

Kenneth Binder

November 4, 2025

Board of Supervisors,
County of San Mateo
500 County Center
Redwood City, CA 94063

Dear President Canepa and Honorable Members of the Board,

I write to submit my application for Sheriff of the great and beautiful County of San Mateo. The County has a sterling reputation for being a great place to live and work, which in part is due to the professional and compassionate public safety and community services it provides. I believe my background leading a large, Bay Area metropolitan Sheriff's Office uniquely positions me for this role.

As my resume reflects, I have 27 years of increasingly sophisticated experience in law enforcement, including 13 years as an executive manager. In November of 2020, I became Undersheriff of the Santa Clara County Sheriff's Office and oversaw a budget of \$551 million, with 1,893 sworn and professional staff budgeted positions. In order to manage the large and complex organization, I directly led an executive management team which consisted of 15 Captains, 3 Assistant Sheriffs, and an Administrative Services Director. I also directly managed the Internal Affairs unit and Public Information Officer unit. As Undersheriff, I regularly engaged with 4 unions within the Sheriff's Office, two of which represented sworn personnel, and two which represented professional staff. During my 10 years in upper executive management, I was exposed to and managed a very broad range of personnel issues, disciplines, budgetary cuts, staffing issues, policy updates, program implementations, technology upgrades, hiring and promotional processes, presentations to the Board of Supervisors, major incidents, and community engagement events. The robust experience I received led me to become well practiced in all of the basic management functions, which include planning, organizing, staffing, directing, and controlling. I truly learned how to lead people of the organization. My philosophy of leading is that it is about service and support for those who are doing the work at every level of the organization, and about having a genuine care and concern for their wellbeing.

My leadership philosophy, as described above, is that of a servant leader. I have a proven track record for over a decade of being a leader that is fair, consistent, concerned, supportive, and most importantly, honest. I collaborate well with others by nature, and although I have a strong command presence, I do not have an overbearing leadership style. I believe synergy and effectiveness are maximized when a county team functions well together. I also believe it is important to communicate with the unions and to maintain open lines of communication for the internal health of any law enforcement organization. Departmental leaders and union leaders

from my past will attest to my leadership style and genuine care for the workforce, as well as the mission we are working to achieve. I believe that leaders must set and inspire the vision, and then they must empower people within the organization to utilize their skills and talents to blossom in their job functions. As managers, we provide the support and oversight needed to ensure success, and also provide feedback to ensure that efforts are having the desired effect.

I also understand the great expectations of the community for how law enforcement and correctional services are to be delivered. I oversaw a large jail system in Santa Clara County five years after a major incident sparked calls for reform within the correctional facilities. By the time I assumed responsibility, the county had started efforts to administer recommendations from a Blue Ribbon Commission and it had entered into discussions with the Prison Law Office, which ultimately resulted in the County entering into two separate consent decrees. One consent decree regarded access to care for medical, dental, and mental health care services as well as use of force review. The other consent decree regarded ADA accommodations for mobility disabilities and to ensure accessibility in dorms, dining halls, and program areas. During the process I learned much about best practices for managing a jail. I oversaw three jail facilities with an average daily population of approximately 2900 individuals.

Part of my executive management journey was as the Chief of Police for three contract cities simultaneously (Cupertino, Saratoga and Los Altos Hills), where I led a team of 84 personnel to deliver comprehensive police services for an educated and engaged community of 110,000 residents. In three years as Chief, I oversaw an annual budget of \$17 million and completed each year under budget. During my tenure as Chief, I deployed a strong Community Oriented Policing strategy focused on proactive and professional service to improve public safety and strengthen the police-community relationship. I demonstrated success in navigating the tensions of neighborhoods suffering from crime and worked collaboratively to strengthen their ability to report suspicious activity and mitigate vulnerabilities. I well understand the impact of serious crime on communities, and I understand the value residents place on feeling safe from all levels of crime. When residential burglaries spiked in Los Altos Hills, I launched a Residential Security Survey program, held Crime Prevention Forums, met with neighborhood associations, and communicated our law enforcement efforts via web platforms and social media outlets. I designated a crime analyst to identify hot spots and reallocated patrol and investigatory resources to increase police visibility in high-impact areas. Within a short window of time, my department arrested multiple repeat burglary suspects and crime fell sharply. Feedback from the Mayor, City Council and City Manager echoed the deep satisfaction the community felt regarding the strong leadership and high quality police work my team provided.

After another promotion, I led the Enforcement Bureau of the Santa Clara County Sheriff's Office, with responsibility for six divisions, 280 sworn deputies, 49 civilian employees, and a \$58.6 million annual budget to provide police services for a diverse population of 200,000 residents.

During my years of service as a law enforcement executive manager, I employed a 21st century policing focus to ensure that legitimacy and trust was built and maintained with the public by upgrading policies and transparently reporting the policies online as well as information regarding critical incidents. Technology upgrades included cameras within the jail facilities,

RFID wristbands to ensure appropriate out of cell time for the incarcerated, and Body Worn Cameras for all deputies. I also procured a social media contract to train and support the Public Information Office unit. I also helped establish a number of officer wellness efforts including the appointment of a wellness coordinator, a workout wellness policy, and a chaplaincy program. I also assigned an Assistant Sheriff to coordinate the agency's efforts on the 30 by 30 program, which seeks to recruit enough women into law enforcement so that by the year 2030, the workforce would be comprised of at least 30% women.

Because of the appropriately high standards demanded by the public for correctional service delivery, as well as patrol service delivery, I have very high standards for personnel within the organization. Overall, I have also never allowed compromise or pride to cloud my leadership actions or decision making as I performed my leadership role.

If appointed to the role of Sheriff, my top three priorities are to:

- (1) **Stabilize and rebuild the organization** with a focus on employee wellness, as well as staffing, recruitment, and retention efforts. The Board of Supervisors has gone to great lengths and taken great measures to ensure that the Sheriff's Office can have proper leadership. My first action would be to install an upper management team that is trusted and respected by the rank and file of the agency. I will also conduct an assessment of those who are currently on administrative leave to see whether or not there is merit and take action accordingly. The staffing shortages are also creating a negative impact on the workforce, so I would look at all possibilities to bolster recruitment and retention efforts to help alleviate the staffing shortage and mandatory overtime.
- (2) **Bring back fiscal responsibility** and ensure prudent financial management moving forward. The County Board of Supervisors authorizes the budget, and the Sheriff has an obligation to manage funds responsibly. I would start with a forensic audit of the budget to include at minimum, purchases, contracts, MOU's, grants, and adherence to county procurement rules and state law. Purchases moving forward must be reasonable and necessary to efficiently conduct the county's public safety and correctional mission.
- (3) **Enhance the safety and security of the Correctional Facilities** by supporting and implementing best practices. I would start by assessing the current policies and procedures in place. I would look at available methods to reduce the smuggling of fentanyl and other drugs or contraband into the jail through technology, training, investigative tools and technology upgrades. I would also assess the nature of complaints and grievances to see if there are patterns or identified gaps in service.

The reason serving as Sheriff of San Mateo County is important is because the residents deserve a Sheriff that not only ensures professional and compassionate public safety services, but also a Sheriff that treats their staff with dignity and respect in alignment with modern management principles. The current void of leadership for the San Mateo County Sheriff's Office provides an opportunity to fill a dire gap in public safety, which affects the entire county. My heart is in public service and I have the moral character and integrity, as well as the practical skills and experience, to fill the leadership gap. I am also a collaborator, and will work well with county

leaders, administration, and community based organizations to ensure professional and efficient public safety and correctional services.

Importantly for any law enforcement executive, the practical and extensive police experience I garnered while progressing through the ranks earned me the respect of the rank and file. As a deputy sheriff, I spent three years on the SWAT team and trained new deputies as a Field Training Officer. I also worked collateral assignments on the Crime Scene Investigation Unit and as a member of the off-road enforcement team. As a Detective Sergeant, I worked almost 4 years as a homicide investigator and solved multiple serious and complex cases that displayed the importance of tenacity and attention to detail. As a Lieutenant, I led the Police Academy as the Director and ensured high quality, contemporary training for Bay Area law enforcement agencies. As a Captain, I oversaw the Investigative Services Division and later worked as Chief of Police for the contract cities.

Building upon this broad foundation of on-the-ground experience, I have committed myself to continued professional development. In August of 2017, I graduated Summa Cum Laude from Arizona State University with a Master of Arts Degree in Criminal Justice. My studies included a focus in counter-terrorism, which included two study-abroad classes. I am also a member of the Honor Society of Phi Kappa Phi. In 2012, I graduated from the 248th Session of the FBI National Academy. I also have a Bachelor of Science degree in Business Administration- Finance from San Jose State University. Finally, I have over 2,300 hours of POST accredited and local law enforcement training in all major areas relating to police practice, management, and leadership. I possess a California POST Advanced Certificate, Supervisory Certificate, and Management Certificate.

As demonstrated by my resume, I am dedicated to public service. I bring a collaborative, honest, and ethical approach to leadership, and I sincerely care about the men and women of law enforcement. I believe that law enforcement's responsibility to provide high quality, professional and compassionate police service to the public and to those incarcerated is of utmost importance. To be most effective, the department must connect with its community. A modern Sheriff's Office should also leverage technology and social media opportunities, along with traditional outreach methods to provide a full range of community engagement.

I look forward to the opportunity to participate in the selection process for Sheriff of San Mateo County and share further my vision for the San Mateo County Sheriff's Office.

Sincerely,

A handwritten signature in cursive script that reads "Ken Binder".

Kenneth Binder

Kenneth Binder

EDUCATION

- | | |
|------|------------------------------------------------------------------------------------------------------------------------------------------|
| 2017 | Arizona State University
<i>Master's Degree in Criminal Justice</i>
Summa Cum Laude, 4.0 GPA
Phi Kappa Phi Honor Society |
| 2012 | FBI National Academy for Law Enforcement
<i>Graduate, Class #248</i> |
| 2002 | San Jose State University
<i>Bachelor of Science in Business Administration- Finance</i> |
| 1996 | San Jose City College
<i>Associate of Arts- General Transfer</i> |

EXPERIENCE

Chief of Police (Interim), Gilroy Police Department

June 2, 2025- Present

- Currently oversees all management and operational functions of the Gilroy Police Department.
- Works with the City Administrator and elected officials to ensure the public safety mission of the City is performed with professionalism, compassion and diligence.
- Directly leads the executive management team of the Gilroy Police Department, which employs 107 sworn and professional staff with an annual budget of \$32.3 million.
- Provides vision and leadership for the department to ensure procedural justice, community engagement, and organizational excellence at all levels.
- Models servant leadership.
- Promotes the development of leadership at all levels within the organization.
- Ensures the Gilroy Police Department maintains a professionally trained and responsive police force for the diverse population of residents it proudly serves.

Acting Sheriff, Santa Clara County

October 2022- December 2022

- Oversaw all operations at the Santa Clara County Sheriff's Office and provided stability and strong leadership for the men and women proudly serving until the elected Sheriff took office.
- Worked with County Administration and the Board of Supervisors to support Law Enforcement and Custody Operations in service to the residents of Santa Clara County.
- Modeled servant leadership and mentored leadership at all levels of the organization.

Undersheriff, Santa Clara County Sheriff's Office

November 2020- December 2024

- Oversaw all daily operations of the Sheriff's Office and reported directly to the elected Sheriff.
- Led the Executive Management Team of the Sheriff's Office, which employed 1429 sworn deputies and 572 civilian staff with an annual budget of \$551 million.
- Ensured community engagement and outreach by sworn staff at all ranks.
- Worked with local county and governmental leaders to promote and support Public Safety efforts.
- Oversaw all jail operations.
- Promoted Continuous Improvement within the organization through regular, focused, bi-monthly meetings with Command staff.
- Modeled servant-leadership.
- Promoted the development of leadership at all levels within the organization.
- Ensured the Sheriff's Office maintained a professionally trained and responsive police force for the diverse population of residents it proudly continues to serve.

Assistant Sheriff, Santa Clara County Sheriff's Office

January 2015 – November 2020

- Led the Enforcement Bureau of the Santa Clara County Sheriff's Office, with responsibility for an annual budget of \$58.6 million and direct oversight of:
 - 3 Patrol Divisions
 - Investigations Bureau
 - Special Operations Division
 - Civil/Warrants Division

Sheriff's Captain, Santa Clara County Sheriff's Office

July 2011 – January 2015

West Valley Patrol Division Commander (January 2012 – January 2015)

- Served as designated Chief of Police for three distinct and unique municipalities serving a total population of 110,000.
- Directed all functions of the West Valley Patrol Division, managed an annual division budget of \$17 million, and delivered high-quality service under budget all three years.
- Applied a Community Oriented Policing strategy, launched a Residential Security Survey program, and implemented annual Crime Prevention Forums.
- Chaired the Cupertino Public Safety Commission
- Liaised for the Los Altos Hills Public Safety Committee
- Conducted extensive outreach and public speaking to build trust and open communication with community members, neighborhood associations, and City leaders.
- Managed high-level relationships with leadership in all three contract cities (Cupertino, Saratoga, and Los Altos Hills) to ensure delivery of proactive, professional and responsive policing services.
- Worked as part of a team of Department Heads led by City Managers for Cupertino and Saratoga, and worked collaboratively to conduct city business.

- Led negotiation of a 10-year contract with each contract city with optional 5-year extensions.
- Hired personnel for specialized units including Traffic and School Resource Officers.
- Initiated and implemented a Burglary Suppression Unit.

Detective Division Commander (July 2011 – January 2012)

- Oversaw Investigative Services Division and leveraged direct experience as a detective combined with managerial experience to ensure optimal criminal investigation.
- Conducted an assessment of investigative software applications to ensure efficient tools for investigators, while maintaining fiscal responsibility.
- Ensured appropriate investigative follow-up occurred within various specialty units including the Homicide/Robbery Unit, Sexual Assault Investigations Unit, Domestic Violence & Hate Crimes Unit, Juvenile Crimes & Missing Persons Unit, and Property Crimes Unit.
- Coordinated with other Captains within the framework of the Incident Command System to successfully neutralize an active shooter who committed several murders, which involved a multiple day manhunt (October 5-6, 2011).

Sheriff's Lieutenant, Santa Clara County Sheriff's Office

July 2009 – July 2011

Police Academy Director (February 2010 – July 2011)

- Led a POST-approved BASIC Police Academy at the Sheriff's Justice Training Center with an annual budget of \$3,256,254.
- Cultivated a rigorous, cutting-edge, professional 26-week training environment to prepare recruits; graduated approximately 120 recruits over the span of three classes.
- Interviewed, hired and evaluated instructors for courses spanning Laws of Arrest, Defensive Tactics, Emergency Driving, Use of Force and Patrol Procedures.

Patrol Watch Commander (July 2009 – February 2010)

- Oversaw all county and contract city patrol operations on nights and weekends and coordinated police resources across patrol divisions.
- Approved Operation Plans for targeted enforcement.
- Supervised 8 Sergeants and approximately 70 deputies on night shifts.
- Assumed the role of Incident Commander at Major Crime Scenes.
- Relayed information as necessary to executive command staff and ensured that patrol personnel carried out directives and policies of Sheriff's administration.

Sheriff's Sergeant, Santa Clara County Sheriff's Office

December 2004 – July 2009

Homicide/Robbery Detective (January 2006 – July 2009)

- Investigated homicides, officer involved shootings, major felony assaults, and robberies.
- Solved multiple complex cases and obtained several murder confessions.
- Worked collaboratively with other detectives to conduct search warrant service.
- Tracked down felony suspects at various locations across the nation.
- Oversaw the Crime Scene Investigation (CSI) Unit at crime scenes.

Sheriff's Academy Instructor (May 2006 – December 2007)

- POST Learning Domain 10- Sex Crimes (*collateral duty*).

Jails Administration Division Supervisor (January – December 2005)

- Supervised custody staff and performed administrative jail duties.

Deputy Sheriff, Santa Clara County Sheriff's Office

January 1999 – December 2004

Sexual Assaults Investigations Unit (November 2003 – December 2004)

Crime Scene Investigations Unit (February – December 2004) - collateral duty

Sheriff's Emergency Response Team [SWAT] (Jan 2002 – Dec 2004) - collateral duty

Sheriff's Off Road Enforcement Team (June 2003 – December 2004) - collateral duty

Headquarters Patrol and Field Training Officer (June 2002 – November 2003)

West Valley Patrol – Santa Cruz Mountains and Saratoga (January 2001 – June 2002)

Transit Patrol – Valley Transportation Authority (June – December 2000)

Headquarters Patrol – Field Training Orientation (March – June 2000)

Courtroom Bailiff (January 1999 – March 2000)

ADDITIONAL PROFESSIONAL EXPERIENCE

- Member of the International Association of Chiefs of Police (IACP)
- Member of the California Police Chief's Association
- Alternate Board member of the Human Trafficking Commission for Santa Clara County
- Member of the Law Enforcement Advisory Boards for De Anza Community College and for West Valley College
- City Liaison for the Cupertino Public Safety Commission
- Member of the California Homicide Investigator's Association (CHIA)
- Member of the FBI National Academy Association
- Member of the FBI Law Enforcement Executive Development Association

CERTIFICATES

August 2011	POST Management Certificate
October 2007	POST Supervisory Certificate
March 2005	POST Advanced Certificate
February 2003	POST Intermediate Certificate
July 2000	POST Basic Certificate

COMMENDATIONS

- **Formal Commendation** from the Santa Clara County Board of Supervisors for 26 years of exemplary law enforcement service in S.C.C. (December 2024)

- **Award for Highest appreciation** by the Luther Burbank School District for support of the ‘Santa Clause Event’ for students, presented on January 16, 2024
- **Letter of Appreciation** by County Board of Supervisor Otto Lee for assisting in the coordination of a Gun Buyback event on December 9, 2022 in Santa Clara County (December 2022)
- **Chief Guest of Honor** at the De Anza Optimist Club for service to Cupertino (May 2016)
- **Formal Commendation** from the Saratoga City Council for dedicated service to the City of Saratoga during tenure as Police Chief (January 2015)
- **Certificate of Appreciation** for outstanding service to our nation’s Healing Heroes during the “Ride 2 Recovery’s 2014 Challenge” (December 2014)
- **Letter for Outstanding Service** to members of Los Altos Hills from Ms. Duffy Price, President of the Los Altos Hills County Fire District and LAH Council Member John Harpootlian (September 2014)
- **Letter of Appreciation** for outstanding service from Sunnyvale DPS Chief Frank Grgurina for excellent collaboration with their agency during response to an Officer-Involved-Shooting incident (June 2014)
- **Letter of Appreciation** for work done at the Children’s Shelter in Santa Clara County by Deputy Director Ken Borelli of the Department of Family and Children’s Services (August 2004)
- **Letter of Appreciation** by the Regional Enforcement Allied Computer Team (REACT) Taskforce for assistance on the arrest of a high risk felon as part of a SWAT operation (March 2004)
- **Letter of Appreciation** by the REACT Taskforce for assistance with the service of a high risk search warrant as a member of the SWAT team (January 2004)
- **Letter of Appreciation** for apprehension of a violent felon from a local resident during a SWAT operation (October 2003)
- **Letter of Appreciation** from Los Altos Police Chief Johnson for assistance on a domestic violence incident that required a mutual aid SWAT call out (June 2002)
- **Letter of Appreciation** from Gilroy Police Chief Giusiana for assistance at the Gilroy Garlic Festival (August 1999)

REFERENCES

- References available upon request.

Job Specific Supplemental Questions

- Important: Applicants for this position are required to submit responses to the following supplemental questions. Your responses will give us additional information about your training and experience as related to this position and will be rated as part of the examination process. Be concise and specific. Completeness, neatness, clarity of expression, grammar, spelling and ability to follow instructions will be considered in the rating process. A resume will not be accepted as a substitute for your responses.

1. I have read and understand this important information.

2. Do you presently reside in San Mateo County?

Yes

3. How long have you resided in San Mateo County?

Since November 1, 2025.

4. Describe how you satisfy the requirements of Government Code Section 24004.3.

I have been a full time peace officer for approximately 27 years, and most recently full time within a year. I have a POST Advanced Certificate, as well as a Supervisory Certificate and Management Certificate. I also have a Master of Arts degree in Criminal Justice.

5. Describe your experience leading a law enforcement agency, including, but not limited to, managing a large staff of peace officers and civilians and leading coalitions across jurisdictions.

As my resume reflects, I have 27 years of increasingly sophisticated experience in law enforcement, including 13 years as an executive manager. In November of 2020, I became Undersheriff of the Santa Clara County Sheriff's Office and oversaw a budget of \$551 million, with 1,893 sworn and professional staff budgeted positions. In order to manage the large and complex organization, I directly led an executive management team which consisted of 15 Captains, 3 Assistant Sheriffs, and an Administrative Services Director. I also directly managed the Internal Affairs unit and Public Information Officer unit. As Undersheriff, I regularly engaged with 4 unions within the Sheriff's Office, two of which represented sworn personnel, and two which represented professional staff. During my 10 years in upper executive management, I was exposed to and managed a very broad range of personnel issues, disciplines, budgetary cuts, staffing issues, policy updates, program implementations, technology upgrades, hiring and promotional processes, presentations to the Board of Supervisors, major incidents, and community engagement events. The robust experience I received led me to become well practiced in all of the basic management functions, which include planning, organizing, staffing, directing, and controlling. I truly learned how to lead people of the organization. My philosophy of leading is that it is about service and support for those who are doing the work at every level of the organization, and about having a genuine care and concern for their wellbeing. I also oversaw a large jail system in Santa Clara County five years after a major incident sparked calls for reform within the correctional facilities. By the time I assumed responsibility, the county had started efforts to administer recommendations from a Blue Ribbon Commission and it had entered into discussions with the Prison Law Office, which ultimately resulted in the County entering into two separate consent decrees. One consent decree regarded access to care for medical, dental, and mental health care services as well as use of force review. The other consent decree regarded ADA accommodations for mobility disabilities and to ensure accessibility in dorms, dining halls, and program areas. During the process I learned much about best practices for managing a jail. I oversaw three jail facilities with an average daily population of approximately 2900 individuals.

Part of my executive management journey was as the Chief of Police for three contract cities simultaneously (Cupertino, Saratoga and Los Altos Hills), where I led a team of 84 personnel to deliver comprehensive police services for an educated and engaged community of 110,000 residents. In three years as Chief, I oversaw an annual budget of \$17 million and completed each year under budget. During my tenure as Chief, I deployed a strong Community Oriented Policing strategy focused on proactive and professional service to improve public safety and strengthen the police-community relationship. I demonstrated success in navigating the tensions of neighborhoods suffering from crime and worked collaboratively to strengthen their ability to report suspicious activity and mitigate vulnerabilities. I well understand the impact of serious crime on communities, and I understand the value residents place on feeling safe from all levels of crime. When residential burglaries spiked in Los Altos Hills, I launched a Residential Security Survey program, held Crime Prevention Forums, met with neighborhood associations, and communicated our law enforcement efforts via web platforms and social media outlets. I designated a crime analyst to identify hot spots and reallocated patrol and investigatory resources to increase police visibility in high-impact areas. Within a short window of time, my department arrested multiple repeat burglary suspects and crime fell sharply. Feedback from the Mayor, City Council and City Manager echoed the deep satisfaction the community felt regarding the strong leadership and high quality police work my team provided.

After another promotion, I led the Enforcement Bureau of the Santa Clara County Sheriff's Office, with responsibility for six divisions, 280 sworn deputies, 49 civilian employees, and a \$58.6 million annual budget to provide police services for a diverse population of 200,000 residents.

During the past 10 years as an upper executive manager, I participated with other local law enforcement agencies to share best practices, and to conduct enforcement action together on occasion. I am collaborative by nature, and I have networked well with other police chiefs to ensure regional public safety efforts involving stolen vehicles, firearm violations, and other serious crimes. I also attended monthly meetings with the Police Chief Association. As a Detective, I also worked with other police jurisdictions to solve felony criminal cases and to put violent criminals in jail. I have successfully worked with outside jurisdictions to gather evidence and make arrests for murder and robbery suspects.

As a member of the Sheriff's Administration, I also worked with community organizations such as Debug to help make positive changes within the jail facilities for those incarcerated.

The following terms were accepted by the applicant upon submitting the online application:

I hereby certify that all statements made in this application are true and I authorize investigation of all matters contained in this application. I understand that any misstatement or omission of material fact on this application will cause forfeiture on my part of all rights to be considered for employment with San Mateo County. I further agree to be fingerprinted, to submit to a complete medical exam and to furnish such proof of age and citizenship as may be required by law.

Note to Applicants with Disabilities that qualify under the Americans with Disabilities Act or the California Fair Employment and Housing Act: If you require special testing arrangements, please notify the Personnel Services Division at the time of application. Reasonable efforts will be made to accommodate you.

Please note that if you indicated on the supplemental application that you wish to be notified via e-mail or text message of application status, testing dates, and examination results, it is your responsibility to monitor instructions and correspondence from this office by checking your e-mail account and text messages in a timely manner.

This application was submitted by Kenneth J Binder II on 11/5/25 3:57 AM

Signature_____

Date_____