

GREENVILLE POLICE DEPARTMENT POLICY AND PROCEDURES MANUAL		
<b>Chapter 11</b>	<b>Organization and Administration</b>	
<b>Date Initially Effective: 09/01/94</b>	<b>By the Order Of: Mark Holtzman, Chief of Police</b>	
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The Greenville Police Department shall establish and maintain an organizational structure to ensure the unity of command and to delineate the line of authority, responsibility, and communications.

### **11.1.1 ORGANIZATIONAL STRUCTURE**

CALEA Standard: 11.1.1, 11.1.2

The Chief of Police shall have overall command of the Police Department. A Deputy Chief and three Bureau Commanders make up the rest of the Command Staff and shall report directly to the Chief of Police. In addition to the Command Staff, the Office of Internal Affairs and the Public Information Officer will report directly to the Chief of Police. An Assistant City Attorney shall provide advice to the Chief and Department personnel on legal issues and provide training as needed.

The Emergency Response Team and Crisis Negotiation Team are under the direct authority of the Deputy Chief of Police. The Accreditation Coordinator, the Accounts Payable/Purchasing position, Police Chaplains and the Honor Guard also report to the Deputy Chief.

The Administrative Services Bureau Commander shall command the Logistics and Strategic Services Division. The Administrative Services Bureau Commander holds the rank of Captain. The Commander of the Logistics Division and Strategic Service Divisions will hold the rank of Lieutenant.

The Field Operations Bureau Commander shall command the Patrol Division and Special Operations Division. The Field Operations Bureau Commander holds the rank of Captain and shall report directly to the Deputy Chief. Zone Commanders and the Special Operations Division Commander shall hold the rank of Lieutenant.

The Criminal Investigations Bureau Commander holds the rank of Captain. A Deputy Bureau Commander shall assist the Criminal Investigations Bureau Commander and shall hold the rank of Lieutenant.

The organizational Divisions and Units of the Greenville Police Department are grouped to reflect the functions of each Bureau in the organizational structure. The Bureaus and their respective subunits are as follows:

#### **CHIEF OF POLICE**

Public Information Officer  
Internal Affairs

#### **DEPUTY CHIEF**

Crisis Negotiation Team (CNT)  
Honor Guard  
Chaplain  
Emergency Response Team (ERT)  
Accreditation  
Accounts Payable/Purchasing

**ADMINISTRATIVE SERVICES BUREAU****LOGISTICS DIVISION**

Parking Enforcement  
 Communications  
 Property & Evidence  
 Police Technology Specialist  
 Animal Protective Services

**Information Technology Services**

Records  
 Front Desk  
 False Alarm Coordinator

**STRATEGIC SERVICES DIVISION**

Recruiting  
 Training  
**Community Outreach**  
 Cops & Barbers  
 Community Project Coordinator

Planning & Research  
 Crime Analysis  
**Youth Outreach**  
 PAL  
 SRO  
 Explorers

**FIELD OPERATIONS BUREAU****ZONE COMMANDERS**

Community Service Clerks  
 Shift A  
 Shift B  
 Shift C  
 Shift D

**SPECIAL OPERATIONS DIVISION**

Center City Units  
 Gang Unit  
 K-9 Unit  
 Citizen Volunteers  
 Housing Unit  
 Traffic Safety Unit  
 Reserve Officers

**CRIMINAL INVESTIGATIONS BUREAU****MAJOR CRIMES UNIT****FORENSIC SERVICES UNIT****PROPERTY CRIMES UNIT**

B/E & Auto Larceny  
 Computer Crimes  
 Financial Crimes

**SPECIAL VICTIMS UNIT**

Domestic Violence  
 Juvenile Unit  
 Victim's Advocate

**VIOLENT CRIME REDUCTION UNIT**

Task Force Officers  
 Criminal Intelligence

Warrant Unit

Gun Violence Reduction Unit

**SPECIAL INVESTIGATIONS UNIT**

DEA Task Force Officer

The Greenville Police Department's organizational structure and functions are depicted graphically on an organizational chart. The Organizational Chart shall be updated as needed by the Administrative Services Bureau Commander. The Greenville Police Department Organizational Chart shall be disseminated to all Department personnel and copies maintained on file by the Administrative Services Bureau Commander.

**11.1.2 EMPLOYEE ACCOUNTABILITY AND SUPERVISORY COMMAND**

CALEA Standard: 11.2.1, 11.2.2, 11.4.5

Greenville Police Department employees shall be accountable to only one supervisor at any given time. Chapter 12 of the Greenville Police Department's Policy and Procedures Manual defines the procedure to be followed by employees who receive conflicting orders from different supervisors.

Each organizational component of the Greenville Police Department shall be under the direct command of only one supervisor. When two supervisors of the same unit are on duty and supervising the same area of responsibility, the chain of command shall be determined by seniority and time in grade.

**Supervisory Span of Control**

Command Staff will be responsible for the organizational components operating within their commands. A supervisor's span of control (number of persons under their command) shall be determined by the Chief of Police.

**Notifying Chief of Significant Incidents/Liability Issues**

The Chief of Police, or designee, shall be notified immediately by the commanding supervisor of any significant incident where a question as to the department's liability may exist or may result in heightened community or media interest. These incidents include, but may not be limited to, the following:

- Suspected or Reported Excessive Use of Force

- Any Use of Force Resulting in Serious Bodily Injury
- Vehicle Pursuit Resulting in Serious Motor Vehicle Accident or Injury
- Arrests Involving Unusual Circumstances or High Profile Individuals
- Possible Civil Rights Violations
- Violations of Criminal Law by Departmental Personnel
- Any Incident Involving Departmental Personnel that Resulted in Significant Property Damage
- Any Incident Involving a Departmental Employee's Failure to Act Resulting in a Serious Injury or Significant Loss of Property
- Domestic Situations involving Departmental Personnel

No departmental employee shall imply or accept financial liability for loss or damage on behalf of the City of Greenville. Any inquiries concerning financial liability will be referred to the Assistant City Attorney.

### **11.1.3 AUTHORITY AND RESPONSIBILITY**

CALEA Standard: 11.3.1, 11.3.2

Greenville Police Department employees at every level within the Department shall have the authority to make the decisions required for the effective execution of their responsibilities. Each employee shall be held accountable for the use of their delegated authority. Supervisors at each level in the Department are accountable for the performance of employees under their immediate supervision.

### **11.2.1 MANAGEMENT INFORMATION SYSTEM**

CALEA Standard: 11.4.1, 11.4.3

The Greenville Police Department shall have a management information system and an administrative reporting program to provide reliable information for management decision-making. The management information system will provide information used to forecast workloads, prepare budgets, and determine personnel and other resource requirements. This information will be derived from data sources including, but not limited to:

- Group A and Group B Criminal Offenses
- Arrests
- Uniform State Citations
- Traffic Collision Summaries
- Calls for Service Summaries
- Response Time Summaries
- Personnel Usage Summaries
- Vehicle Usage Summaries

The Crime Analyst, reporting directly to the Strategic Services Commander, shall be responsible for preparing statistical summaries for criminal activity within the agency's jurisdiction and corresponding enforcement activities. Traffic enforcement and other enforcement activities will also be monitored and recorded in statistical format as needed.

#### **Daily Reports/Field Operations Bureau End of Shift (EOS) Reports**

The F.O.B End of Shift reports are used to keep personnel informed of major crimes, traffic collisions, arrests, and other important activities. These reports are done via email and available for review to all police personnel. These activity reports are completed by the watch commander, or designee, at the end of each tour of duty.

### Annual Reports

The Greenville Police Department Annual Report will be completed based on the calendar year end and will be due by June 30<sup>th</sup> of the following year. The report will provide comparative data and statistics and account for the activities of the Department.

The Public Information Office will publish the annual report. Resources needed to complete the report will be determined and requested as needed by the Public Information Office. Resource information will include information from activities and progress concerning Department goals and objectives and summary reports from each Bureau or Units within the Department. After the annual report is printed, it will be distributed to all Administrative Staff and to other personnel upon request.

### SUMMARY OF ADMINISTRATIVE REPORTING ACTIVITIES REQUIRED BY POLICY

The administrative reporting system provides management information on the activities of the agency on a timely basis reflecting comparative data on activities and trends. This system provides information and communication throughout the Chain of Command. A listing of reports, inspections, reviews, and analysis to be submitted to the Chief of Police and staff members designated by the Chief of Police per policy is as follows. These reports are discussed in further detail in the appropriate chapters of the Greenville Police Department Policy and Procedures Manual.

#### Schedule of Reports / Inspections / Analysis

Requirement	Responsible	Due Date	Standard
All Hazard Plan Policy & Training Needs	Office of Deputy Chief	Annually	46.1.10
Analysis of Grievances	Office of Internal Affairs	Annually	25.1.3
Analysis of Recruitment Plan	Admin. Bureau Commander	Annually	31.2.2
Annual Report	Public Information Officer	Annually	11.4.1
Annual Vehicle Inspection	Bureau Commanders	Annually	53.1.1
Bias Based Review	Office of Internal Affairs	Annually	1.2.9
Budget Requests	Departmental Staff	Annually	17.2.2
Criminal Intelligence Review	Invest. Bureau Commander	Annually	42.1.6
Early Warning System Evaluation	Office of Internal Affairs	Annually	35.1.9
Goals & Objectives	Chief's Office	Annually	15.2.1
Independent Audit	C.O.G. Finance Department	Annually	17.4.3
Internal Affairs Summary	Office of Internal Affairs	Annually	52.1.5
Juvenile Programs Evaluation	Community Outreach	Annually	44.1.3
Motor Vehicle Pursuit Analysis	Office of Internal Affairs	Annually	41.2.2
Multi-Year Plan Review	Deputy Chief	Annually	15.1.3
Prop. /Evid. Audit	Unassociated Supervisor	Annually	84.1.6
Prop. /Evid. Unannounced Inspection	As Directed by the Chief	Annually	84.1.6
Recruitment Plan	Personnel & Recruitment	Annually	31.2.2
Review of Requirements Due	Strategic Services	Annually	11.4.3
Special Investigations Funds Independent Audit	Office of Internal Affairs	Annually	43.1.3
Specialized Assignments Review	Office of Deputy Chief	Annually	16.2.1
Traffic Enforcement/DDACTs	Traffic Safety Unit	Annually	61.1.1
Weapons Qualification Program	Training Unit	Annually	1.3.11
Weapons Proficiency Trg. Report	Training Unit	Annually	1.3.11
RRA Analysis	Office of Internal Affairs	Annually	1.3.13

	<b>PERIODIC</b>		
Daily Activity Report	Shift Supervisors	Daily/Per Shift	n/a
Facility Inspection Report	Logistics Division Commander	Weekly	53.1.1
Pool/Assigned Vehicle Inspect.	All Supervisors	Monthly	53.1.1
Adopt-A-School	Assigned Liaison	Monthly	44.2.4
Fiscal Budget Reports	Planning & Research	Monthly	17.4.2
Community Liaison Report	Community Outreach	Quarterly	45.2.2
Equipment Inspection Unusual Occurrences	Unit Commander	Quarterly	46.1.8
Financial Statements	All Personnel Handling Funds	Quarterly	17.4.2
Property & Evidence Procedure Inspection	Logistics Division Commander	Semi-Annual	84.1.6
Citizen Survey	Community Outreach	Triennially	45.2.4
Crime Prevention Evaluation	Community Outreach	Triennially	45.1.1
Review Victim/Witness Needs	Special Victims Unit	Triennially	55.1.2
Staff Inspections	Strategic Services	Triennially/Anniversary	53.2.1
Workload Assessment	Planning & Research	Triennially	16.1.2
Training Records (In-Service)	Training Unit	On-Going	33.1.7, 33.5.1,46.1.9, 71.2.1
Job Task Analysis	C.O.G. H.R. Department	Periodically	21.1.1
Field Operations Bureau Shift Assignments	Field Operations Bureau Commander	As Needed	41.1.1
Organization Chart Update	Administrative Services Bureau Commander	As Needed	11.1.2
Prop. /Evid. Assignment Change	As Directed by the Chief	As Needed	84.1.6

## REVIEW OF GENERAL MANAGEMENT ACTIVITIES

### Accreditation Management

The Accreditation Coordinator reports directly to the Deputy Chief of Police. The Accreditation Coordinator shall receive specialized training in Accreditation by completing a training course for new Accreditation Managers, which is held at CALEA conferences or through CALEA approved on-line training. This training shall be completed within one year of being appointed. The Accreditation Coordinator shall facilitate the dissemination of information as required by general management/administrative activities and reporting systems. As such, the Accreditation Coordinator shall:

- Monitor the accreditation/reaccreditation process, conferring with the command staff on matters relating to the accreditation process or status of the Department
- Review and determine the impact of new or revised accreditation standards on the Department; Coordinate the printing and distribution of new or revised directives or accreditation related material as needed
- Maintain files and records required by the accreditation process
- Maintain a listing of all administrative reports to include their purpose; persons, or positions responsible for the formulation of the report; frequency of the report, and distribution of the reports

**Staff Inspections**

The Office of Strategic Services reports directly to the Administrative Bureau Commander and is responsible for policy creation and revision as well as Staff Inspections. The Greenville Police Department shall conduct staff inspections as outlined in Chapter 53 of the POLICY AND PROCEDURES MANUAL. The Office of Strategic Services shall:

- Evaluate all directives, special orders, or similar documents of the Department to determine compliance with accreditation standards
- Hold primary responsibility for the writing of new Departmental directives, policies, and procedures as necessary and revising existing directives, policies, and procedures to correspond with policy and practice.

**Command Staff**

The Greenville Police Department's Command Staff will hold periodic staff meetings in order to exchange information and ideas, discuss policies and procedures, identify, analyze, and solve problems, and communicate information to employees of the Department. The Command Staff consists of the following personnel:

- Chief of Police
- Deputy Chief
- Administrative Services Bureau Commander
- Criminal Investigation Bureau Commander
- Field Operations Bureau Commander

**Meeting Schedules**

Specific days and times may vary according to schedules of the command staff. Attendance is mandatory for all Command Staff members unless otherwise approved by the Chief of Police. Command Staff members will be responsible for disseminating information from staff meetings to their respective personnel.

**Suggestion Management**

Input toward general management shall also be gathered through the utilization of employee suggestions and recommendations for improvements from all levels within the Department. Suggestions may be relayed to management personnel from any employee through two different methods. For less formal suggestions, a suggestion box is available in the roll call room. The *Suggestion Management System Idea Sheet* should be utilized for more in-depth or formal ideas and suggestions that an employee would like considered for implementation.

Whenever possible, the narrative section should include financial consideration, agency benefits, lists of all persons directly affected, and any other pertinent information that can be of use in evaluating the idea. The *Suggestion Management System Idea Sheet* shall be submitted through the employee's chain of command.

Once the Chief of Police has received the *Suggestion Management System Idea Sheet*, the Chief of Police should take one of the following actions:

- Submit the idea to a committee for study
- Request further discussion/review by the Command Staff
- Send to an appropriate Department employee for further research
- Approve and assign for implementation
- Disapprove the suggestion
- Take any other action required for evaluation purposes
- If the idea affects only one Bureau, the Chief may assign the idea and implementation to the appropriate Bureau member(s)

Once an idea has been received and reviewed and a decision for action made, a copy will be returned to the originating member to advise them of the status of their idea. One copy along with the response will also be placed in the employee's personnel file.

Should a particular idea result in substantial financial savings or significantly improve the efficiency and effectiveness of the organization, the Chief of Police may choose, on a case-by-case basis, to:

- Offer a desired training course to the employee
- Authorize an appropriate block of compensatory time for effort expended;

- Use for future consideration of requests for assignment

### 11.2.2 ACCOUNTABILITY FOR DEPARTMENT FORMS

CALEA Standard: 11.4.2

The Greenville Police Department uses numerous forms in its day-to-day operations. The Department shall adhere to a forms control system in order to meet two goals; to ensure accountability of forms, and to facilitate the development, approval, review modification, and deletion of Department forms. Department forms are divided into two classes; those requiring strict accountability, and those requiring general accountability.

*STRICT ACCOUNTABILITY:* Accountability is required for both unused and completed forms and is subject to audit.

*GENERAL ACCOUNTABILITY:* Accountability is required for completed forms only.

Forms become records upon completion. A unit may be required to maintain a copy of the record to complete a task. Unused forms shall be kept available for use by Department personnel.

Personnel wishing to design and implement new forms, or revise an existing form, will submit a copy of the proposed form through the chain of command to the Office of Accreditation who will ensure that the format is consistent with the requirements of the Department and will oversee the review process for new or modified forms. Once designed or revised, all forms will be reviewed through the chain of command for final approval before implementation. Upon approval, the form will be assigned a Departmental form control number authorizing use of the form.

The forms control system does not apply to forms supplied or controlled by other departments, agencies, or levels of government, i.e., state-supplied forms, warrants, forms supplied by the courts, and uniform traffic citations.

The Office of Accreditation shall maintain the Forms Control Log and shall assign a form control number to all approved Departmental forms. The form control number shall be an alphanumeric identifier indicating:

- Greenville Police Department
- Form Number
- Month and year in which the form was approved

An example of the format is: GPD: 1:11:93.

### 11.3.1 GOALS AND OBJECTIVES

CALEA Standard: 15.2.1

#### Goals and Objectives

Goals and objectives for the City of Greenville are established by the Greenville City Council annually prior to the beginning of each fiscal year. The Chief of Police, with input and assistance from the Command Staff, submits action items designed to accomplish the goals and objectives within the purview of the Police Department. Once the action items are approved by the City Manager's Office; goals, objectives, and actions items are adopted by the City Council. Once formally adopted by City Council, goals, objectives, and action items are published by the City and are provided to all employees.

The Office of the Chief of Police coordinates the goals and objectives process within the Police Department. Specific assignments relative to the action items are made to appropriate organizational components within the Department.

**11.4.1 PLANNING AND RESEARCH COMPONENT**

CALEA Standard: 15.1.1, 15.1.2

Planning and research is the process whereby the Department can favorably affect future conditions of the Department. The planning function facilitates productive and responsible management of Departmental resources. Planning and research activities are essential to effective management. Planning functions are performed at all levels in the Department. Among these functions in the various levels and components are analyses of reported crimes, requests for service, development of agency short-term and long-term strategies, budget development, capital improvements, grant management, information management, staffing analysis, systems analysis, written directives process, and liaison with other criminal justice agencies.

The Deputy Chief, under the direct command of the Chief of Police, has primary responsibility for the Department's planning and research activities and the coordination of the planning process. In collaboration with the Department's command staff and Information Technology Department, the Planning and Research Specialist has access to the necessary planning/research information resources needed to collect data and make programmatic recommendations.

In order to meet the complexities and demands required to support the planning and research function, the Department shall assign the Planning and Research Specialist the responsibilities of providing direct administrative support to the planning and research function under the supervision of the Strategic Services Commander.

The planning and research functions and activities specifically include, but are not limited to:

- Maintaining liaison with other criminal justice planning agencies;
- Performing district analysis and staffing allocation studies;
- Compiling and disseminating various analytical reports to the affected components of the Department;
- Assisting in the preparation of the Department budget;
- Assisting in the preparation of grants;
- Assisting in contingency planning or
- Preparing such other reports or recommendations as directed by the Chief of Police.

All analytical reports of operational activities are disseminated to the affected organizational units.

**11.4.2 MULTI-YEAR PLAN**

CALEA Standard: 15.1.3

The Deputy Chief shall be responsible for the development of a three (3) calendar year, plan which will encompass:

- Long-term goals and operational objectives
- Anticipated workload and population trends
- Anticipated personnel levels
- Anticipated capital improvements and equipment needs
- Provision for review and revisions

The Deputy Chief shall review the Multi-Year Plan annually and update/revise the plan as necessary.