

Introducing...



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Contractor and State Workforces Integrated

- CHART began formally in 1989 and has evolved over 30 years.
- In 2011, a partnership began with State Farm as an exclusive sponsor.
 - This brought added personnel and equipment resources to Maryland.
 - Personnel resources were contractual.
- 2014 brought 24 additional State PINs to CHART, doubling the size of the original unit and expanding to 24/7 patrol operations.
- CHART routinely provides 1760 patrol hours weekly in three regions of which 200 hours, or 11%, are provided by the contractor.

Consideration for Inclusion

- **Appearance:** Uniforms provided and required to be the same
- **Qualifications:** Required to be the same (includes background checks)
- **Training:** Same Standards and Certifications
- **Procedures:** Same guidelines to the extent possible
- **Equipment Standards and Availability**

Operational Flexibility/Adaptability

Rigid Contract Scope vs. Other Duties as Assigned

- Roles and Responsibilities
- Work Hours and Locations
- Special Events



Workforce Stability

- Contractual
 - Renewal/Transfer of Duties
 - Benefits Package
- State Employees
 - Career/Long Standing
 - Personnel Matters
 - Union/Collective Bargaining

Operational Considerations

- Insurance Coverage vs. Limited Liability
- Service Vehicles vs. Emergency Response
- For Profit Model vs. Government Approach
 - Equipment Maintenance/Replacement
 - Limit Proactive Patrol Miles
 - Minimal Employee Pay/Benefits



Conclusions

- Forethought and All-Inclusive Scope of Contracts
- Use of a Proven Vendor
- Established and Formal
- Accept Workforce Differences/Focus on the Mission
- Good, Open, Honest Communication and Conversations, always the key

Final Thought

Leaders must either invest a reasonable amount of time attending to fears and feelings,

or squander an unreasonable amount of time trying to manage ineffective and unproductive behavior.

Questions?



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