


<p>Billerica Police Department</p> 	<p>POLICY NUMBER ADM-21</p>	<p>PAGES 5</p>	<p>EFFECTIVE 7/10/16</p>
<p>Accreditation Standards: 11.1.1, 11.1.2, 11.2.1, 11.2.2, 11.3.1, 11.3.2, 11.4.5, 12.1.1, 12.1.2, 12.1.3</p> <p>General Orders:</p>			
<p>Organization</p>			

I. General Considerations and Guidelines

This agency is structured into a series of organizational components that represent functional groupings of employees performing like activities. The organizational structure of the department provides management with a means for assigning responsibility for performance of a group of functions to a single supervisor or manager, as well as letting employees know to whom they are accountable.

The ranks of the Billerica Police Department reflect the para-military nature of the organization. The executive head of the department is the Chief of Police. The subsequent ranks provide a structure for the various levels of authority and responsibilities throughout the organization.

Commensurate with these responsibilities, all employees are given the authority to make the decisions and use the available resources that are necessary for the successful completion of their assigned duties. In the acceptance of this delegated authority, each employee also accepts the accompanying accountability for his/her actions (or lack of actions) and obligations. Employees confronted by an exceptional situation, for which there are no guidelines or policies, are expected to consult with their immediate supervisor, on whom the ultimate accountability falls. In the event that this consultation is impossible, it is expected that each employee will exercise his/her best judgment in taking the necessary action, while keeping in mind the goals and philosophies of the department. **[11.3.1]**

II. Policy

It is the policy of the Billerica Police Department that it be so structured and organized as to:

- A. Efficiently accomplish the missions of the agency; and
- B. Effectively allocate and use personnel resources.

III. Procedures

A. Rank Structure

1. **CHIEF OF POLICE:** The Chief of Police is the highest-ranking sworn position within the Police Department and the Chief Executive Officer of the department. The Chief is appointed by the Town Manager. The sworn authority of the Chief of Police is derived from **MGL c. 41 § 97. [12.1.1]**

[MGL c. 41, §97] The Chief of Police shall be in immediate control of all town property used by the department, and of the police officers, who shall obey his orders. The Chief shall abide by and enforce suitable regulations governing the Police Department and the officers thereof as determined by the Town Manager.

2. ASSISTANT CHIEF: Assistant Chief's rank is appointed by the Chief of Police. The Assistant Chief is superseded in rank by the Chief. The Assistant Chief reports to the Chief of Police and assumes those duties in the Chief's absence.
3. DIVISION COMMANDERS: Division Commanders are appointed by the Chief of Police. Division Commanders are superseded in rank by the Assistant Chief. Division Commanders report to the Assistant Chief and assumes those duties in the Assistant Chief's absence.
4. LIEUTENANT: Lieutenant's rank is achieved by the MA Civil Service promotion process and is superseded in rank by Division Commanders. A Lieutenant is generally assigned as Shift Supervisor, Administrative Lt. or Criminal Bureau Lt.
5. SERGEANT: Sergeant's rank is achieved by MA Civil Service promotion and is superseded in rank by Lieutenant. A Sergeant is generally assigned as Patrol Supervisor, Court Prosecutor and Traffic Division Supervisor.
6. OFFICER: Police Officer's rank is achieved by the MA Civil Service selection process and is superseded in rank by Sergeant. A police officer is generally assigned as a patrol officer, detective, school resource officer, traffic officer, desk officer and other assignments at the direction of the Chief of Police.

B. Organization

1. ORGANIZATIONAL STRUCTURE AND FUNCTIONS: The department structure has been organized to carry out the mission of the department with the available personnel. Each division or unit shall be under the direct command of a single supervisor. **[11.1.1] [11.2.2]**
2. ADMINISTRATION: The Chief of Police oversees the operation of the Police Department and provides for the following:
 - a. Overseeing the delivery of patrol and investigative services to the community;
 - b. Planning, development management and control of those administrative functions necessary to support both patrol and investigative operations;
 - c. Providing internal security, audit, and investigative oversight to other components of the department.
3. PATROL DIVISION
 - a. The Patrol Division shall consist of uniformed officers assigned to staff the patrol routes of the department, including officers assigned to foot, bicycle, and vehicle patrol.
 - b. The Patrol Division is commanded by the Assistant Chief.
 - c. This division consists of three shifts each day commanded by a Shift Supervisor (Lieutenant or Sergeant) and a Patrol Supervisor, generally a Sergeant.
4. CRIMINAL DIVISION
 - a. The Criminal Division is responsible for identifying criminal activity, investigating criminal behavior, and pursuing and apprehending criminal offenders.
 - b. This division is commanded by a Lieutenant with a Sergeant directly supervising the Detectives.

5. TRAFFIC DIVISION

- a. The Traffic Division shall consist of a Sergeant and uniformed police officers.
- b. The Division has the primary responsibility for traffic and parking enforcement, and accident reconstruction. This includes (but is not limited to) the direction, control, planning, and analysis of traffic and parking related issues and working with other regulatory agencies. The intent is to ensure the safe and efficient movement of vehicles and pedestrians in the community.
- c. This division is commanded by a Sergeant who directly supervises up to 4 police officers.

6. COMMUNICATIONS DIVISION

- a. The Communications Division consists of civilian public safety Telecommunicators who dispatch from the communications center located at the police department.
- b. This unit is responsible for sending and receiving radio and telephone communications, dispatching appropriate police, fire, and EMS personnel, and for recording all incidents of crime, police, and fire activities in the appropriate logs.
- c. This division is commanded by a Division Commander with assistance and direct supervision provided by the patrol shift supervisor and/or a civilian Communications Supervisor.

7. ADMINISTRATIVE SERVICES DIVISION: The Administrative Services Division is responsible for department inspection functions, community policing efforts, grant appropriation, vehicle and facility maintenance, building maintenance, records and reports, weapons control, information technology, crime prevention, crime analysis, animal control, training and development, radio and communications equipment, and police detail and overtime administration.

- a. This division is commanded by a Division Commander, its makeup consists of all administrative positions.

8. ORGANIZATIONAL CHART

- a. The Police Department Organizational Chart is posted on the department intranet website and Appendix A of this Manual to graphically display the agency's organizational structure. **[11.1.2]**
- b. The Organizational Chart shall be updated by the Chief of Police whenever a change to the department's organization is made to reflect those changes.

C. Succession of Command Protocol

1. A plan is in place to ensure the continuity of command in the absence of the Chief, due to a planned or unplanned event where the Chief is not available. The plan will ensure that executive level leadership is always available. **[12.1.2(a)]**
2. During day to day operations where the Chief is absent for less than one week, The Assistant Chief shall address executive command level issues. The Assistant Chief may deal with issues that clearly fall under the existing policies and procedures of this agency. Issues which are beyond the scope of existing policies and procedures should be deferred until the Chief returns or is conferred with. Issues which, in the judgment of the Assistant Chief require immediate action may be addressed. A

report of the issues and actions shall be prepared for presentation to the Chief upon his/her return.

- a. In the event of a planned absence in excess of one week, the Chief will designate an acting Chief.
- b. In the event of a sudden, unplanned absence or incapacitation, the succession of command is as follows: Assistant Chief, Division Commanders by seniority, Superior Officer by rank and seniority,

D. Unity of Command

1. Each member of the department shall be accountable to one supervisor at any given time, according to his/her particular duty assignment at that time. If another supervisory officer needs to assign an officer not directly under his/her supervision, that supervisor shall consult with the officer's supervisor prior to such assignment whenever possible. **[11.2.1]**
2. Generally, when engaged in a police function, the senior officer shall be in charge.
 - a. When personnel of the same function are engaged in a single operation, seniority shall be determined by rank, followed by time in rank, followed by time in service.
 - b. In situations where personnel of the same rank, but different functions engage in a single operation, the senior officer of function under which operation falls shall be in charge. **[12.1.2(c)]**
 - c. In times of emergency, seniority shall be determined by rank, followed by time in rank, followed by time in service, regardless of function. **[12.1.2(b)]**
 - d. An employee of lower seniority may be placed in command of an operation by a senior officer if the employee possesses a high degree of specialization or expertise for that operation. **[12.1.2(b)]**
 - e. The Chief or his/her designee may place an employee in the position of command outside of the normal command structure.

E. Span of Control

1. The term "span of control" refers to the number of persons reporting to any one supervisor.
2. Assignment of supervisors in the Police Department will be done in a manner that will ensure a manageable span of control whenever possible.
3. In an emergency or unforeseen circumstance, or whenever the needs of the department require it, commanding officers may require sufficient supervisors to work overtime in order to reduce the span of control to a reasonable number until their presence is no longer required.

F. Accountability

1. Supervisors are responsible for directing the efforts of their employees and ensuring that they are performing satisfactorily. Supervisors shall be accountable for the activities of employees under their immediate control. **[11.3.2]**
2. It is the responsibility of all supervisors to notify the Chief of any incidents where there may be a question as to the agency's liability or which may result in heightened community interest. Supervisory discretion must be used in judging the severity of the incident in determining whether the notification must be made

immediately or if the notification may wait for the Chief's next scheduled duty day.
[11.4.5]

G. Obedience to Orders

1. Employees are expected to be familiar with and comply with all lawful orders, rules and regulations, and policies and procedures issued by the department.
2. Employees are required to obey any lawful order of a superior, including any order relayed from a superior by an employee of the same or lesser rank. **[12.1.3]**
3. Conflicting or Unlawful Orders: In the event that an employee receives an order from a superior that is in conflict with any previous order, departmental order, rule, regulation, policy or procedure, the employee to whom such order is given will call attention to the conflict to the superior giving the order. See the department **Rules & Regulations** for further instructions. **[12.1.3]**

H. Delegation of Authority

1. Each commander, supervisor, or employee to whom responsibilities are delegated shall have commensurate authority to make decisions necessary for the effective execution of their responsibilities. **[11.3.1(a)]**
2. The delegation of authority by a superior rank to a lower rank shall not relieve the higher rank of responsibility for that which has been delegated. **[11.3.1(b)]**
3. The delegation of authority shall be consistent with the agency's organizational values and mission statement.