. Peer support members will also assist employees with access to the Employee Assistance Program (EAP) or other suitable programs as necessary.
 - f) The HCSO Cadet Program consists of trainee law enforcement individuals between the ages of 18 and 21. The Cadet will experience various duties and responsibilities performed by sworn personnel in preparation for and anticipation of the Cadet's acceptance and entry into the HCSO Law Enforcement Academy.
 - g) Crisis Intervention Team (CIT) Coordinator is responsible for the ongoing management and maintenance of the CIT operation. Duties include initial and on-going training of CIT members within the HCSO and allied public safety agencies; serving as an instructor for the HCSO Mental Health First Aid Program; collecting, analyzing, and reporting on data collected relating to CIT activities; submitting reports to the Office on Mental Health and relevant stakeholders; HCSO liaison for behavioral health contacts; facilitating communication, interaction, and referrals with local mental health services, providers and hospitals; and conducting follow-up contacts with citizens that have interacted with the HCSO in crisis situations.
- iii. Grant Management (GM) is a resource for providing appropriate technical and administrative assistance and guidance to the Program Manager(s) monitoring grant awards and acting as the manager of the grant process to include grant funding, programmatic reviews of invoices and audits from the granting agencies, maintaining records, and ensuring a successful close out process. The Administrative Services Division Commander facilitates the administrative grant requirements and submits, accepts, and processes grant applications and grant awards.
 - iv. Electronic Services Unit (ESU) manages HCSO communications equipment, installs and maintains in-car camera, mobile data computers and emergency vehicle equipment, radar units, Automatic Vehicle Locators (AVL); develops and reviews related policies and procedures; serves as the communications liaison with outside entities.
 - v. Special Projects is responsible for any projects that vary in nature and require dedicated time and expertise that may not otherwise fall within the job descriptions of

other units. Under general direction, the Special Projects Coordinator organizes, implements, and manages assessment, research and evaluation of special projects and related duties; prepares and presents technical reports and presentations; and performs other duties as assigned by the Sheriff or Bureau Chiefs.

- vi. Quartermaster Unit ensures compliance with statutes, regulations and procedures related to the procurement of goods and service; receives, inventories, and dispenses equipment, supplies, and materials; processes, stores, and disposes of property; maintains the HCSO motor vehicle fleet; prepares and maintains equipment specifications and standards of performance related to the motor vehicle fleet. Also responsible for the Agency EZ-pass tracking and management of the EZ-pass program.
- vii. Freedom of Information Act/Public Information Act (FOIA/PIA) Coordinator ensures that all Public Information Act (PIA) requests are processed to include body worn camera (BWC), in-car, and security videos.
- viii. Building and Technology Services (BTS) Unit is responsible for the storage, review, vetting, redactions, maintenance and downloading of all camera footage collected by the body worn cameras and in-car cameras. This footage is utilized for internal investigations, criminal investigations, court proceedings and Public Information Act (PIA) requests. BTS Unit reviews subpoenas, PIA, and State's Attorney's Office requests for video. With guidance from the Attorney General's Office, the BTS Unit releases videos in obedience of applicable laws. The unit also manages the Agency TASER program. BTS Unit will be contacted regarding building maintenance and repairs.

d. Office of Human Resources

Administers the recruiting, hiring, transferring, retiring and separation of HCSO personnel; maintains employee personnel records; coordinates and administers HCSO Retirement and Survivor Benefits; processes grievances, oversees the development, administration, training, and integrity of the promotional process for sworn personnel; maintains and provides training for the Performance Appraisal System (PAR); coordinates requests for promotional process assistance from allied law enforcement agencies. Additionally, responsible for the recruitment of HCSO employees and will coordinate the selection process for sworn deputies, civilian employees and screening of contractual workers who require access to HCSO facilities.

- i. Background Investigations Unit performs comprehensive background investigations to determine moral character and eligibility of potential employees for the HCSO.
 - ii. Volunteers in Police Service (VIPS) are qualified volunteer members of the community who wish to volunteer their time and skills with the HCSO on specified tasks and duties that can create efficiencies for HCSO and improve services to the community.
- e. Polygraph Unit conducts polygraph examinations for criminal investigative purposes, pre-employment screening, and internal affairs investigations, using certified HCSO polygraph examiners. The services of the HCSO Polygraph Unit will be made available to HCSO members, the Harford County State's Attorney's Office (HCSA), and any other law enforcement agencies.

f. Community Services Division (CoSD)

Established to foster positive and productive police-community relations through partnerships with community leaders, civic organizations, block associations, concerned individuals, and by providing security and crime prevention in Harford County Public Schools as we work to create solutions for problems that arise within the county's many communities and public schools. The division is commanded by a Captain, who also serves as the Secondary Employment Coordinator.

- i. Animal Control Unit provides enforcement of animal-related laws and care for homeless, abused, and neglected animals; responsible for response and investigation of citizen complaints and animal emergencies that include animal abuse and neglect; stray, rabid, or aggressive animals; and sick or injured animals; provide vital information to community organizations, housing associations and schools regarding local and state laws and animal welfare issues or concerns; working collaboratively with other law enforcement agencies and first responders when animals are on scene.
- ii. Community Policing Unit (CPU) conducts proactive enforcement and community problem solving on targeted problems within a community; responsible for projects such as community presentations and meetings, crime prevention outreach projects, and assisting members of the community in reducing the incidence of crime and disorder within their neighborhoods; objectives will be accomplished through a police-led collaborative partnership between residents, housing management, government agencies and community human service providers.
- iii. Citizens Police Academy Alumni Association (CPAAA) is made up of graduates of the CPA who promote and enhance the relationship between the community and HCSO through continued law enforcement education, support to the HCSO Academy and promoting special projects that strengthen the services provided by HCSO and assisting HCSO in specific projects when requested.
- iv. Youth and Community Services Coordinator is responsible for and serves as the Sheriff's Office representative for a variety of juvenile related programs, to include the HCSO Public Safety Cadet Program (Administrator/Advisor), Harford County Teen Court, Harford County Juvenile Drug Court, Harford County Juvenile Runaway Program, "Badges for Baseball" youth mentoring program, "boys 2 MEN" youth basketball program and the Maryland Special Olympics. The coordinator is an essential part of the community policing concept and garners partnerships with community-based organizations to work toward positive interactions between law enforcement and our communities. The coordinator also serves as Chairperson of the HCSO Christmas Drive and liaison to the Cal Ripken Sr. Foundation.
- v. School Policing Unit (SPU) is staffed by specially trained School Resource Officers (SROs) who are assigned to designated schools to increase law enforcement visibility, respond to calls for service at those schools and initiate proactive intervention strategies in a collaborative effort with students, staff, parents, and

community. SROs also coordinate and manage “Criminal Justice Clubs” at their respective school and coordinate, instruct, and host the HCSO “Youth Academy” programs held during the summer months for local high school students that provide the opportunity for attendees to experience a week-long “mini” police academy style training program instilling discipline and self-confidence.

- a) School Crossing Guards are part-time employees supervised by the SPU Supervisor whose primary responsibility is to control and effect safe passage for pedestrian and vehicular traffic entering and exiting their assigned school facility.

I. Correctional Services Bureau (CSB)

- 1. The Bureau is commanded by the Assistant Warden, who holds the rank of Major.
- 2. The Bureau is comprised of the Operations Division, Security Division and Support Services Division.
- 3. Within CSB, each division is commanded by a Captain.

- a. Support Services Division

The Support Services Division provides administrative services and direct inmate contact for services in support of the Operations Division.

- i. The Facility Operations Commander provides support to the overall function of the CSB and oversees the following units/contractual services; Inmate Accounting/Commissary Coordinator, CSB Maintenance Unit, Quartermaster, Special Projects Coordinator, and Contractual Food Services vendor.
 - a) The Accounting/Commissary Coordinator is responsible for the ordering, delivery, and inventory of all inmate commissaries. This Coordinator is also responsible for the purchasing, receiving and dispersal of all HCDC consumable items used by staff and inmates, along with overseeing and managing inmate funds.
 - b) Maintenance Unit is responsible for maintaining the condition of the Detention Center by performing scheduled maintenance and inspections to detect and repair conditions that would be unsafe to staff, inmates, and visitors.
 - c) Quartermaster Unit generates all purchase orders; audits all invoices and contract billing for HCDC; maintains all uniforms and accessories for correctional deputies; and monitors inventory and surplus.
 - e) Special Projects Coordinator manages all special projects at the Detention Center; develops and monitors budgets and operating and capital budgets; develops, negotiates, and monitors contracts with consultants and vendors; creates and manages project budgets and schedules; supervises procurement procedures; provides statistical data to the CSB Administration; and other duties as assigned.

- f) The Contractual Food Services Vendor provides food services the Detention Center.
- ii. Administrative Services Commander oversees the following units: Inmate Records, Diminutions, Classification, Pre-Trial Services, Inmate Programs, Standards Coordinator, Community Services Coordinator, Correctional Training Coordinator, and the Contractual Medical Services Provider.
 - a) Records Unit maintains information for each inmate as applicable, including arresting agency, sentencing court, charges, date of admission and release,
 - b) Diminutions (length of confinement), calculates and maintains an inmate's good conduct credit, industrial credit and program credit that a sentenced inmate earns. They ensure the accuracy of the manner of release, and type of sentence an inmate has.
 - c) Classification Unit functions as the liaison between the inmates and the Operations Division. They intake all inmates within the first five days after incarceration and assign housing, make mental health referrals, and provide program sign-ups. Classification is responsible for special confinement inmates, high risk inmates and is involved in the Substance Abuse/Behavioral Health Unit. They maintain all inmate classification records for HCDC. The Classification Unit supervisor is also responsible for the Programs Coordinator, work detail and program participation, and Pre-Trial Services Program.
 - d) The Program Coordinator is responsible for all inmate programs at the HCDC; is the liaison between community volunteers and security; is responsible for finding programs, scheduling them, and assigning inmates to them; and trains volunteers during the Volunteer Orientation.
 - e) Pre-Trial Services Program is a population management tool used by HCDC for all non-adjudicated District Court commitments. The judicial system relies on Pre-trial services to help ensure community safety by the supervision of inmates released to the public. Members of the unit conduct interviews, run criminal histories, prepare reports for court, and attend court daily for bond reviews.
 - f) Community Services Coordinator establishes and maintains a relationship with community service agencies to aid in the reintegration of inmates back into the community, including, but not limited to, basic human needs, employment and training services, medical/mental health assistance, and transportation services.
 - g) The Standards Coordinator is responsible for ensuring compliance with all local, state, and federal laws and standards. Preparation for audits and document retention is an essential part of the office's function as well as monitoring and updating all administrative and operational policies and procedures. The Standards Office is also responsible for oversight of the Prison Rape Elimination Act (PREA).
 - h) Contractual Medical Services Vendor provides medical services at the Detention Center.

- i) The Correctional Training Coordinator ensures that the training curriculums are created and up to date, oversees annual in-service training for Detention Center employees, and oversees entrance level correctional academies for new hires for the Detention Center. The Training Coordinator works closely with the Maryland Police and Correctional Training Commission to ensure all curriculums meet state standards and requirements, and to ensure Correctional Deputies and Detention Center employees are current with the appropriate certifications.

b. Operations Division

The primary objective of the Operations Division is to direct inmate contact for services in support of the Security Division.

- i. Interagency Processing Center (IPC) Commander is responsible for the operation of the IPC, Booking, Property Manager, and the Transportation Unit. It is the initial point of entry for all persons arrested. While in the IPC, the prisoner is fingerprinted, photographed to verify identification and a criminal history will be conducted to check for any wants or warrants. Arrestees who are sober and cooperative are taken to a Court Commissioner located adjacent to the IPC for a bail hearing. The IPC oversees the Inmate Property Manager. Deputies assigned to the IPC provide 24/7 coverage and work shifts as assigned by the Division Commander.
 - a) Inmate Property Manager is primarily responsible for the custody, control, and inventory of inmate personal property, which is being retained by the HCDC and other job-related duties as assigned.
 - b) Transportation Unit is responsible for the safe and secure transport of inmates to and from the Harford County Detention Center to ensure the security and safety of the Transportation Deputy, inmate, and public.
- ii. Chief of Security serves as the liaison between the HCDC, CID, OPS and the State's Attorney's Office in matters relating to investigation of inmate incidents and staff incidents; serves as the primary employee to monitor the general security of the physical building integrity; and oversees the operation of HCDC Gang/Intelligence Team (GIT), K-9 unit, Safety Officer, the Crime Analyst, Correctional Response Team (CRT), and the Grievance Coordinator.
 - a) GIT is assigned specific investigations and is charged with identifying incarcerated gang members and gathering comprehensive intelligence information. The information gathered is shared with the State's Attorney and other federal, state, and local agencies as deemed appropriate. The investigations are often conducted in cooperation with agencies to further criminal prosecutions, as well as identifying possible witness intimidation and/or tampering related to specific cases. The Team identifies, investigates, and disrupts criminal activity. GIT maintains a standard system to address inmate mail at HCDC. The information gleaned often leads to the prosecution of criminal acts caused by individuals, street gangs, security threat groups and terrorist organizations.

- b) Safety Officer performs fire safety inspections; annual fit testing for correctional deputies and law enforcement deputies; oversees the Hepatitis B vaccination program for all HCSO personnel; provides instruction on all fire safety-related courses and bloodborne pathogens; oversees the Automated External Defibrillator program and is responsible for all quarterly, monthly, and weekly inspections.
- c) Correctional K-9 responsibilities include responding to incidents to control inmates during a disturbance or riot; crowd control under certain circumstances; apprehending inmates attempting to flee or resist control; searching for any controlled dangerous substance; providing a strong psychological deterrent; conducting demonstrations for the community; searching buildings or enclosed areas for criminal suspects; controlling inmate movement; and vehicle scans.
- d) The Crime Analyst is responsible for identifying trends and compiling research to produce statistical data pertaining to HCDC, inmates, and parolees.
- e) CRT is a group of deputies with specialized training and tactics. They are responsible for dealing with difficult situations including disruptive or combative inmates, housing area disruptions, mass inmate movement, shakedowns, high risk transports, and all other duties as assigned.
- f) Grievance Coordinator is responsible for overseeing the inmate grievance process by issuing and reviewing all grievances to determine validity and providing timely responses to ensure they are resolved.

c. Security Division

The primary objective of the Security Division is the care, custody, and control of inmates.

- i. Correctional deputies assigned to the Security functions conduct routine tours of all inmate housing areas; are responsible for the prevention of escapes; attempts to escape; prevention of suicides; attempts to commit suicide; and for the detection and confiscation of contraband or other dangerous items which are detrimental to the HCDC, personnel, and the inmate population, and Chaplain Services, Library Services, and the Exercise Coordinator. Deputies provide 24/7 coverage and are assigned to shifts as directed by the Division Commander.
 - a) Exercise Coordinator is responsible for ensuring inmates are afforded the opportunity for voluntary participation in a structured indoor and outdoor exercise program. The Exercise Coordinator maintains constant observation of inmates while out for recreation time and responsible for maintaining all inmate recreational equipment.
 - b) Chaplain Services is responsible for ensuring that all inmates can participate in an interdenominational program of religious services, counseling, and activities. The Chaplain is also responsible for managing the Chaplain volunteers who come into the Detention Center to administer programs to the inmates. The Chaplain also provides religious guidance to all HCSO personnel in their time of need.

- c) The Librarian is responsible for providing library services including, but not limited to, maintaining informational, recreational, legal via LexisNexis and educational reading materials. Further responsibilities include providing an information service to locate facts and coordinating library services with the Harford County Public Library.

5. Summary of Changes

- A. On 08/01/25 the following organizational changes were made:
 - 1. The Freedom of Information Act/Public Information Act (FOIA/PIA) Coordinator and the Building and Technology Services (BTS) Unit were moved from the Court Services Division to the Administrative Services Division;
 - 2. The Correctional Services Bureau was revised to reflect the creation of a third division and appropriate distribution of units between the three divisions; and
 - 3. The Explorer Program was replaced with the HCSO Public Safety Cadet Program.
- B. On August 19, 2026, the Agency 3-year policy review was conducted, and no changes were made.

