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BEFORE THE DEPUTY SHERIFFS ASSOCIATION
MARIN COUNTY, CALIFORNIA

QUESTION-AND-ANSWER FORUM WITH
INCUMBENT CANDIDATE SHERIFF ROBERT DOYLE

- AND -

CANDIDATE CORONER KENNETH HOLMES

Thursday, March 25, 2010

EMBASSY SUITES HOTEL

101 McInnis Parkway

Petaluma Room

San Rafael, California 94903

REPORTED BY: DEBORAH FUQUA, CSR 12948

1 Thursday, March 25, 2010

7:36 o'clock p.m.

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3 HUGH BAKER: We'll come to order, get started.

4 I'd like to thank everybody for coming
5 tonight. This is probably the largest group we've had
6 yet, which is good for a candidates forum. I'll say
7 this, that it's incumbent upon all of you to take the
8 information that you hear tonight, the questions that
9 are asked the candidates and the candidates' statements
10 to you about what they're about, what they believe is
11 important to the community, what is important to them
12 in terms of serving the community as Sheriff, that you
13 take that information and take it back to your peers
14 and you share it with them honestly what you've heard
15 here tonight.

16 It's very important because we have 185 voting
17 members. And so, if you've chosen to be here tonight,
18 you've kind of made it incumbent upon yourself to share
19 that information with your peers. And it's very
20 important because we want our folks to make an informed
21 decision on this endorsement.

22 In addition to what you take back to the
23 members, it is our intent to record this event and both
24 the candidates' statements. We tried to do that the
25 first day, and we had some technical errors. So we're

1 going to try to do it again this evening on video. And
2 we're also going to be taking notes or actual
3 transcripts so that our members can log on to our Web
4 site, they can actually hear the questions exactly as
5 we asked them, and they can hear the candidates'
6 statements, and they can make an informed decision
7 based upon that.

8 So again, if -- in addition to what you take
9 back to the members, if you would also refer them to
10 the Web site so they can have access and they can
11 actually hear the candidates' statements verbatim as
12 they make their comments to you tonight. Thank you.

13 The forum tonight, the way we have it set up,
14 we have a series of questions. We're going to ask both
15 candidates the same questions. Then we're going to
16 give them the opportunity address the membership as to
17 what they're all about. And that's their own forum
18 that they can speak as freely as they want to.

19 I want to introduce everybody tonight. Our
20 political action committee, Marco Innocenti is the
21 chairman of our political action committee. Jim
22 Hickey, political action committee member. Donna
23 McLaren -- as you know, we voted to admit our
24 professional staff to our association. The final vote
25 on that is going to come before the Personnel

1 Commission on April 7th, but in the interim, we're
2 anticipating that they're going approve that. So Donna
3 is a member of our committee this evening. Scott
4 Haggmark is our PAC treasurer and also a committee
5 member. And of course, myself, your president.

6 Marco?

7 MARCO INNOCENTI: All right. Our first question
8 tonight.

9 Peace officers' personnel files are deemed
10 confidential by the California Penal Code. In the
11 past, the District Attorney and other County agencies
12 have requested the release for review of these files as
13 well as internal investigation files. What is your
14 position on this, and specifically, what would do you
15 to protect the confidentiality of the Department's
16 files?

17 SHERIFF ROBERT DOYLE: Unless I'm ordered to by
18 court, I would never release any personnel file, any
19 internal investigation or any file that's in the
20 Sheriff's office. There have been some informal
21 inquiries about that with the previous HR director and
22 County Counsel, claiming all of you are County
23 employees assigned to the Sheriff's office.

24 I have a commitment from the Board of
25 Supervisors that they have no intention of interfering

1 with our investigations. They have no intention of
2 reviewing personnel files. And unless -- again, unless
3 I'm ordered by a court, I will not release anything
4 from anybody's personnel file or any internal
5 investigation.

6 JIM HICKEY: Marin County Board of Supervisors has
7 decided to merge the Office of the Coroner and the
8 Office of the Sheriff. What is your plan for this
9 merger?

10 SHERIFF ROBERT DOYLE: First, I need to point out
11 that the idea of merging the two offices was the idea
12 of the Board of Supervisors. And it was twofold. One
13 is, they thought that the Coroner's job was really
14 part-time and not full-time and that there could be a
15 substantial cost savings.

16 So when the Coroner decided to retire, that's
17 when the Board decided to merge the two offices. We're
18 not reinventing the wheel here. 47 of the 58 sheriffs
19 in California are sheriff-coroners, so this is not a
20 new notion. To the extent that we can, because of
21 the SEIU and with this certification of unions, we've
22 been sort of prohibited from talking to the employees
23 of the Coroner's Office. It's our plan to bring in the
24 three investigators, provided they pass the background
25 investigation, because we think that that's a wealth of

1 knowledge that they can bring to the organization. And
2 I think it is a smart business decision.

3 Additionally what we've done is, there has
4 been some claims that there won't be independent
5 investigations. So the Coroner's function will be
6 merged under the Captain of Support Services, headed by
7 Scott Anderson and Keith Borden, selected to be
8 supervisors of that unit. So as soon as the union
9 issues are settled, you know, it's our plan to talk to
10 the three investigators. We have had limited
11 conversations. They're willing to come over to the
12 Sheriff's Office. So that's our plan.

13 We believe that the transition will be
14 seamless. We've talked to agencies our size who have
15 been sheriff-coroners for many years -- San Luis Obispo
16 County, Santa Cruz County, Sonoma, Napa -- so we don't
17 think that there will be an issue in embracing this
18 transition that we'll undertake.

19 DONNA McLAREN: Question No. 3, the DSA bargains
20 for our members' contract with the County. Support of
21 the Sheriff is essential to securing a contract that
22 keeps us competitive in the market. Please provide
23 some examples where you have supported such efforts in
24 our organization and comment on your strategy to keep
25 things competitive in the market.

1 SHERIFF ROBERT DOYLE: I've been -- I was the
2 Undersheriff for seven years. I've been Sheriff for 21
3 years. And I don't think there's a contract that the
4 Deputy Sheriffs Association has signed that I have not
5 had a role behind the scenes. As you know, it's really
6 against the law for me to be involved in your
7 negotiations. So much to the chagrin of the County
8 Administrator's Office in terms of negotiating with
9 you, I've always been actively involved. In fact, the
10 contract that you're in today, we provided close to
11 \$200,000 from our trust account, you know, to put in
12 money towards that.

13 You know, I'm committed to making sure that
14 the Sheriff's employees are competitive, that they're
15 at least adequately paid within the survey that their
16 involved in.

17 And that's not just for the employees. That's
18 for the whole organization. To make this an attractive
19 organization, help the organization be one that people
20 want to join, employees' compensation is important. So
21 I'm committed to do whatever I can in the future to
22 make sure that we stay competitive.

23 We all know that there's tough economic times.
24 And everybody's prepared for that. But I can commit to
25 you that I'll do whatever I can to make sure we remain

1 competitive in the marketplace.

2 HUGH BAKER: Peace officer disciplinary issues
3 cover a broad range of territory from minor car
4 accidents to the use of deadly force. As the
5 department head, the Sheriff is the final arbiter of
6 discipline. Please talk about your experience in
7 dealing with discipline and how would you would utilize
8 that experience as Sheriff in the future.

9 SHERIFF ROBERT DOYLE: Well, as Undersheriff and
10 Sheriff for 21 years, I've been involved in the
11 disciplinary process. It's not one of the favorite
12 things that we do. And fortunately, most people
13 conduct themselves professionally, and they're not
14 subject to discipline.

15 But one of the things I think is most
16 important to discipline is that it's fair, it's fair to
17 everybody that has to undergo that process. And
18 whether, you know, you're a popular person or you're
19 not a popular person, that process has to be fair. And
20 my gauge on meting out discipline is based on, you
21 know, disciplining a person for what they've done, and
22 it also sets a standard for the organization. That
23 wasn't the case many, many years ago.

24 But I think it's important that the process is
25 fair. I review all of the investigations. There's

1 times that I agree with staff on the recommendation.
2 There's times that I don't. But I think process has to
3 be fair, and my commitment is to mete out punishment
4 that fits whatever the rule violation is. And that's
5 what I'm committed to do.

6 SCOTT HAGGMARK: Thank you.

7 Servant leadership is a choice to do what is
8 right and truly serve those who work for you. Servant
9 leaders emphasize their role as a steward of human
10 resources and encourage those members of an
11 organization to serve others while staying focused on
12 achieving results in line with the organization's
13 values and integrity.

14 Our organization has embraced the concept of
15 servant leadership. Despite the overwhelming support
16 for this concept, many formal leaders in our
17 organization struggle with it.

18 Please tell us what servant leadership means
19 to you.

20 SHERIFF ROBERT DOYLE: Well, what it means to me
21 in a nutshell is to be committed and have a passion for
22 personal and organizational improvement. And that just
23 doesn't stop with the phrase. That's a daily
24 challenge.

25 If there are some people in the organization

1 who believe the formal leaders have failed, that's on
2 me. That's not on anyone else.

3 But I can tell you, I meet with the
4 Undersheriff and the captains every day. We talk about
5 servant leadership. We talk about how to improve the
6 organization. So it's not just a phrase. And I invite
7 the Association, if they think that there are formal
8 leaders in our organization that have failed to embrace
9 the concepts of servant leadership, I'd like to hear
10 from the Association.

11 But I can tell you that we're committed to it,
12 and we talk about it every day. There isn't a day that
13 goes by that we don't talk about it. There isn't a day
14 that something happens in the organization that's not
15 good, and we think, "Well, we have failed as leaders."
16 So it's something that we take very, very seriously,
17 and we're committed.

18 SCOTT HAGGMARK: So following that up, if you say
19 some days that you feel that you may have failed or
20 some of the higher-ups may have failed, what would you
21 do to help those leaders specifically change their
22 ways?

23 SHERIFF ROBERT DOYLE: Well, we talk about it. We
24 talk about, is it a failing of the organization? is it
25 a failing of certain leadership? is it a failing of one

1 of us? -- because it's personal with us.

2 We want the organization to continue to
3 improve. We want to, you know, build on the mistakes
4 that we've made. And I don't think there's any way
5 that we can be in the business we're in and not make
6 mistakes. But I'm telling you, we're committed to
7 making the organization better for all of the employees
8 and for all of us in the organization because it's a
9 team effort. It's not any one person. It's a team
10 effort to make our organization better.

11 MARCO INNOCENTI: We believe relationships are
12 everything when it comes to achieving success as an
13 organization. Although we don't always agree on
14 everything, the DSA has enjoyed a positive relationship
15 with the Sheriff. If elected, what would you do to
16 continue to build and strengthen this relationship?

17 SHERIFF ROBERT DOYLE: Well, first off, I think
18 work of the Association is very important. I was
19 president of the Association in 1979, and so, you know,
20 I believe that the Association, you know, has a very
21 important role in the organization. I have an
22 open-door policy. We meet with the Association
23 representatives all the time. There are some times, if
24 we haven't seen Hugh in a while, we'll call Hugh and
25 say, "Come on over for a cup of coffee."

1 And I think it's an important way for people
2 in the organization to remain anonymous and maybe voice
3 their grievances and their concerns through the
4 Association and to have an open-door policy and come
5 and talk to the Undersheriff and I or any of the staff
6 members.

7 So I think it's really important, you know,
8 the role, because this is our organization. It isn't
9 any one person's organization. And it's important for
10 us to talk about issues, not make them personal. And I
11 think that we've been very successful, especially in
12 the last several years. And we'll continue to build on
13 that and continue to have an open-door policy.

14 JIM HICKEY: Our lives are becoming more
15 increasingly busy, and we all have to strive to achieve
16 a balance between work, family, and leisure time. We
17 understand the important and constant nature of our
18 business; however, we believe it is possible to provide
19 employees with a reasonable amount of security when
20 scheduling them for work.

21 Fixed schedules contribute to a sense of
22 stability and create a platform upon which we can
23 achieve that elusive balance between work and the rest
24 of our lives.

25 What are your feelings on providing such

1 stability, and are you committed to resolving the
2 scheduling issues as they arise?

3 SHERIFF ROBERT DOYLE: Yes. I mean, before there
4 was an issue of an opponent, we had met with the
5 Association and discussed scheduling, some vacation
6 issues that the Association had, and so we committed to
7 forming a committee, you know, to discuss those issues
8 with the Association. And I told Hugh that there's no
9 done deal. You know, we're open.

10 You know, I understand the whole relief thing.
11 I used to do the schedule as a lieutenant, and so I
12 understand why people want to have stability. And I
13 think it's even more important now because of the
14 12-hour shifts. Before, when I was doing the schedule,
15 we had three shifts, and the relief shift wasn't that
16 much of an issue. And in fact, when I was doing the
17 schedule, people volunteered for the relief schedule
18 because you usually worked less than 2,080 hours.

19 I know it's an issue. We're committed to
20 talking to the Association. And in the framework we
21 have, as long as it doesn't cost more money, we're
22 willing to accommodate to the extent that we can.

23 DONNA McLAREN: Our members care deeply about
24 seniority as an objective means of determining many of
25 the variables in our organization such as schedules,

1 assignments, and the distribution of overtime. Where
2 we cannot agree on seniority as a deciding factor of
3 these variables, we believe a written policy would take
4 the subjectivity out of the process and eliminate hard
5 feelings between employees. Do you support this
6 concept? Why or why not?

7 SHERIFF ROBERT DOYLE: Well, I support some of it.
8 You know, from a management point of view, it's not
9 good business to put schedules and seniority and those
10 kinds of things in the MOU. We have a side letter on
11 schedules. We also have a side letter on seniority
12 which we established a number of years ago that people
13 can sign up for shifts and days off based on seniority.

14 I'm not familiar with the issue about
15 overtime. I know at one time years ago, seniority was
16 done by a list in which the first up got called. And
17 that became problematic, and the Association opted not
18 to do that anymore.

19 But I would not be willing to put that in the
20 contract because then that's something that has to be
21 negotiated out. And if the situation changed, that
22 could be very costly. But I recognize seniority.
23 That's why we agreed to the shift, the day off and the
24 picking your kind of schedule, except for stations.
25 But I wouldn't -- I would not be willing to make that a

1 permanent part of the MOU.

2 I recognize seniority on assignments, where
3 people apply. It's based on merit. It's based on an
4 interview process. And I don't think that would be
5 really good practice to award somebody just for
6 seniority on a horizontal assignment when maybe
7 somebody was more qualified, more willing, and had
8 prepared better for that -- for that process.

9 HUGH BAKER: There are actually three additional
10 questions that have come up, one of which we addressed
11 this morning and two more add-ons that were asked of
12 both you and Ken Holmes.

13 The first one is, considering the current
14 financial climate, it has been suggested by some that
15 reverting a two-class deputy system or perhaps going to
16 a correctional officer system for our custodial
17 officers might result in significant cost savings for
18 the County. What is your opinion on this?

19 SHERIFF ROBERT DOYLE: I'll talk about it a little
20 bit more, but I was able to negotiate the one-class
21 deputy sheriff system in 1996, the first budget that I
22 had as Sheriff. And that took a lot of political
23 capital. And it's taken a lot of political capital to
24 beat off attempts to change that over the years by the
25 HR director and some others.

1 And I can commit to you that's not something
2 that will ever be on my agenda. That's something that
3 I will fight for. And it's not only -- it's not only
4 just about compensation. It's about the organization
5 and making us, you know, good in the marketplace. Our
6 competition is Contra Costa County, which is one-class
7 deputy sheriff. Alameda County which is one-class.
8 San Francisco. San Mateo is kind of a hybrid.
9 Sacramento is one-class.

10 So that's not anything that I would ever, ever
11 consider. And I can commit to you that, as long as I'm
12 Sheriff, that that's not going happen. There have been
13 attempts of late when the Coroner merger was happening,
14 there were supporters of my opponents that said, "Well,
15 rather than doing that, why don't you just
16 correctionalize the jail? Or with two-class, you can
17 save a lot of money."

18 I talked to the Board. I talked to the County
19 Administrator's Office, explained to them the reasons
20 why we've done this. And there was a commitment that
21 that's not something they're looking at.

22 So I can tell you that's not anything that's
23 going to happen while I am the Sheriff.

24 SCOTT HAGGMARK: Thank you.

25 The majority of our membership works in the

1 custody division, including courts. Would you ever
2 consider allowing deputies within those divisions to
3 have the opportunity to hold supervisory or
4 sergeant-level positions within those divisions?

5 SHERIFF ROBERT DOYLE: Well, you know, it's -- one
6 of the problems -- we did consider that. But one of
7 the problems -- there's two problems. One is that, if
8 we were to do that, then that satisfies the argument of
9 those who say, "Let's correctionalize or specialize."
10 And like Sonoma County, you can do that. But they're
11 correctional officers.

12 So that -- we thought about that, and we
13 thought, well, if we do that, then they'll just say why
14 don't you just correctionalize, have two-class deputy
15 sheriff.

16 The second issue is that there's a lot of
17 organizations that have had issues like that where a
18 person promotes in the jail and promotes in the courts.
19 Then they want to transfer to patrol, and they don't
20 have experience. And there have been a whole host of
21 problems. So that's why we've not considered it.

22 You know, our hope, when we did the one-class
23 deputy sheriff, was that everybody would be equal and
24 everybody would have the same experience and training.
25 We haven't been able to achieve that, but that's the

1 goal that we want to consider and consider that as the
2 future. So that's why we've not considered that
3 because we believe it would leave us vulnerable to
4 doing a two-class system or a correctional system.

5 SCOTT HAGGMARK: Thank you.

6 MARCO INNOCENTI: Final of the -- or I guess it's
7 the almost final of the new questions. Thank you guys
8 for your patience on that and for allowing the new
9 questions to come in.

10 SHERIFF ROBERT DOYLE: It's okay.

11 MARCO INNOCENTI: As this has progressed and word
12 of this has gotten out, there's a lot of information
13 that's come to us.

14 So in this question, we want to talk
15 specifically about the three previous forums in which
16 both you and your opponent have spoken about the
17 Sheriff's Department's progress into the 21st century
18 and it's leadership role within the law enforcement
19 community.

20 And as this forum has progressed, a
21 significant number of our membership have expressed
22 concerns to us about continuing this progress and
23 remaining the lead agency in the County during these
24 difficult economic times. The areas that have
25 specifically come up in the majority have been

1 regarding critical computer systems, patrol vehicle
2 replacement and maintenance, modern uniform
3 requirements, and personal safety equipment such as
4 firearms, as well as the specialized training that's
5 related to most of those areas. What is your plan to
6 address these concerns in these difficult times?

7 SHERIFF ROBERT DOYLE: Well, you know, we all know
8 we're in difficult times. And I've been, you know, one
9 of the department heads that has been on all of the
10 internal budget committees for the County. I was one
11 of the people that they called upon to talk to other
12 department heads that we're in difficult times,
13 everybody has to take their fair share, which is a
14 bottom line 5 percent. And so the larger departments
15 convinced all of the other departments that that's what
16 is baseline, and we couldn't back-door each other
17 because that would affect all of us.

18 You know, we have set on a path, and we have,
19 you know, money in our trust account which we will use
20 to continue to upgrade our computer, like, we know the
21 CAD system is going need replacement; we know that MVTs
22 are going to be replaced. And we've sort of prepared
23 for that into the future.

24 In terms of the firearms thing, I've not heard
25 that as an issue, you know, but I think we're prepared.

1 I believe we have the money to continue our progress.
2 I can tell you, the community, we're looked at as
3 the leaders not only in technology and equipment and
4 training, you know, but we're looked at as the most
5 professional, the most responsive.

6 I can't tell you the number of people who have
7 said to me, "I wish you provided service in my city and
8 where I live because you're professional and
9 responsive." Whenever we do citizen surveys, the ones
10 that we've done -- you know, we came out in the 80s and
11 90s for responsiveness, for handling problems, for
12 professionalism. The last survey that the County did,
13 we were the highest -- we had the highest rating, even
14 beat the fire department, which, that's kind of
15 unusual.

16 But you know, I'm committed and I'm prepared
17 to keep those going. The whole budget situation, I
18 have commitment from at least three Board members that
19 they're not going to cut into our services. Which, as
20 I told all the people two weeks ago when we met about
21 the 20 percent thing, who was on the list, you're all
22 going to be here.

23 And that's based on, not only the
24 relationships I've developed with the Board, but also
25 the relationship that the Deputy Sheriff's Association

1 has developed with individual Board members. You know,
2 I'm committed to keeping this professional. I'm
3 committed to keep going what we've got going, you know,
4 the culture in our organization. And it's attributed
5 to not just me but all of us in the organization, how
6 we're viewed in community and how we're viewed by the
7 County family.

8 HUGH BAKER: Sheriff, you mentioned the trust
9 fund. And I think it might be important to our members
10 to understand -- I know, for example, with regard to
11 the Tasers, which was a particularly important piece of
12 equipment that we all felt was important for us to
13 have, and you agreed with that. The County, I don't
14 know if they would have purchased that if the onus had
15 been upon them.

16 But maybe you can talk about the trust fund in
17 relationship to that kind of purchase.

18 SHERIFF ROBERT DOYLE: Well, we have a trust fund,
19 and we get moneys from the State. And we get roughly
20 \$500,000 a year from the Small and Rural Counties,
21 which I'll talk about how that started. And so we have
22 a trust fund. And I think we have about a million and
23 a half. And I always have a joke with the Board and
24 the CEO because every time they asked me to take money
25 out of the trust fund, I say, "You must think I have a

1 \$50 million." But anyway, it's money that we can use
2 on any frontline law enforcement. And it's money
3 that's controlled by the Sheriff.

4 And he's right, the County would have never
5 ever purchased Tasers. They probably never ever would
6 have replaced the records management system. I mean,
7 we spent \$20 million on a new accounting system, and we
8 were stuck, you know -- anyway.

9 So we control that. And that's sort of like
10 funny money that we use to do things that the County
11 and the Board's never going to approve. Now,
12 fortunately, it's a steady stream of money because it's
13 in the VLF, the Vehicle License Fund. So we get a
14 stipend every year, along with the COPPS and CalEMA and
15 some other stimulus money. So that's what we use to do
16 the things like Taser because, as you said, the County
17 would never do it.

18 You mentioned, Marco, something about
19 vehicles. Vehicles are part of our vehicle replacement
20 which we pay so much a month per car, and then we pay
21 maintain costs and things like that. You know, the
22 County, I mean, I have a great relationship with the
23 Public Works -- Farhad Mansourian, who is the Public
24 Works Director, who's a friend. And we've managed to,
25 you know, keep that going and keep that steady stream

1 of new vehicles. And I mean, I've told the
2 Association, if there's any problems with that, you
3 know, I know where to go, that we can correct that.

4 HUGH BAKER: I'd like to take that one step
5 further because I've been here for 21 years, and I know
6 when I started here, there was no trust fund. So could
7 you talk a little bit about how that started?

8 SHERIFF BOB DOYLE: Well, the trust fund started
9 primarily from, you know, like, asset forfeiture,
10 federal and state. The way the laws are designed,
11 they're designed to take out politicians and the policy
12 makers, and it was designed for chief executives in law
13 enforcement to control that.

14 So we get, you know, the asset forfeiture. We
15 also get the \$500,000 year, we get the COPPS funding.
16 And that's all for frontline law enforcement. So the
17 County can't -- I mean, they suggest that we use it for
18 a variety of things, but it has to be used for
19 frontline law enforcement. And we've always done that.

20 We've tried not to use it -- we had to buy
21 down -- you know, a couple of years ago we took some
22 cuts, and we bought down a position in the task force,
23 and -- to keep the task force going and the County
24 happy, with the participation, we threw a hundred grand
25 a year or something like that towards that. So we've

1 used that, not so much for positions but to keep
2 positions.

3 So, you know, we'll continue to use it in that
4 way as betterment because you never know when it's
5 going to end. And you don't want to commit to having
6 positions and then, in two years, a new governor comes
7 in, says, "I'm not going to sign the legislation," so
8 there's no more VLF."

9 And it's really interesting how that happened.
10 You know, originally it was designed for small rural
11 counties. And I don't know what think of him, John
12 Burton, who was our senator -- he was kind of a
13 goofball, but he liked me, and so he added suburban
14 counties. So that's how Marin got into it, much to the
15 chagrin of my colleagues, thinking, you know, Marin
16 County is one of the wealthiest counties in the United
17 States, but Marin County is getting 500 grand, so....

18 So, you know, our expectation is that it will
19 continue. And we will continue to use it for things
20 that better, you know, our organization.

21 HUGH BAKER: That concludes the questions for
22 tonight. And then what we have is an open forum here,
23 where Bob Doyle can talk to you about who he is and
24 what's important to him.

25 SHERIFF ROBERT DOYLE: Well, a couple of things.

1 I'd just briefly like to talk about my opponent.

2 And I plan on running a very professional,
3 clean campaign, but sometimes when there's negatives
4 and they're the truth, to me, it's not dirty stuff.

5 You know, my opponent has never been a police
6 officer. He's never worked in a law enforcement
7 agency. He's never done any of the things that any of
8 us have done. I don't think he really cares about the
9 Sheriff's Office. His issue of running for
10 Sheriff-Coroner is because he wants to make sure the
11 Coroner transition is good because he opposed the
12 transition.

13 If any of you ever followed anything that
14 happened at the Board, he really made a very feeble
15 attempt at keeping the organization separate. And if I
16 were an employee of that organization, I would have
17 been very disappointed in my boss.

18 I can tell you, if the Board want to take one
19 ounce of our organization, I'd be the Tasmanian devil
20 at the Board hearing. So I don't think he cares much
21 about us. He didn't care much about our history. He
22 doesn't care much about our culture. I don't know if
23 he realizes that the Coroner, budgetwise, will be a
24 percent and a half of our total budget of 50 million.
25 If you count deaths versus calls for service, it's

1 roughly 2 percent. So this transition from being the
2 Coroner of a five- or six-person operation to a
3 \$1.2 million budget would be a considerable jump.
4 Although in his campaign statement, he says he should
5 be elected because no one should have on-the-job
6 training in the Coroner operation.

7 Well, he's running for Sheriff-Coroner. And
8 even though the Coroner responsibility is very
9 important, it's going to be a very, very small part of
10 our operation.

11 In his campaign statement, which is public
12 knowledge, he claims that during his 36 years in 1980,
13 he personally investigated all seven Trailside
14 homicides. And I don't -- most of you weren't here for
15 that. That was a very grim time in our county.

16 (Reporter interruption)

17 SHERIFF ROBERT DOYLE: That was back in 1980s. It
18 was a very grim time in our county.

19 And I talked to the lieutenant who was in
20 charge of investigation, since retired. I talked to
21 the chief investigator, who since retired. And Ken
22 Holmes had absolutely nothing to do with any of those
23 homicide investigations except retrieving the bodies,
24 which that's the Coroner's responsibility. And so I
25 don't know how he can claim to do that.

1 He also claims that he's going bring the men
2 and women of our organization and in the coroner's
3 operation into the 21st century. But if you check the
4 operation in his office, he's got things on 3x5 cards,
5 and there's no personnel rules and regulations. And
6 they still log deaths in a big, big book that we used
7 to use in the jail in the 1970s when there was no
8 automation.

9 So to me, this election is about who is the
10 most qualified. And I think clearly that that is me.

11 A little bit about me. I've been here for 40
12 years. Some of you probably haven't been alive for 40
13 years. I started as a Deputy Sheriff 1. And there's a
14 little history to the Deputy Sheriff 1, Deputy Sheriff
15 2 class.

16 When I first started, there were ten Deputy
17 Sheriff 1s who worked on the court floor. And they
18 were Deputy Sheriff 1s because they were all senior
19 deputies, and they wanted to stay on the courts. So
20 they didn't take a raise. So that's how the class
21 came.

22 And about a month and a half later, when we
23 opened the new jail, in December of 1969 -- then the
24 new jail, which is now County Counsel, OES, and Comm
25 Center -- the then-Sheriff decided that rather than

1 have the Deputy 2s in the jail, we'll just have Deputy
2 1s, and that's how the Deputy 1 class grew. And it
3 proliferated after that into security, when we had all
4 the problems on the court floor.

5 Then about a year later, I went on patrol.
6 And in those days, conversion from Deputy 1 to Deputy 2
7 was very, very political. It wasn't a very fair
8 process. It was sort of who you know, and that's how
9 you got out. And a lot of us always thought that that
10 was not a very good way to do things. And that's where
11 I started thinking that the Deputy 1, Deputy 2 classes
12 was a very terrible idea.

13 And I went to Marin City for four years and
14 got promoted to sergeant. Marin City was an
15 interesting place, like it is today -- 1970s, the Black
16 Panther Chapter. So it was a different kind of danger,
17 nonetheless, just as dangerous as it is today.

18 So the first time I touched the jail as a
19 sergeant, I recognized that the people in jail worked
20 very hard. It was probably -- I worked the hardest
21 that I had in any assignment that I'd had. And in
22 those days, we were grossly overcrowded. The jail was
23 opened in December of 1969. It was crowded the moment
24 we walked in, and sergeants worked just like deputies
25 did. So I recognized then that there was really some

1 inequities. Working in the jail was different. It was
2 a different hard. It was different dangers. But
3 nonetheless, it was a hard assignment, and people
4 should have been properly compensated.

5 And then in 1979, when I became president of
6 the Association, we had a new Sheriff, I tried to
7 broker a deal to do a one-class. But he was new, and
8 he had other things on his mind. So we didn't do
9 anything about it in 1979.

10 I made lieutenant in 1980. And between '80
11 and '85, the organization sort of didn't know what they
12 wanted. We went from station commander to watch
13 commander, station commander, watch commander. I spent
14 most of my time in Marin City as a lieutenant.

15 1985, I went back to the jail on an assignment
16 because we were under court order. We were being
17 threatened by Board of Corrections because we didn't
18 have the proper policies and procedures. So I was
19 assigned there to try to clean up that situation, which
20 did I because I got promoted to captain a year later.

21 And then I was assigned to the Jail Planning
22 Team and worked on the Jail Planning Team for a number
23 of years for the new jail, which is now built in 1994.

24 Then in 1989, I was appointed Undersheriff by
25 my predecessor, by Chuck Prandi, who was the Sheriff at

1 the time. In 1996, I was appointed Sheriff when he
2 retired, and I fulfilled his term. And then I ran
3 unopposed in 1998, 2002, and 2006. And I'm now opposed
4 for the first time.

5 But I don't want the Association's support
6 because of my endurance and my longevity. I think
7 that, since I've been here, along with a lot of help
8 from the men and women of the organization and my
9 staff, that we've accomplished a lot. I think in the
10 organization the one-class deputy sheriff was the most
11 important thing that we did because what it did is it
12 recognized that the men and women of this organization
13 are equal. It recognized that everybody works hard.

14 And I saw the splits in other organizations
15 that have correctional -- have two-class deputy
16 sheriffs, there's two unions. They're competing for
17 the same dollars. They're conflicting -- they're
18 competing for the same things. And there's a lot of
19 split. And I see it in Sonoma County, and I see it in
20 other places.

21 What makes it whole is that, you know, it's
22 about -- it's about people being paid equally. It's
23 about the organization. It's about attracting people.
24 It's about recruiting attention.

25 When we had the Deputy 1 system, we lost a ton

1 of people if they couldn't get out on patrol. And so
2 we'd send people to the Academy. They'd work in the
3 jail for a year or two, and if they couldn't get out on
4 patrol, then they left the organization, and we were
5 just a training ground. But it also keeps -- and it
6 also keeps us in that competitive role in this Bay
7 Area. This is a very difficult place, you know, to
8 recruit. So that's why I think that's important.

9 I think we've done -- you know, all of the
10 people over the last several years that have worked in
11 professional standards, I mean, I think the quality of
12 people that we're hiring is outstanding. I think we're
13 retaining people. People aren't leaving to go to other
14 agencies.

15 I know that this is a little bit, you know,
16 more difficult time. And I think the training -- you
17 know, we have always trained more than any other
18 organization in this county. And I think that's very
19 important to keep people prepared and keep them trained
20 and keep them certified.

21 Our technological improvements, there isn't
22 anybody in this county that has the technology that we
23 do. And in fact, there's a number of organizations
24 that tap in, you know, to our records management system
25 and the CAD and those kinds of things. We dispatch for

1 five agencies, and then those agencies are on our
2 records management system along with Novato Police
3 Department. And I think that's important, and we're
4 the leaders in that area.

5 In terms of equipment, you know, I think we've
6 done a lot of things to improve, you know, the
7 equipment. And that's still a work in progress. You
8 know, that's the -- trust account is what we're going
9 rely on to continue that because, in these difficult
10 times, you know, getting the County to do anything
11 other than the baseline budget is going to be very,
12 very difficult for us. So I think that that trust
13 account is very important for us and very, very sacred
14 to reserve for that.

15 Then the organizational culture -- I mean,
16 this organization has changed, you know, so much in the
17 last, you know, five or ten years. I mean, it's an
18 organization that knows what it's goals are, knows
19 what's right and wrong. The vision is excellence. And
20 it just shows when I'm out in public and the
21 compliments that I get, you know, about everybody.

22 You know today, I've probably gotten six or
23 seven emails about the person that we arrested in
24 Marinwood, you know, the predator, and just people
25 taking the time to say, "Hey, you folks did a great

1 job. You got this dirt bag off the street. How could
2 this guy ever be free?" And, you know, that's just to
3 me very, very heartwarming that people will take the
4 time because, as I always tell recruits, you know, in a
5 place like Marin that has a low crime rate, you know,
6 there's this expectation.

7 And I never ever get compliments, you know,
8 from people about, you know, "You arrested this
9 terrible guy." I get compliments about service that we
10 provide that people just don't expect that we'll do.

11 I mean, I've had people from fire agencies
12 say, "God, I wish you would respond to our fire calls
13 because San Rafael doesn't come, and when they come,
14 they get in the way." You know, we're in the
15 unincorporated area. "You guys are great," they're
16 helpful. So I think that's important. I think people
17 know that. And that takes a long time to develop.

18 And what the culture does, is it really holds
19 the balance. We've never been an organization that's
20 been in the newspaper. You can see organizations
21 around us that are always in the newspaper. It's the
22 culture. They're always in trouble, you know. And I
23 think that we've really been able to maintain that in
24 the professionalism and the respect from the
25 communities that we serve.

1 I have an excellent rapport with the Board of
2 Supervisors. As I said, I'm on all of the internal
3 budget committees. And I think that's really
4 important. And with the Association, who has gotten
5 involved full-time with Board members, and with my
6 involvement, I mean, there is a deep respect for the
7 Association. And that's how we've been able to weather
8 the budget problems we've had over the years. That's
9 how we've been able, you know, to do more in
10 negotiations, much to the chagrin of the County
11 Administrator and HR. So I think that's really
12 important, you know, to have that relationship.

13 The other thing is, you know, we've brought in
14 lots of money to the organization. The Office of
15 Emergency Services has brought in Homeland Security
16 money. Since 2002, it's brought in \$10 million. And
17 law enforcement has directly benefitted at least half
18 of that. And our organization has benefitted probably
19 even half of that -- our Special Response Team, moneys
20 for Search and Rescue, moneys for Posse. And that
21 money will continue. And since I'm one of the voting
22 members, you know, I can guarantee you that we'll still
23 be able to bring in that money.

24 Then we talked about the trust account. And
25 some of that -- I mean, I've always been modest in my

1 approach to the organization. This is a team effort.
2 But I have -- you know, past president of the
3 California State Sheriffs Association, sat on the POST
4 Commission, chaired the Legislative Committee for State
5 Sheriffs, and I've had a hold in Sacramento. And we've
6 been able to bring money, you know, back to the County
7 which I think otherwise would not have happened. So I
8 think that's very, very important.

9 But just in closing, I think this is all
10 about, you know, who's the most qualified, who cares
11 about this organization, cares about the history, cares
12 about the culture. I don't think my opponent cares
13 about any of those things. And I've been able to
14 weather -- or maneuver us through the weather and get
15 us through these things. I'll get us through the
16 current budget problems. I think we'll remain an
17 effective, whole organization. And I think that we'll
18 prosper into the future.

19 And I want to thank all of you for your time.

20 HUGH BAKER: Thank you, Sheriff.

21 (Recess taken)

22 HUGH BAKER: Come to order.

23 I know a lot of you know Ken, but some of you
24 don't. I'll introduce you to Kenneth Holmes. He's the
25 Marin County Coroner. Ken's been working for the

1 County for 35 years. I've known him off and on for 21
2 of those 35 years.

3 And he is a candidate for Sheriff who's
4 qualified for the ballot. So we're going to ask him
5 the same questions that we asked Bob Doyle this
6 evening, same questions we asked him yesterday with a
7 couple of additions, which we also asked Bob, that have
8 come up since we started.

9 CORONER KENNETH HOLMES: More questions?

10 Hugh BAKER: Yeah. And then, of course, at the
11 end, we'll give Ken the same opportunity that we gave
12 Bob Doyle, to address you and tell you what he's about,
13 what's important to him, what it means to him to be
14 Sheriff, and what he thinks is important to the
15 community that he seeks to serve.

16 I just want to make sure you know everybody on
17 our Political Action Committee. Marco Innocenti is the
18 chairman of our committee. I know you've known Marco
19 for a while, as with Jim Hickey and Jim's dad. Donna
20 McLaren, Donna is an SSA in the jail. We, as you may
21 not know, we are in the process of admitting
22 professional staff members of the Sheriff's Office to
23 the DSA. So Donna is going to represent those folks on
24 our Political Action Committee. Scott Haggmark, who is
25 our treasure of our PAC, and he is currently assigned

1 to the courts. And of course, I'm president of the
2 Association.

3 CORONER KENNETH HOLMES: You certainly are.

4 HUGH BAKER: Thank you.

5 MARCO INNOCENTI: Thanks for your patience.

6 Peace officer's personnel files are deemed
7 confidential by the California Penal Code. In the
8 past, the District Attorney and other County agencies
9 have requested the release or review of these files as
10 well as our internal investigations file.

11 What is your position on this, and
12 specifically, what would you do to protect the
13 confidentiality of sheriffs' personnel files?

14 CORONER KENNETH HOLMES: I think it's the worst
15 thing that can happen. And I think every one of our
16 files should remain as confidential as possible. On
17 the other hand, I understand this whole Brady thing.

18 (Reporter interruption)

19 CORONER KENNETH HOLMES: "Brady thing." I promise
20 I won't mumble, now that this is off [indicating].

21 So I think only way to make as much of a
22 political statement as possible is, if we're served
23 with any kind of request from the DA's office, we tell
24 them to get a court order. And don't get a court order
25 for everybody in this particular trial. Get a court

1 order for every single file. I want a separate one for
2 each one. Take it to County counsel. I think the only
3 thing we can do is put up as much of a road block as
4 possible and let the DA know that we're not going down
5 that -- the path quietly.

6 JIM HICKEY: The Marin County Board of Supervisors
7 had decided to merge the Office of the Coroner -- if
8 you haven't heard about it -- with the Office of the
9 Sheriff.

10 CORONER KENNETH HOLMES: I did.

11 JIM HICKEY: What is your plan for this merger?

12 CORONER KENNETH HOLMES: Well, as you may know,
13 I've spent most of my time in the Coroner's Department,
14 the Coroner's Office. The merge, it's done. It's
15 going to happen. There's nothing we can do to undo
16 that.

17 I think what I can bring to the table in the
18 merge is making it as peaceful as possible and
19 certainly as seamless as possible. I've assisted four
20 other departments in this State in the last eight or
21 ten years -- actually, I helped one about 20 years ago,
22 but things were quite a bit different then -- to make
23 the merge, to make the change from separate offices to
24 a combined office, the most recent being Santa Clara
25 County.

1 So I've been down the path a little bit. I
2 know the pitfalls. I know some of the foibles that
3 come up and the heartaches that come up. And there's a
4 lot of them from time to time, depending on how that
5 merge is done. And what I hope the bring to this is
6 the most seamless application of what the Board of
7 Supervisors has put into play.

8 DONNA McLAREN: Question No. 3, the DSA bargains
9 for our members' contract with the County. The support
10 of the Sheriff is essential to securing a contract that
11 keeps us competitive in the market. Please provide
12 some examples where you have supported such efforts in
13 your organization and comment on your strategy for
14 keeping us competitive in the market.

15 CORONER KENNETH HOLMES: When I was first with the
16 Coroner's Department, I was in the MAPE union and ended
17 up being on their bargaining committee to negotiate
18 with the County. I did that for two years and then
19 later on ended up in admin in my department and
20 ultimately ended up doing some of the bargaining from
21 the admin side. So I've sat on both sides of that
22 table in negotiations.

23 I lived through the tom Campanella years. I
24 don't know if any of you know anything about his
25 methods or his reputation, but they certainly were

1 legion. I have been on both sides of the table, and I
2 think I can bring that sense to that.

3 You're absolutely right. The Sheriff needs to
4 be on your side in this thing. And as I see it, the
5 single most important thing facing the DSA in the next
6 10 or 15 years is going to be survival. This County is
7 going to shrink; the government is going to shrink. We
8 don't like it, but it's going to happen. We're already
9 seeing just little remnants of it. Bringing the SSAs
10 in, bringing in all of your professional staffing is
11 going to help bolster your organization. You know, if
12 we can get Probation to come in too -- there's strength
13 in numbers. The County listens to numbers.

14 And of course, with members comes money. And
15 money makes a difference. So in order for us -- and
16 I'm talking me, the Sheriff, and you, the DSA. In
17 order for us to make this thing stay together, we've
18 got to come up with a plan now for ten years from now.
19 We need to come up with a plan now for four years from
20 now. We need to be way ahead of the curve so that we
21 can maintain the members and not lose positions.
22 There's going to be some that have to go.

23 We can do it strategically if we plan ahead.
24 But if we sit here and wait and say, "Well, what are we
25 going to do next year?" and then, "What are we going to

1 do next year," we're going to be so far behind the
2 eight ball that they'll own us. I think that we need
3 to develop a plan early on and make it work.

4 HUGH BAKER: Peace officer disciplinary issues
5 cover a broad range of territory from minor car
6 accidents to the use of deadly force. As a department
7 head, the Sheriff is the final arbiter of discipline.
8 Please talk about your experience in dealing with
9 discipline in your department and how you would utilize
10 that experience as Sheriff in the future.

11 CORONER KENNETH HOLMES: We don't have to do any
12 discipline in my office; we just threaten autopsies.
13 It just makes the whole thing go away. [Laughter]

14 No. We haven't had very many disciplinary
15 issues in my department. And I've been there 35 years,
16 as Hugh said. When we did have, they were handled
17 through the PMR chain, escalating discipline. And
18 fortunately nobody's ever had to be fired out of my
19 office. We've only really had two issues in 35 years.

20 Prior to being in the employ of the County, I
21 operated a retail store. And prior to that, I managed
22 two different businesses with up to 15 employees in one
23 of them. I haven't had an awful lot of problems with
24 any of that.

25 I do understand the disciplinary function

1 within the County structure. In my eyes, discipline
2 needs to be fair. If two people are in trouble for the
3 same thing, the discipline has to go the same way. And
4 it doesn't have to be in the same incident. If it's
5 five years later, it still needs to be fair. I believe
6 it needs to be timely.

7 And if there's somebody in that chain that is
8 up for discipline, they have to be disciplined. If
9 you've stepped out of line, then I'm going to hold your
10 feet to the fire. You have to be accountable for your
11 actions as well as I will and the command staff will
12 also.

13 SCOTT HAGGMARK: Thank you.

14 Servant leadership is a choice to do what is
15 right and truly serve those who work for you. Servant
16 leaders emphasize their role as a steward of human
17 resources and encourage those members of an
18 organization to serve others while staying focused on
19 achieving results in line with the organization's
20 values and integrity.

21 Our organization has embraced the concept of
22 servant leadership. Despite the overwhelming support
23 for this concept, many formal leaders in our
24 organization struggle with it. Please tell us what
25 servant leadership means to you.

1 CORONER KENNETH HOLMES: Well, the concept of
2 servant leadership -- this is a sort of a new name for
3 something that's been around for a long time. I like
4 the way it's formatted now. I think the concept is a
5 little clearer; it's a little easier to work with.

6 Essentially what it means is, I, as your
7 department head, serve the people directly beneath me.
8 And in doing that, then they serve the people below
9 them and on down the chain so that we bring to you, we
10 deliver to you, the things that we know and understand
11 and our experience and our talents and our skills so
12 that you can pick those things up and work your way up
13 the chain. I think that's the basic concept for
14 servant leadership.

15 I think it's an excellent idea. I think it's
16 a great concept when it's applied properly and it's
17 followed because it takes a little while for everybody
18 to get in line with something like that. It's a little
19 bit different than some of the other leadership styles
20 that have been put into place certainly in the County
21 over the last 25 or so years.

22 But I think it's very, very workable,
23 particularly in an organization this size because you
24 do have a lot of people in the chain of command. And
25 they are the people that are going to serve you if

1 you're at the street level or if you're at the
2 sergeant's level. That's the way the whole thing comes
3 together. And it works very well.

4 SCOTT HAGGMARK: And a follow-up question. How
5 would you work with the formal leaders to help them
6 better understand if they seem to be struggling with
7 this concept?

8 CORONER KENNETH HOLMES: Well, I think it's all
9 about education and training. And if -- I would think
10 that the command staff, the formal staff -- is that
11 what you're saying, formal?

12 SCOTT HAGGMARK: Yes, yes.

13 CORONER KENNETH HOLMES: I would think if they
14 really understand it, they would probably embrace it
15 because it's a very fluid way of working. And I would
16 just impress upon them and I would continue to --
17 hopefully to educate them to the point that they felt
18 comfortable in the role -- short of whipping, of
19 course. [Laughter]

20 MARCO INNOCENTII: We believe relationships are
21 everything when it comes to achieving success as an
22 organization. Although we don't always agree on
23 everything, the DSA has enjoyed a positive relationship
24 with the Sheriff. If elected, what would you do to
25 build and strengthen this relationship?

1 CORONER KENNETH HOLMES: Well, relationships are
2 built on trust. And that's where it's got to start.
3 If I can impart to you the trust that I expect from
4 you, then you're going to learn to expect the same
5 trust from me.

6 And the command staff need to instill in you
7 that same level of trust. In order to make the whole
8 thing come together and build relationship, you have to
9 have the whole organization on sort of the same plane.

10 One of the things that I've suggested earlier
11 in these meetings, some years ago -- some of you
12 remember these. In July, there's a barbecue with all
13 of law enforcement held at a great place up in the
14 north end of the County. And the Sheriff's Department
15 sort of fostered that whole project.

16 It built the best network of all law
17 enforcement in this entire County. It was sort of
18 billed as being something for the retirees from law
19 enforcement in every department, but there were as many
20 current-employed people as there were people that were
21 retired. And it was a once-a-year event. And it
22 started in the light, and it ended in the dark. And it
23 was the greatest thing for everybody touching base with
24 everybody and everybody being on the same plane. I
25 mean, the chiefs were there. The Sheriff was there.

1 All the command staff from this department were
2 there -- the ones that weren't working.

3 It was a great way for all of the people in
4 this County to build that same level of interest and
5 trust -- and knowing families and meeting wives and
6 kids. I mean, those kinds of things can make a huge
7 difference in the whole relationship.

8 I'm not suggesting that we have a barbecue
9 once a month, but those kinds of things are the best
10 way that I know to bring everybody up to the same
11 plane.

12 MARCO INNOCENTII: Thank you.

13 JIM HICKEY: Our lives are becoming more
14 increasingly busy, and we all have to strive to achieve
15 a balance between work, family, and leisure time. We
16 understand the important and constant nature of our
17 business, however, we believe it is possible to provide
18 employees with a reasonable amount of security when
19 scheduling for work.

20 Fixed schedules contribute to a sense of
21 stability and create a platform upon which we can
22 achieve that elusive balance between work and the rest
23 of our lives. What are your feelings on providing such
24 stability, and are you committed to resolve scheduling
25 issues as they arise?

1 CORONER KENNETH HOLMES: "Yes" is the answer to
2 the second half of that, very much so. Scheduling can
3 make or break the morale in the Department. And
4 certainly it's nightmarish at this level because there
5 are so many people involved and so many different
6 departments and divisions within it.

7 In order to bring that to a level that
8 everybody's comfortable, I think the only way for the
9 whole thing to work is for the DSA to come up with the
10 best formulation that we have and bring it in and sit
11 down with us in the command division and work it out.

12 I mean, we -- we're all in this together.
13 Nobody's getting out of here alive. And the best way
14 to do it is to sit down and say, all right, if it's
15 going to be about seniority -- and that's coming up in
16 the next question. If it's going to be about
17 seniority, then let's talk about seniority. If there's
18 a reason that -- enough of you feel that seniority
19 isn't in it, all right, then let's talk about that.

20 But I'm absolutely certain that you cannot
21 maintain morale in this kind of a department if you
22 don't have the kind of scheduling safety that you need
23 so that you know you can plan four months ahead or
24 three months ahead or six months ahead, whatever your
25 shift rotation is. Absolutely, it has to be done that

1 way.

2 DONNA McLAREN COURT: Our members care deeply
3 about seniority as an objective means of determining
4 many of the variables of our schedules, assignments,
5 and the distribution of overtime. When we cannot agree
6 on seniority as a deciding factor on these variables,
7 we believe a written policy would take the subjectivity
8 out of the process and eliminate hard feelings among
9 employees. Do you support this concept? Why or why
10 not?

11 CORONER KENNETH HOLMES: Yeah, I do. I think --
12 "yes" I think is a better answer.

13 P and Ps are really good. They provide a lot
14 of structure, but they're also dangerous. And in
15 something like this, absolutely I think this needs to
16 be in writing. And I think the way to accomplish that,
17 again, just like I was saying a minute ago, let's sit
18 down. You put together what you think is the right way
19 to do it. Absolutely seniority is a top priority. You
20 can't come into an organization and expect to get
21 weekends off and work 8:00 to 3:00. You've got to work
22 your way to the top. You have to earn your stripes.
23 If you want to rotate out of one division into another,
24 you've got to show your mettle you can get there.

25 And so I totally support that whole thing.

1 And in order to make this thing work in today's
2 culture, the way the County is structured, if you don't
3 have it in writing, I don't think you're going to make
4 it happen.

5 HUGH BAKER: We asked this question this morning,
6 and we'll ask it again this evening.

7 Considering the fiscal climate that we live in
8 and the budget cuts that we're facing, it has been
9 suggested by some that reverting to a two-class deputy
10 sheriff system or perhaps even a correctional officer
11 system will result in significant cost savings for the
12 County. What is your opinion on that?

13 CORONER KENNETH HOLMES: The whole CO thing I
14 think is a little bit dangerous because there's some --
15 across the state, there's been some serious problems
16 with continual training because the COs are seen as --
17 I didn't pick up on this this morning. I didn't even
18 get that out of the question for whatever the reason.
19 I think I probably went right by it and didn't even
20 comment.

21 But hearing it now -- I've thought about that,
22 the whole idea of bringing COs in and eliminating the
23 number of sworn deputies.

24 But the ongoing training is a huge problem
25 because it's a platform to lateral out and lateral up

1 and either leave this Department or get out of the jail
2 and get into another part of the Department. I don't
3 think COs in the long run is a real good idea.

4 I think it needs to be looked at just like
5 everything else because, coming down the road, we've
6 got a freight train that's got a dollar sign on the
7 front of it. So there may be some point along the way
8 that that needs to be at least really, really
9 investigated.

10 But my understanding from the other
11 departments I've talked to is that it's good in one
12 sense because it shows up front that there's money
13 being saved. But in the long run, there's a lot of
14 money being lost because of constant turnover that you
15 do not have if you keep sworn people and deputies in.

16 The other half was what? Oh, the two-level
17 deputy system, Deputy 1, Deputy 2? Is that what you're
18 talking about?

19 HUGH BAKER: Yeah.

20 CORONER KENNETH HOLMES: I don't know. I don't
21 know. I suppose there's probably some ways to sell
22 that the to the County to make it look like we're
23 trying to keep things in line. I know it was that way
24 a long time ago here, and it went away. And I don't
25 know the reason why. I truly don't. So I don't know

1 that I should even comment on that part of it. But it
2 might be a selling point, again, because we're going to
3 be negotiating everything for the next 10 or 15 years.

4 HUGH BAKER: Okay. Thank you.

5 SCOTT HAGGMARK: Kind of following along that same
6 thing, the majority of our membership works in the
7 custody division, including the courts.

8 Would you ever consider allowing deputies
9 within those divisions to have the opportunity to hold
10 supervisory or sergeant-level positions within those
11 specific divisions?

12 HUGH BAKER: It might help you, Ken, to explain
13 the system we have now.

14 You are not eligible -- a person is not
15 eligible to promote to sergeant unless they have served
16 in the patrol division.

17 CORONER KENNETH HOLMES: Come out, do patrol, go
18 back.

19 HUGH BAKER: Right. The question is, would you
20 have any openness to promoting people within their
21 existing divisions if they have not worked patrol?

22 CORONER KENNETH HOLMES: You know, I don't know
23 the philosophy behind not allowing it. It would seem
24 to me, if you can create a ladder and you want to have
25 institutional knowledge in these different divisions,

1 it might be a very good way to maintain that.

2 On the other hand, certainly working in the
3 courts, there's probably a lot of value in having
4 somebody go out on the street first -- and then
5 certainly working the jail. You know, some departments
6 you work in the jail until you prove yourself and get
7 out on patrol. In other departments, you start in
8 patrol and end up going to the jail.

9 There's, you know, probably as many people on
10 either side of that fence as you can imagine. I'm not
11 sure the philosophy behind it, so I don't know. It
12 seems like it would be a pretty good incentive for
13 people who wanted to just say in that division.

14 HUGH BAKER: Something you'd consider?

15 CORONER KENNETH HOLMES: Oh, hell, yeah.

16 Excuse me. [Laughter]

17 Yes. Yeah, because, I mean, the way this
18 thing is going, this freight train that I keep
19 mentioning, we're going to have to come up with really
20 sort of innovative ideas to keep this group together.
21 And I'm not just talking about the DSA. I'm talking
22 about the entire Department. There's going to be some
23 serious changes. And if that's a good way, then
24 absolutely I would consider it.

25 SCOTT HAGGMARK: Thank you.

1 MARCO INNOCENTI: Thank you for your openness to
2 these additional questions. As we've continued through
3 the last couple of days and word has gotten out to
4 members who can't attend, members of this Board have
5 been kind of inundated with, "Hey, ask that. Please
6 attach that. Please prevent this."

7 So thank you for your willingness to answer
8 these new questions, especially with the magic machine
9 running.

10 Last one of those. In the three previous
11 forums, both you and your opponent have spoken about
12 the Sheriff's Department's progress into the 21st
13 century and its leadership role within the law
14 enforcement community. As this forum has progressed, a
15 significant number of our membership has expressed
16 concerns about continuing this progress and remaining
17 the lead agency in the County during these difficult
18 economic times.

19 And the areas that most of these concerns have
20 come up in are regarding critical computer systems,
21 patrol vehicle replacement and maintenance, modern
22 uniform requirements, personal safety equipment such as
23 our firearms, and the ongoing training that's related
24 to all those items.

25 What is your plan to address those concerns

1 with the economy in mind?

2 CORONER KENNETH HOLMES: Well, I've spoken to that
3 already a little bit.

4 You know, one of the things that I was going
5 to bring up the other day as far as keeping this
6 particular Department sound -- and this is going to go
7 off line for just a second.

8 It seems to me that there's going to be a time
9 that we're going to -- in order to assist some of these
10 other cities that are going to be struggling more than
11 the County -- because the County has more money -- I
12 think there's going to become a time when we're going
13 to sort of, at least locally, we're going to have to
14 regionalize with some of these smaller departments so
15 that we can provide them coverage, save them money, and
16 we can maintain our staffing levels.

17 In order to maintain across the line, like you
18 mentioned, vehicle, certainly firearms and uniforms,
19 the way this economy is coming, we still have to go
20 back to how are we going to trim down overall in the
21 budget and still maintain the level of safety that you
22 need and certainly maintain the morale.

23 It's not going to be easy. You know, we're
24 going to have to trim at the top as well. There's just
25 places where money is going to have to be pinched down

1 in order to keep on top of all these things. There's a
2 lot of technology that's making things better and
3 safer, but that technology is not inexpensive. Across
4 the board, it is not inexpensive. And I think, you
5 know, we're just going to have the stay on top of it,
6 follow it.

7 HUGH BAKER: Thank you very much. That concludes
8 the questions that we have for tonight.

9 And now, Ken, the floor is yours to talk to
10 our membership about why you want to be Sheriff, what's
11 important to you, what you view is important to the
12 community. And it's all yours.

13 CORONER KENNETH HOLMES: Good evening. Thanks for
14 being here. I really appreciate the opportunity to sit
15 in front of you and give you my side of the picture.

16 The first thing I want to mention is that
17 there has been some question from the early part of
18 this campaign that I was not qualified to even throw my
19 hat in the ring.

20 I went through the -- first of all, my entire
21 office has been POST certified since long before I ever
22 joined in 1975. So the Coroner's Office had always
23 stayed certified with POST. I went through the basic
24 academy in Santa Rosa in 1976 and actually commuted up
25 there and back with Tim Lepinski, from your department.

1 I got my intermediate certificate subsequently, and
2 then I got my advanced certificate. I qualified for it
3 in March of 1982. So it's been 20-something years
4 since I had at least the minimum requirements.

5 Since that time, I've had some of the other
6 academies, and I've gone to a multitude of short
7 trainings, just as you are expected to do. We keep the
8 same POST requirements of training all through every
9 single year. So my -- so do the rest of my staff.
10 So that's all I want to say about that.

11 I was born and raised in Fresno. My
12 grandfather and my dad were both in the fire service.
13 My granddad was the a fire chief of Fresno for 13
14 years, so I grew up in sort of a little bit of an
15 atmosphere of a political climate, understanding how
16 training large departments -- I worked with 350 people
17 in his department at one time. Kind of grew up in the
18 back of a fire truck and ended up riding around in the
19 chief's car when I was going to junior high school. So
20 I've had some insights into sort of government
21 management, that sort of thing.

22 After I came to the Coroner's Office, I was
23 there for nine years as an investigator. Following
24 that time, moved into the Assistant Department Head
25 slot in the office. We only had three rooms because

1 we're such a tiny office. So there's the Department
2 Head; there's the Assistant Department Head, who is
3 essentially budget management, personnel management,
4 training, second coverage -- pretty much everything
5 except doing the street investigations or death
6 investigations.

7 So I spent nine years in the beginning. Then
8 I was 14 years as Assist Department Head prior to
9 running for election in 1998. So I took office in
10 January of '99. And I've been there ever since.

11 Budgets? I've had a balanced budget every
12 single year that I've been in office and actually
13 managed the budget for quite a few years for my
14 predecessor. And we're proud to say we've never been
15 over budget. Budgeting is a matter of using your
16 experience from the last two or three years and coming
17 up with a good prediction for the next year and then
18 hitting the mark. That's running a good budget.

19 I'm experienced at it. I know how to do it.
20 The number of zeros at the end of it do not matter. If
21 you have enough people in the right places in the
22 Department and they're doing the individual budgets,
23 they bring them to the next level up and then
24 ultimately to me.

25 So managing the budget for the Sheriff is a

1 matter of riding herd on the people who are actually
2 doing the budgeting at the different levels.

3 I stand for accountability. I stand for
4 integrity in my office. We have had a beautiful record
5 for many, many years. And in the course of our daily
6 conversations, when we're talking about what it is we
7 do, that's one of the words that pops up quite often.
8 The integrity of what we do is important to the
9 finished product. And in my office, it's been totally
10 different than what it would be in your office, but the
11 bottom line for that is that I demand integrity. And I
12 demand of you the trust in me that I show to you.

13 Accountability is very important to me. What
14 I want to bring to you is transparency and a sense of
15 security that, if you are having a problem with the
16 chain of command and you absolutely are frustrated and
17 cannot get beyond whatever that hurdle is, as long as
18 you have a clear perception -- that it's not just
19 whining because you didn't get to tie your shoes one
20 day, but if you have a legitimate reason, you can go
21 above the hurdle and go around the hurdle.

22 And if it means coming to me at the top, then
23 you come to me at the top. I have an open door in my
24 office. It's always been there. People in your
25 department know that they can come down the hall if

1 they need to any time of day or night; I'm there. I've
2 been very present for the entire 12 years that I've
3 been in the office. I'm there in the morning. I'm
4 there in the afternoon. And intend for that to go on.

5 What I want you to know is that I can give to
6 you an absolute access to the people at the top, as
7 long as it's done in the right frame of mind. You just
8 can't come running up in the dark. I've left my phone
9 number with the people that have been here before. I'm
10 accessible to you now. If you have questions between
11 now in the 8th of June, if you want to talk about
12 something, as long as you're not in uniform -- we
13 covered that this morning -- you're certainly welcome
14 to call me about any facet of the work that you do or
15 what you would want to know from me and you don't want
16 to bring it up in today's discussions.

17 I'm an honest guy. I'm a happy guy. And I
18 love coming to work every single day. And I want to
19 try and instill that in all of you so that you feel
20 happy about coming to your job.

21 There's a couple things that I didn't mention
22 this morning that I meant to. And one of them is this.
23 One thing I won't tolerate -- and you need to know this
24 now. Extramarital affairs are not okay and, in
25 particular, if it is a supervisor and somebody that

1 they directly supervise. You've got -- from the time I
2 find out about it, you've got about 48 hours to fix it.
3 It will just -- it will flat not be tolerated.

4 The reasons for that are morale issues, of
5 course, and for the number of liabilities to the County
6 and to the Department, not only in sexual harassment
7 suits but in all other kinds of things. So just know
8 in your hearts that -- I know affairs of the heart are
9 a tough issue, but if you find yourself in that
10 situation and it's somebody that either you are
11 directly supervised by or that you directly supervise,
12 you need to turn left and get out of that particular
13 situation. It's just -- I'm nails on that.

14 Other than that, I'm planning on being here
15 every day, and we'll just make your Department as swift
16 and as clean and as healthy as it possibly can be.

17 Okay?

18 HUGH BAKER: Thank you very much.

19 CORONER KENNETH HOLMES: Okay.

20 (Whereupon, the proceedings concluded
21 at 8:54 o'clock p.m.)

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