

Salisbury University Police Department

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Salisbury University Police Department

CHAPTER 11 – ORGANIZATION AND ADMINISTRATION

The Directives in this chapter relate to organization and administration of the agency and the application of basic organizational principles, such as organizing by function, ensuring unity of command, delineating responsibility and delegating authority.

11.1 Organizational Structure

11.1.1 Organizational Structure of the Salisbury University Police Department

I. Organizational Structure

- A. Under Maryland Education Article 13-601, the University of Maryland Police Force is established and university police officers have the powers of arrest and may enforce the general criminal laws of this state. The University Police Department is commanded by a Chief of Police who is the department's Chief Executive Officer (CEO) and is designated as having the authority and responsibility for the management, direction and control of the operation and administration of the department. The Chief of Police is appointed by the Board of Regents and the President of the University, and reports to the Vice President of Administration and Finance.
- B. The department is comprised of three separate divisions: *Field Operations (Patrol) Division*, *Investigative/Support Services Division* and *Administrative Division*. Each division has specific functional areas of responsibility which include activities directly related to carrying out and supporting the department's goals and objectives. Each division is commanded by a Lieutenant who reports directly to the Chief of Police.

II. Office of the Chief of Police

- A. The Chief of Police has the authority and responsibility for all aspects of the department to include management, direction, administration, operational efficiency, budgeting, planning and so forth.
- B. The Chief of Police, with overall responsibility for all areas of *Field Operations*, *Investigations and Support Services* and *Administration* of the University Police Department, shall make an organizational chart, which graphically depicts the chain of command and lines of communication within the department, available to all personnel.
- C. The Chief of Police shall serve as a representative of or a liaison between constituent groups, advisory boards, community groups, etc; addressing university issues and concerns for response through the University Police Department.

III. Administrative Assistant – Office of the Chief of Police

- A. The Administrative Assistant, a civilian position, reports to the Chief of Police and has functional responsibility for a variety of areas of department coordination and interest including, but not limited to:

1. Preparation and submission of periodic documentation concerning personnel issues, annual Clery report, work orders, expense accounts, requisitions, etc.
2. Assists in the establishment and maintenance of departmental correspondence files plan, written and electronic correspondence, office administration and management.
3. Handles the Records function which includes reviewing written reports; coding and accounting for Uniform Crime Report; filing, maintenance and storage of written reports; court scheduling; processing of citations, expungements and requests for police reports, etc.
4. Monitors department budget and prepares monthly reconciliation report.

IV. Field Operations Division

- A. This division is commanded by a Lieutenant who is responsible for all sworn and civilian personnel assigned thereto with the following functional areas:
 1. Patrol (officers);
 2. Security (Guards)
 3. Traffic safety and enforcement;
 4. Accident Investigation;
 5. Resource allocation and assignment to patrol squads;
 6. Reports Review, Approval and Dissemination;
 7. Inspections (personnel and vehicles);
 8. Inspections (lighting, blue light emergency phones, etc);
 9. Fleet Management/Uniforms/Supplies - Acquisition and Inventory;
- B. The Patrol Squads, which provide 24 hour per day, 7 days per week coverage, are supervised by a Sergeant or, in the absence of the Sergeant, the Officer-in-Charge (OIC). Minimum staffing levels require two sworn officers working at any given time.
- C. Patrol Supervisors/Sergeants or OIC have overall supervisory responsibilities that include, but are not limited to, maintaining discipline, efficiency and effectiveness of patrol operations, resource deployment in areas as needed, appearance and good conduct, inspections of personnel, equipment and vehicles, general patrol duties and other responsibilities as assigned and required.
- D. Patrol Supervisors have functional duties to include, but not limited to, providing direction and supervision to officers, security guards and support staff on duty, monitoring the activities of Communications personnel, accepting complaints from citizens, ensuring property security of recovered property and evidentiary items, supervising and assisting with prisoner searches and processing, inspections of patrol vehicles and officers' uniforms and equipment, issuing equipment as needed, review and approval of written reports, ensuring forms and supplies are available for each squad and other duties as assigned and required.
- E. Patrol Supervisors and officers have duties and responsibilities to include, but not limited to, responding to calls for service, maintenance of public order, discovery and reporting of hazards, responding to citizen's needs for services, investigating crimes and incidents, providing emergency services, traffic investigation and safety enforcement, enforcement of laws, arresting offenders, proactive policing, access control and physical

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security of university-owned facilities and structures, reporting information to other university departments and other duties as required.

- F. Criminal Investigations will be the functional responsibility of police officer(s) assigned specific cases although certain cases may be assigned to the Investigations/Support Services Division.
- G. Fleet Management and Uniforms/Supplies Inventory shall be the functional responsibility of the Field Operations/Patrol Commander who will ensure that all departmental vehicles and property are properly and effectively maintained through scheduled maintenance, inspection, inventory and accountability.
- H. The Field Operations Commander is responsible for ensuring that deficiencies in security measures, buildings, facilities, etc. through damage or service are identified and corrected as soon as practical.
- I. The Field Operations Commander is responsible for the inspections of the university's crime prevention measures to include: emergency blue light telephones and lighting throughout the university's buildings and facilities.
- J. The Field Operations Commander will review all criminal case reports for accuracy and completion prior to submitting to other university departments or outside agencies as well as distribution as necessary.
- k. The Security Supervisor, who reports to the Field Operations Commander, is responsible for the coordination of special events on campus; ensuring resource needs are met accordingly. Additionally, supervises the security guards and student patrol units assigned in this unit.

V. Investigations/Support Services Division

- A. This division is commanded by a Lieutenant who is responsible for all sworn and civilian personnel assigned thereto with the following functional areas:
 - 1. Criminal/Administrative Investigations;
 - 2. Coordinator of major Special Events;
 - 3. *Technical support for agency equipment to include Communications Center;*
 - 4. Camera and Security systems control;
 - 5. Key and Inventory Control
- B. All criminal and requested administrative investigations fall under this division. A Criminal Investigator is assigned and reports directly to the Investigations/Support Services Commander.
- C. The Investigations/Support Services Commander has shared responsibility, with the Field Operations Commander for coordination of Facilities Planning/Special Events and will be responsible for coordinating all major events at the university.
- D. Key and Inventory control of all employees who have access within the police department.

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- E. *Shared with the University's Information Technology function, this Commander is responsible managing the University's video surveillance system, fire and intrusion alarm system, communications voice logger and emergency alert systems. Additionally, the Commander is responsible for ensuring that backup power, radio, telephone and technology systems are maintained to ensure continuity of operations in the Communications Center and alternative sites as necessary.*

VI. Administrative Division

- A. This division is commanded by a Lieutenant who is responsible for all sworn and civilian personnel assigned thereto with the following functional areas:
1. Accreditation;
 2. Crime Prevention;
 3. Property and Evidence Management;
 4. Internal Quality Control and Inspections of functional areas;
 5. Internal Affairs investigations;
 6. Grants Coordinator;
 7. Training;
 8. Clery Act Report;
 9. Recruitment/Selection;
 10. *Communications Center*
- B. The Administrative Commander is responsible for all aspects of the accreditation management to include policy development, file management, distribution and accountability for revisions, deletions, etc.
- C. Crime Prevention functions such as safety and educational awareness and prevention activities are the responsibility of all department personnel however, it shall be the responsibility of the Administrative Commander to ensure that crime prevention activities are fulfilled as needed.
- D. The Administrative Commander shall serve as the primary Property/Evidence Custodian; ensuring chain of custody and all other legal and university requirements are met for evidence, found and recovered items.
- E. The Administrative Commander shall be responsible for Internal Quality Control of designated areas and functions; ensuring inspection and compliance with the requirements of each area.
- F. The Internal Affairs function, designed to ensure the integrity of the department through a system where objectivity, fairness and justice are assured by an impartial investigation and review, will be handled by the Administration Commander unless otherwise designated by the Chief of Police.
- G. The Administrative Commander, in cooperation with the University's Grants Office, will serve as the department's Grant Coordinator who will seek, apply and manage all grant projects associated with law enforcement projects.
- H. As the Training Officer for the department, is responsible for ensuring that all personnel meet mandatory basic and in-service training requirements; supervision of the field training program, maintaining training records, etc.

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- I. The Administrative Commander is responsible for the collection and data required for the proper completion of the annual Clery report.
- J. The Administrative Commander is responsible for all aspects of recruitment and selection for sworn/civilian positions within the police department in consideration of the University's employment practices.
- k. *The Police Communications Center functions include radio, telephone, automated data communications and specific activities associated with each. A PCO Supervisor, who reports to the Administrative Commander, is responsible for the daily operations of the center.*

11.1.2 Organizational Chart

The organizational chart for the University Police Department depicts the formal lines authority and communication, rank and personnel authorization. This chart is reviewed and updated as needed and is made accessible to all personnel.

11.2 Unity of Command

11.2.1 Employee Accountability to Supervisor

Each employee (sworn and civilian) of the University Police Department is accountable to only one supervisor at any given time.

There will be times when an employee's direct supervisor is unavailable. In these situations, the ranking supervisor on duty or the most senior officer in years of service with the department, or Officer-in-Charge (OIC), will assume the supervisory role for the officers and civilian employees on duty and will be responsible for giving commands to an employee outside of their chain of command. In ordinary circumstances however, each employee will be able to identify one, and only one, supervisor to whom he/she is accountable.

11.2.2 Command of Organizational Divisions

The University Police Department is comprised of three divisions: Field Operations/Patrol Division, Investigative/Support Services Division and Administrative Division. Each division is commanded by a Lieutenant under the management, direction and control of the Chief of Police to whom each Lieutenant directly reports.

In situations involving personnel of different divisions, sections or squads in a single event or operation, the plan prepared for that event will specify command relationships. Operations involving personnel of the entire agency will normally be commanded by the Chief of Police or his designee; typically a Division Commander/Lieutenant.

During the hours that the Chief of Police and Division Commanders are not on duty (evenings, weekends, holidays, etc), the Squad Supervisors or, in their absence, any senior officer acting in that capacity (OIC), will be in control of the department. The on-call Division Commander or Chief of Police will be notified as soon as possible regarding emergencies, media worthy or serious matters. Division Commanders will rotate an on-call schedule and Squad Supervisors/OICs will ensure that he/she makes contact with the on-call Commander in all serious matters which may occur after-hours.

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11.3 Authority and Responsibility

11.3.1 Delegation of Authority

- A. All employees within the department have been delegated authority necessary to make crucial decisions allowing them to execute their responsibilities and complete their function within the department. All levels of department supervision shall delegate the necessary authority to lower ranking personnel to allow all members of the department to function accordingly consistent with the values and mission of the department.
- B. Authority to execute required activities of agency units or functions is delegated by the Chief of Police through the command structure in order for responsibilities to be accompanied by commensurate authority.
- C. The chain of command provides a channel of communication and a means of delegating authority, assuring adequate supervision, proper coordination and support for staff.
- D. The chain of command is organized by ranks and functions. In matters relating to operations, employees should seek guidance and direction from their immediate supervisor. If unavailable, employees will request assistance from their Division Commander or if unavailable, any other Division Commander or a higher ranking officer.
- E. Employees will not circumvent their immediate supervisor unless one of the following exists:
 - 1. In situations where the matter has been discussed with the supervisor and the issue has not been resolved at that level, the employee may take the issue to the next level in his/her chain of command.
 - 2. If an employee wishes to lodge a complaint or commendation involving his/her supervisor, he/she may take the issue to the next level in his/her chain of command.
- F. All department employees shall accept the need for individual accountability and shall be held fully accountable for the use of, or failure to use, delegated authority. Any employee who has questions concerning their delegated authority should bring such questions or concerns to the attention of his/her supervisor and/or chain of command for prompt resolution.

11.3.2 Supervisory Accountability of Employees

- A. The Chief of Police is the department's Chief Executive Officer (CEO) and is designated as having the authority and responsibility for the management, direction and control of the operation and administration of the department.
- B. All command and supervisory personnel are accountable for the performance and activities of employees under their immediate control.
- C. A supervisory officer may delegate responsibility and authority to lower ranking personnel - or the OIC may delegate responsibility to those less senior - for a specific task or duty. However, the supervisor or OIC remains accountable for the performance of employees under their control and may not delegate the ultimate responsibility they have for proper accomplishment of required tasks or objectives.

11.4 General Management and Administration

11.4.1 Administrative Reporting Program

Daily operational reports are normally distributed via the department's computer network. Personnel access reports for which they are responsible through the terminal located in their respective work areas. Personnel are assigned passwords for access to those reports only falling within their scope of authority.

Administrative reports are an effective means to ensure communications up the chain of command and to provide a mechanism to report agency activities to other members of the agency, university departments and outside of the police/university departments.

Communications of activities outside the immediate jurisdiction of the department are normally handled by telephone, radio, FAX, e-mail or letter. In emergency situations information is relayed by telephone and followed up by written communication.

These reports are also designed to provide supervisors the opportunity to account for activities of the employees of the department.

Personnel responsible for the preparation of administrative (monthly, quarterly, annual and miscellaneous) reports will list the purpose of the report and the distribution on the respective communication.

I. Administrative Reports include:

A. Daily/Weekly Reports:

1. Each officer is required to complete criminal case or incident reports as reported to the department. Squad Supervisors will review and assure accuracy of these reports as well as the computer entries. Supplemental and follow-up reports will also be reviewed and approved by the Squad Supervisor.
2. During their tour of duty, officers may also complete other reports concerning officer activities and/or information which require the distribution to others such as road/building hazards, maintenance issues, student housing issues, patrol observations, etc. Officers and/or Supervisors will ensure information is forwarded to the appropriate authority as expeditiously as possible in order for the issue to be addressed.
3. Memorandum reports will be completed as required for on duty injuries, accidents, use of force, complaints, unusual police incidents and so forth. These reports will be completed by the Officer/Supervisor and forwarded to the appropriate Division Commander.
4. Weekly vehicle, personnel and equipment inspection forms will be completed and submitted to the respective Division Commander via the chain of command.

B. Monthly Reports:

1. These reports, as required, are prepared by Squad and/or Division Commanders for the Chief of Police. These reports provide the opportunity to account for unit/division activities, to discuss administrative matters, highlight achievements or problems, provide data analysis, establish upcoming objectives/plans for special events, etc.

C. Quarterly Reports:

1. These reports, as required, are prepared by Division Commanders for the Chief of Police. These reports provide Commanders and the Chief of Police with information concerning departmental activities, recommendations for reallocation and distribution of personnel and resources. These reports highlight achievements, report on department goals and objectives and reflect accreditation activities.

D. Semi-Annual and Annual Reports:

1. These reports, as required, are prepared by Division Commanders for the Chief of Police. These reports summarize monthly reports and should provide comparative data and statistics that account for the activities of the department and from which an annual report is prepared.
2. The Chief of Police will use annual crime and other data to complete the Jeanne Clery Disclosure of Campus Security Policy and Crime Statistics Act Report for the US Department of Education.

E. Miscellaneous Reports

1. These reports are prepared by any individuals assigned to or participating in significant departmental activities (traffic/parking enforcement, changes of procedures or protocols, etc) which indicate directed patrol activities.

II. Accreditation Reports include:

- A. These reports may reflect activities outlined in the monthly, quarterly, semi-annual, annual and/or miscellaneous or other incident reports. Additionally, reviews, analyses, inspections, etc will be completed in compliance with Accreditation standards.

1. A list of all required administrative reports are disseminated to each Division Commander. This list includes:
 - a. The CALEA standard number;
 - b. The person and/or position responsible for the report(s);
 - c. The purpose of the report(s); and
 - d. Frequency of the report(s).

11.4.2 Accountability for Departmental Forms

The goal of forms management is to ensure accountability of all forms used and to only use those forms which are essential for accurately and concisely recording departmental policies and procedures. New or revised forms can be suggested by any employee. The suggested format recommended is forwarded via the chain of command to the Chief of Police for review and approval. The Chief of Police may consult with command staff members to determine feasibility of the proposed form or change.

Upon final approval by the Chief of Police, the Administrative Assistant and Administrative Commander are responsible for ensuring that the format of all forms used within the department is consistent. Additionally, the Administrative Assistant will assign form numbers, maintain a list of all current forms used and monitor their usage. In some cases, the department will use forms adopted for use by the Office of Human Resources rather than creating a new form. These will be determined on a case-by-case basis.

Annually, the Administrative Commander will consult with Division Commanders regarding a review of all forms and their retention and/or deletion.

Once forms have been adopted for use, each employee has the responsibility to ensure that sufficient forms are available for use prior to each tour of duty. The Field Operations Commander, or his/her designee, is responsible for maintaining a sufficient supply of stock forms which may require procurement outside of the department (ie. Maryland Uniform Complaint Citations and other similar forms.) Normally these types of forms are published in pre-numbered books and are assigned to individual officers. Each officer is accountable for each form in the book and these forms cannot be borrowed from another officer nor destroyed as they are pre-numbered and assigned to the officer/agency. The Field Operations Commander will make a record the officer's name who received the particular book/form.

11.4.3 Accountability for Accomplishment of Periodic Reports, Reviews and Activities Mandated by Accreditation Standards

To ensure accountability of Accreditation standards through required periodic reports, reviews and activities, the Administrative Commander shall ensure:

- A. The list of required reports is maintained to ensure compliance with CALEA mandates;
- B. Personnel responsible for reports, reviews, inspections and other activities complete reports applicable to their function in a timely manner;
- C. The staff inspection process is fulfilled which reviews standards to certify compliance.
- D. Once documentation is completed and reviewed by the appropriate personnel, it shall be filed in the appropriate CALEA standard file.

11.4.4 Computer Software Policy

All department employees have access to agency-owned computers which are equipped with hardware and software needed to effectively perform essential job functions. Personnel will:

- A. Comply with Salisbury University's Acceptable Use of Computing Systems Policy which has been distributed to all personnel, is available on all information servers and at the Information Technology Office.
- B. Take reasonable and prudent precautions to prevent the introduction of viruses into agency computers. Potential sources of viruses include, but are limited to:

1. Diskettes, CD-Roms, and other media that have been used on other systems, especially those that are personally owned and maintained;
 2. Downloaded material from the Internet;
 3. Email messages with executable attachments, macros, programs, etc.
- C. Scan all portable media for viruses before using the media in agency computers.
- D. Seek the advice from Office of Information Technology prior to using any of the above listed devices on agency-owned computers if questions remain about the security of the media and its potential effect on departmental computers.

11.4.5 Notification of the Chief of Police In the Event of Incidents Involving Liability or Heightened Community Interest

The on-duty squad supervisor will immediately notify the on-call Division Commander, who in turn will notify the Chief of Police, of any situation or incident where there may be a question as to the agency's liability or those which may result in a heightened community interest.

This would include such incidents as an employee involved in a violation of criminal law, gross negligence involving loss of life or potential loss of life, intoxication on duty, or gross insubordination; as well as any major crime or incident occurring on campus such as a serious assault, sexual assault, robbery, fire, chemical spill, riot and so forth.

Edwin Lashley
Chief of Police