



Rick Staly, Sheriff
FLAGLER COUNTY SHERIFF'S OFFICE

"An honor to serve, a duty to protect."

MEMORANDUM

DATE: July 8, 2021
TO: Joseph Barile
FROM: Sheriff Rick Staly
SUBJECT: Appointment

This is to inform you that effective 07/14/2021, you are being appointed as Commander, assigned to ISD/Homeland Security – Operations Unit.

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APPOINTMENT TO COMMAND STAFF AGREEMENT

An appointment to a Command Staff position within the Flagler County Sheriff's Office is one of the most important decisions the Sheriff makes and is one that cannot be taken lightly. In an appointed position, the supervisor/subordinate relationship between the Sheriff and his appointed staff is much different than with any other position within the agency. Selection to a Command Staff position is not governed by policy or Career Service, and is at the sole discretion of the Sheriff. Success in such a position is determined by the Sheriff and usually involves, but is not limited to, an analysis of performance, one's ability to solve problems from a global perspective, and ability to understand the intent and philosophy of the Sheriff. Appointed Command Staff positions within the FCSO consist of the following:

- Sworn positions carrying the rank of Commander, Division Chief, Undersheriff, or a designated non-sworn position that carries the same responsibility and authority.

Command Staff members are expected to relieve the Sheriff of routine detailed work and bring to the Sheriff only those things he can act on. This requires Command Staff members to understand the Sheriff's intent and to execute assignments, orders, and emulate leadership characteristics consistent with the philosophy of the Sheriff. Character, integrity, loyalty and competence are crucial attributes that each Command Staff member must possess in order to assist the Sheriff in accomplishing the agency's mission and fulfilling the constitutional and statutory responsibilities of the Office of Sheriff.

In addition to the functions delineated in the job descriptions for a specific Command Staff position, each member will be expected to perform the following:

- Must be able to make decisions commensurate with rank and position and intuitively know when issues should be brought to the Sheriff;
- Be responsive to the needs of the agency, division and sub-units of a division;
- Possess the ability to think strategically and to forecast and properly plan for future events;
- Think in terms of "worst case" scenarios and be able to plan accordingly;
- Possess the ability to see across divisional lines to solve problems and issues affecting the whole agency;

- Place the good of the agency over the good of the division;
- Engage in public speaking events on behalf of the Sheriff;
- Participate in civic/community events representing the Sheriff and the Sheriff's Office;
- Willingness to work however long it takes to get the job done or to resolve problems;
- Willingness to be on-call 24/7 and in a timely manner answer all phone calls and emails regardless of the time of day or work status;
- Ability to develop policy consistent with proven professional practices, the law, and the intent and vision of the Sheriff;
- Keep the Sheriff informed regarding major events and/or incidents, events that have the potential for political impact, or events that may have an adverse impact on the agency;
- Have a working knowledge of the operation of local government, particularly the budgeting process and the development and passing of local legislation;
- Determining and thoroughly researching trends in the private sector and local, state and federal government levels that may have an impact on the operation of FCSO;
- Willingness to be honest with the Sheriff regardless of how painful the truth or perceived truth may be;
- Possess the ability to anticipate the needs and questions of the Sheriff or Undersheriff;
- Assignments from the Sheriff and Undersheriff become top priority.

Compensation

Compensation in terms of salary for Command Staff is at the sole discretion of the Sheriff. The earning of annual and sick leave will be in accordance with FCSO Policy. It is the intent of the Sheriff to pay his Command Staff members commensurate with their level of responsibility. Time and grade in a particular rank or position is not a factor in determining salary at this level of leadership. It should be noted that the Sheriff has the right, at any time, to make adjustments to this plan.

Relationship

As indicated at the beginning of this Agreement, the relationship between the Sheriff and his Command Staff is much different than with any other position within the agency. The Sheriff expects a "quid pro quo" relationship in which any Command Staff member should willingly relinquish rank or a

Command Staff position should he or she not fulfill the requirements of the position to the satisfaction of the Sheriff, or if the individual believes he or she cannot perform the duties established in the job description and/or the terms of this Agreement. Conversely, Command Staff members should possess the fortitude to approach the Sheriff and engage in honest dialogue to express if he or she does not feel they are receiving the support and encouragement from the Sheriff to successfully fulfill the requirements of the position and to successfully execute command of a Division or a sub-unit of a Division as required.

The Sheriff's Command Staff team serves as the agency's "think tank." Each member should participate and contribute meaningful topics benefiting the organization during all Command Staff meetings. Moreover, one of the primary functions of the Command Staff is to develop and mentor future leaders to better prepare the agency for the future. Knowledge and experience should be shared with others. Every Command Staff member should be directly involved in all levels of the training process of the agency.

The terms of this Agreement are binding on all appointed members of Command Staff and will remain in effect unless otherwise indicated by the Sheriff. The Sheriff reserves the right to alter or change the conditions of this Agreement. If conditions change, the affected Command Staff member will be notified by the Sheriff, or his designee at the direction of the Sheriff, and a new Agreement consummated.

I have read and agree to the conditions of this Agreement:

		
Command Staff Member	Rank	Date

Rick Staly	Date
Sheriff of Flagler County	



Rick Staly, Sheriff

FLAGLER COUNTY SHERIFF'S OFFICE

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COMMAND STAFF EXPECTED PHILOSOPHY, RELATIONSHIPS & PERFORMANCE

Command is the authority delegated by the Sheriff to command staff personnel (Commander, Division Chief, Director, Chief of Staff, Undersheriff and civilian equivalents) exercised over subordinate members or appointees by virtue of rank and assignment. This includes the authority and responsibility for effectively using available resources and for planning, organizing, directing, and managing Sheriff's Office personnel and resources to accomplish the agency's mission and Sheriff's vision.

Command is the art of decision-making and of leading and motivating subordinate members or appointees at the least expense possible in manpower and resources. The essence of command is defined by the command officer's competence, intuition, judgment, initiative, character, and his or her ability to inspire and gain the trust of his or her division, section or unit. Command staff personnel possess authority and responsibility and are accountable for their command. Further, he or she must be able to identify with and understand the vision, intent and guidance of the Sheriff.

Authority- Involves the delegated right and freedom to use the power of command responsibility and to enforce Agency policy. The authority to enforce and take responsibility for decisions is one of the key elements of the position. However, the right to enforce decisions comes with the responsibility for their consequences. Command staff personnel must possess the foresight to understand how current decisions affect future operations and the Agency as a whole. To command is to direct with authority. This authority should be exercised judiciously.

Responsibility- The legal and ethical obligation command staff personnel accept for their actions, accomplishments, or failures of a division, section or unit. He or she is responsible for the welfare, morale, training and discipline of personnel as well as the equipment and other resources under their command.

Accountability- The requirement for command staff personnel to answer to a superior member (ultimately the Sheriff) for effective and efficient use of delegated responsibility, authority and resources. These delegated duties affect the morale and performance of every subordinate under his or her command.

Although ultimate authority, responsibility, and accountability rest wholly with the Sheriff, he can delegate authority to command staff to decide and to act within their own areas of responsibility. Each subordinate command staff officer must understand their authority, responsibility and accountability as they relate to his or her relationship with the Sheriff, other command staff personnel

of the same rank, and subordinate command staff personnel. Most important, the command staff officer must always remember that he or she is there to support, serve and implement the Sheriff's vision.

EXPECTED CHARACTERISTICS OF COMMAND STAFF

The duty of command staff is to assist the Sheriff in accomplishing the agency's mission and fulfilling the constitutional and statutory responsibility of the Office of Sheriff. They relieve the Sheriff of routine and detailed work and raise to the Sheriff only those things that the Sheriff should act on. The command staff officer's character (values, attributes, and skills) and competence are crucial in all that the Sheriff accomplishes.

The command staff's job is to accomplish the Sheriff's intent by operating within their assigned authority to perform the duties in their areas of responsibility. They must assist and ensure the Sheriff has been provided the necessary, timely, and accurate information to make the right decisions.

A good command staff officer should possess and demonstrate the following qualities:

Competence

Every command officer should demonstrate a high degree of competence in all aspects of his or her position and should strive to know their specific duties and responsibilities better than anyone else. He or she must be familiar with the duties of other command staff personnel to accomplish vertical and lateral coordination and integration to accomplish the mission of FCSO, or the objective of a specific task, or to determine the best recommendation for the Sheriff for his action. The Sheriff expects his command staff to properly analyze problems and know, not guess at, the best answer to make a recommendation or decision. The command staff individual must have the moral courage to admit when he or she makes a mistake, or when he or she does not know the answer to a question. The goal is to fix and correct problems and to encourage a blameless culture throughout the organization.

Initiative and Judgment

Command staff personnel must have the initiative to anticipate changes in the internal and external environment and to adjust requirements accordingly. They must also use good judgment to quickly analyze situations, determine priorities, and do what needs to be done within the guidance and intent of the Sheriff. He or she cannot wait for the Sheriff to give specific instructions on what to do in day to day activities, but should act in accordance to policy, training, intent and vision of the Sheriff. He or she must have the ability to anticipate what the Sheriff needs to accomplish agency mission and goals, and anticipate questions the Sheriff will ask to support decisions. He or she must understand the Sheriff's intent and Agency vision and always operate within this guidance and intent.

Command staff personnel should not hesitate to take advantage of a window of opportunity to

accomplish a task that is "the right thing to do" in the Sheriff's absence, but must always ask themselves the question, "Is this what the Sheriff would tell me to do if he were here?" In these cases, the Command staff personnel must report the action(s) to his or her superiors at the earliest opportunity. Command staff personnel must also understand how their decisions affect the budget of the organization.

Creativity

General Electric CEO Jack Welch once said, "When the rate of change on the outside exceeds the rate of change on the inside, the end of your organization is in sight!" The Sheriff is always looking for new and innovative solutions to problems and ways to improve efficiency and performance. Command staff personnel must be creative in researching solutions to difficult and unique situations. Creative thinking and critical reasoning are skills that aid the command staff officer in developing and analyzing courses of action. If he or she cannot recommend a course of action in one direction or area, he or she must find alternatives. The command staff officer must be a team player and use the creativity of all members of staff to resolve problems.

Command staff personnel must develop the ability to scan the internal and external environments for changes or trends that may impact the organization. The ability to conduct thorough research, engage in critical reasoning and problem solving are critical skills necessary for promoting creativity and innovative ideas. Command staff personnel should strive to develop a high degree of competency in these areas.

Flexibility

Command staff personnel must have the maturity and presence of mind to keep from becoming overwhelmed or frustrated by changing requirements and priorities. The Sheriff and or other superior staff will frequently change their minds or direction when situations change, or when additional information is received. Command staff personnel must remain flexible and adjust to the needs and desires of the Sheriff or other superior staff. He or she must be a master at prioritization when there are more tasks to accomplish than time available. Additionally, he or she must learn to juggle multiple commitments simultaneously. It is essential that the command staff member meet assignment deadlines on time because the Sheriff and other command staff depend on this input to aid in the problem solving and decision making process.

Confidence

Command staff personnel must have the mental discipline and confidence to understand that all staff work serves to aid the Sheriff, even though the Sheriff may reject the resulting recommendation. He or she must not put in "half effort" or incomplete work because he or she believes the Sheriff will disagree with the recommendation. In truth, the Sheriff may use bits of information and recommendations from all staff members to aid him in making the best possible solution for a given situation.

The command staff officer must concurrently develop multiple sides of an issue, even though they may work to counter one another. The development of courses of action must not bias the evaluation criteria that will be used later to distinguish courses of action. The command staff individual must understand that often a 5-minute answer for the Sheriff may require 10 hours of staff work. Some may conclude the investment of time is not worth the return. On the contrary, the command staff individual has done what is required and expected of him or her and has relieved the Sheriff of the tedious task of detailed research. Further, the practice of researching and the collection and analysis of data is a form of professional development, giving the command staff officer confidence and experience in making future decisions.

Loyalty

The command staff must be loyal to the Sheriff. Adherence to loyalty will help command staff provide the Sheriff the right information rather than what they think the Sheriff wants to hear. Command staff personnel must have the moral courage to tell the Sheriff "good" and "bad" news.

Command staff personnel must also be loyal and supportive to subordinate staff. Any staff work, whether an operational plan or training event, will eventually affect those at the lower ranks. More often than not, those at the lower ranks will be expected to implement recommendations and decisions of command staff. Command staff must never forget how his or her recommendation will affect the "troops" and Agency overall.

Team Player

Command staff personnel must be team players. They cannot complete staff actions and staff work in a vacuum; they must advise, consult, and cooperate with others. They must be prepared to represent another's decision as if it is his or her own decision. A wise command staff officer should also maintain a pleasant disposition because it will help achieve results which he or she could not otherwise obtain.

Effective Manager

Command staff personnel must have the ability to effectively manage time and resources. They must think not only about time, but the time needed by other staff, subordinate divisions, sections or units, or anyone else who participates in the collection, processing, or dissemination of information, or the making of recommendations.

Command staff personnel must be good stewards of public resources that the citizens have entrusted to their care. They must be diligent in their efforts to efficiently manage these resources and preserve the public trust. This means avoiding waste and the duplication of effort.

Command staff members are expected to work a minimum of 40 hours and five work days per

week. Exceptions to the expected work hours and days may be approved.

Effective Communicator

Command staff personnel must be effective communicators. They must clearly articulate orally, in writing, and visually (charts, graphs, power-point, etc.) the Sheriff's intent and decisions. Command staff must be skilled in orally briefing individuals and groups. They must know and understand proper briefing techniques and be able to convey complex information so that it is easily understood.

Command staff must be able to write effectively. They must articulate, in writing, the Sheriff's intent and guidance through operations orders, operations plans, staff studies, staff summaries, and other reports and informational memorandums.

The command staff individuals frequently prepare briefings or written memoranda for the Sheriff or other superior command staff. They must prepare the product as if they were going to sign it or brief it themselves. They must be able to transform the Sheriff's guidance and intent into policy and practices, and/or to develop meaningful criteria to evaluate viable courses of action that is consistent with this guidance and intent.

Community Involvement

Command staff members are expected to be actively involved in the community to include membership in community service clubs and events.

I have read and agree to the command staff relationship expectations:

 J. Baile Commander 7/13/21
Command Staff Member Rank Date

 Rick Staly 7/21/21
Sheriff of Flagler County Date