



ORGANIZATION AND ADMINISTRATION

General Order Number: 1.3

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The Brookline Police Department 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.

1. **TABLE OF ORGANIZATION:** The structure of the organization reflects management's mechanism for bringing together and coordinating resources to accomplish the Department's goals and objectives. The organizational structure of the Department can be expected to change as increases or decreases in resources occur, or when the priorities of the Department are altered.

The Department will establish a table of organization, which will be updated at least annually to reflect these changes. The Accreditation Manager will have functional responsibility for the maintenance of the table of organization ensuring it is up to date. The Table of Organization is accessible to all employees in PowerDMS. A copy will be posted in the Commanding Officer's Office as well as the guardroom within the Public Safety Building. The table of organization shall be accessible to the public on the Department's website and upon request.

2. **RANKS.** The various ranks within the Police Department reflect the paramilitary nature of the organization. The overall head of the Department is the Chief of Police. In descending order, the ranks are as follows:

Chief of Police
Superintendent
Deputy Superintendent
Lieutenant
Sergeant
Police Officer
Probationary Police Officer
Student Officer

3. **DEFINITIONS:** Throughout the policy and procedures manual, a number of terms are used to describe positions and groups in the Department. The following is a list of the common terms used and the definition of those terms.

- A. **CHIEF OF POLICE:** The highest rank within the Department.
- B. **CIVILIAN MEMBER:** An employee of the Department who is not sworn to perform the duties of a Police Officer.
- C. **COMMANDING OFFICER:** A Police Officer assigned to command and direct any functional unit or subdivision of the Department, and responsible for its effective and efficient operation.
- D. **DEPARTMENT:** The Brookline Police Department.
- E. **DEPUTY SUPERINTENDENT:** A Deputy Superintendent holds the statutory rank of Lieutenant or higher.
- F. **COMMANDING OFFICER – PLATOON ON DUTY:** The Superior Officer assigned to Headquarters who is responsible for coordinating the activities of patrol personnel during a specific tour of duty.
- G. **EMPLOYEE:** A member of the Department.
- H. **INCIDENT COMMANDER:** The Police Officer in charge, and responsible for, any police action or operation.
- I. **LIEUTENANT:** The first supervisory rank above a first line Supervisor (Sergeant).
- J. **MEMBER:** An employee of the Department.
- K. **PLATOON:** A group of Police Officers, on a shift, assigned to a particular Supervisor.
- L. **POLICE OFFICER:** A sworn Member of the Department having the power and authority of a Police Officer, regardless of rank or assigned duties.
- M. **SERGEANT:** The first line Supervisor in the rank structure.
- M. **SHIFT:** A group of Police Officers comprising the work force of the Department for a particular tour of duty containing its own supervisory and Command Officers.

O. SUPERINTENDENT: Superintendent of Police, the second highest rank in the Department. A Superintendent holds the statutory rank of Lieutenant or higher.

P. SUPERIOR OFFICER: An Officer above the rank of Police Officer.

- 4. ORGANIZATIONAL STRUCTURE.** The executive head of the Department is the Chief of Police who supervises the Office of the Chief of Police as described below and oversees all of the organizational components and functions through his or her command staff. The Superintendent will assist the Chief of Police in overseeing the day to day operations and business of the Police Department.

The Deputy Superintendents, each command a Division as listed below:

- A.** Patrol Division
- B.** Detective Division
- C.** Traffic / Service Division
- D.** Community Service Division

The functional responsibilities of the Office of the Chief of Police and the four (4) Divisions are listed below.

- 5. OFFICE OF THE CHIEF OF POLICE.** The Chief of Police is responsible for the management, planning, direction and control of the Department. The Chief of Police shall report to the Select Board through the Town Administrator. Under the direction of the Chief of Police are the following:

- A. SUPERINTENDENT OF POLICE**
- B. BUSINESS OFFICE (CIVILIAN STAFF)**
- C. OFFICE OF PROFESSIONAL RESPONSIBILITY**

- 6. PATROL DIVISION.** The Patrol Division is responsible for the field operations of the Department and allied functions (patrol and mobile operations) including special events and the anti-crime function. The Patrol Division is responsible to ensure continuous 24/7 patrol coverage by utilizing three platoons. This Division is under the direction of a Deputy Superintendent and consists of the following:

- A. **PATROL PLATOONS.** The Patrol Platoon consists of Police Officers and Supervisors assigned to staff the patrol sectors of the Department. Each platoon includes Police Officers assigned to the front desk and vehicle patrol and is divided into groups, each commanded by a Superior Officer. These platoons are under the direction of the Patrol Division Deputy Superintendent.
- B. **DAY PATROL PLATOON.** This platoon is responsible for developing and implementing patrol plans for routine events on the day shifts. This platoon is also responsible for school coverage development and implementation as well as the management of the Department's holding facilities.
- C. **FIRST HALF PLATOON.** This platoon is responsible for developing and implementing patrol plans for routine events on the first half shift.
- D. **LAST HALF PLATOON:** This platoon is responsible for developing and implementing patrol plans for routine events on the last half shift.
- E. **PATROL BICYCLE UNIT:** The Deputy Superintendent of the Patrol Division shall designate a Patrol Bicycle Unit Supervisor (PBUS). This supervisor should provide staff supervision and overall coordination of this unit. All matters pertaining to the overall functioning of this unit shall be addressed to the PBUS, unless otherwise appropriate. The PBUS shall be responsible for this unit's overall operations, including ongoing tasks, special assignments, training and equipment procurement and maintenance. The PBUS may have special assignments for PBUOs on various shifts and shall coordinate with that shift's Commanding Officer (CO). The assignment will be supervised by the shift supervisor, unless the PBUS is directly supervising the unit at that time.
- F. **WARRANT SERVICE UNIT:** The Department's Warrant Unit is comprised of officers from within the Patrol Division, and operates under the direction of the Commanding Officer - Patrol Division. The unit functions with a Patrol Division Lieutenant known as the Officer-In-Charge (OIC), and a designated Sergeant and works cooperatively with the Community Service and Detective Divisions of the Brookline Police Department with warrant service. The attentive effort of the Brookline Police Department to service these arrest warrants is compatible with our mission to reduce fear of crime and improve the quality of life of our residents.
- G. **SPECIAL RESPONSE TEAM:** The Department's Special Response Team (SRT) is a 24-hour a day on call special response team. It falls under the command of the Patrol Deputy Superintendent, who is the designated SRT Commander. Authorization to activate the SRT rests with

the Chief or Police, Superintendent or their designee absent extreme exigent circumstances. In a case of extreme exigent circumstances, the on-duty Commanding Officer may activate the SRT team who will then immediately notify the Chief and Superintendent telephonically and by email. Absent exigent circumstances a consultation should take place between the on-duty CO, appropriate Division Commanders and the Chief and/or Superintendent.

H. CRISIS INTERVENTION TEAM: The Crisis Intervention Team (CIT) is a true community partnership, whose primary objective is to promote communication and enhance the response of public and private agencies when summoned to intervene with individuals who are mentally ill, developmentally disabled or experiencing trauma in their lives. The goal of the CIT is to select officers in such a way that there is coverage during all shifts, including supervisors, and so that each division is represented. Whereas the work involved will be performed by members of all divisions, the CIT Coordinator will be the Sergeant assigned to the Administrative Division. The CIT Coordinator will report directly to the Superintendent.

I. CRITICAL INCIDENT STRESS MANAGEMENT TEAM: Five sworn members of this Department will be appointed to the Greater Boston Critical Incident Stress Management Team (CISM). The CISM Team is a mutually agreed upon intervention team that has been established by the Chief Executives of the Arlington, Belmont, Brookline, Cambridge, Chelsea, Everett, Somerville, and Watertown Police Departments. The CISM Operating Guidelines provide an organized approach to the management of stress responses for personnel having been exposed to a traumatic event in the line of duty, or an event outside of the workplace that has created a stressful situation for members within one of the participating police departments. The Greater Boston CISM Team represents an integrated multicomponent crisis intervention system.

7. TRAFFIC DIVISION:

A. MOBILE OPERATIONS PATROL FUNCTION. In addition to regular patrol assignments, the Department's Motorcycle Police Officers are responsible for providing strategic patrols to deal with special situations and events.

B. ACCIDENT RECONSTRUCTION. The Accident Reconstructionist is responsible for providing accident reconstruction services for serious motor vehicle accidents. Other activities include aspects of accident/crime scene processing.

- C. **DETAIL OFFICE.** This Office is responsible for overseeing all paid detail assignments.
- 8. **COMMUNITY SERVICE DIVISION.** The Community Service Division is responsible for coordinating all community outreach, including targeted programs (juvenile, employee, schools, community, partnerships, etc.). This Division is responsible for developing crime prevention and safety programs for adult and juvenile audiences.
 - A. **TRAINING/ACCREDITATION UNIT**
 - B. **A.W.A.R.E.**
 - C. **YOUTH RESOURCE OFFICER S**
 - D. **HONOR GUARD**
 - E. **EVENING COMMUNITY SERVICES OFFICER**
 - F. **CRIME ANALYSIS AND COMMUNITY REPORTING**
 - G. **PUBLIC INFORMATION OFFICER/MEDIA RELATIONS**
 - H. **ELDER AFFAIRS**
 - I. **COMFORT DOG PROGRAM**
 - J. **EMERGENCY MANAGEMENT COORDINATOR**
 - K. **CIT-TTAC**
- 9. **DETECTIVE DIVISION.** The Detective Division is responsible for ensuring the efficient management and performance of the Criminal Investigations, Major Cases and Court Case Management. Commanded by a Deputy Superintendent, the Detective Division consists of the following:
 - A. **CRIMINAL INVESTIGATIONS**
 - B. **CRIMINAL INTELLIGENCE**
 - C. **IDENTIFICATION**
 - D. **JUVENILE/DOMESTIC VIOLENCE**
 - E. **COURT LIAISON OFFICER**

L. PROPERTY/EVIDENCE OFFICER

M. TOWN COUNSEL LIASION

N. CRISIS NEGOTIATION TEAM

- 10. RESPONSIBILITY/AUTHORITY.** Members will be accountable to only one Supervisor at any given time. Members will be given commensurate authority to accomplish their responsibilities. Each member will be held accountable for the use of delegated authority. Supervisory personnel are accountable for the activities of members under their immediate supervision and control.

- 11. GENERAL MANAGEMENT:** The Brookline Police Department is a paramilitary organization. Its rank structure assigns certain responsibilities to rank and provides for a chain of command for direction, control and communication within the Department. Since not all ranks are on duty at any given time, an order of precedence has been established to allow for communication, direction and responsibility twenty-four (24) hours a day.

It is the policy of the Brookline Police Department that the chain of command will be used in all internal communications and that the established order of command precedence will be adhered to.

It is the policy of the Department that employees will be accountable to only one supervisor at any given time, and that supervisors will be accountable for the performance of all employees under their control.

It is the policy of the Department that supervisors and all employees will be delegated authority commensurate with their responsibilities. Supervisors and employees will be responsible and accountable for their use of this delegated authority.

- 12. DESIGNATION OF COMMAND DURING THE ABSENCE OF THE CHIEF OF POLICE.** In the event of the absence of the Chief of Police, the Superintendent will act in their capacity during the Chief's absence. The Superintendent will have the authority to carry out the day-to-day operations, and will have the authority to approve personnel actions such as appointments, promotions, salaries, etc. In the absence of the Chief of Police and Superintendent, such authority will be delegated to a Division Deputy Superintendent. The appointed individual will have the authority to carry out the day-to-day operations, however the authority is limited, and the appointed individual will not have the authority to approve personnel actions such as appointments, promotions, salaries, etc., unless that authority is specifically authorized in the written directive.

- 13. COMMAND PROTOCOL IN ADMINISTRATIVE AND ROUTINE SITUATIONS.** In normal day-to-day agency operations, the following order of command protocol will be adhered to:

Chief of Police
Superintendent
Patrol Deputy Superintendent
Community Service Division Deputy Superintendent
Detective Division Deputy Superintendent
Traffic Division Deputy Superintendent
Lieutenant
Sergeant
Detective
Senior Police Officer

- 14. COMMAND PROTOCOL IN FIELD SITUATIONS.** In situations involving field situations and/or personnel of different divisions involved in a single operation, the following order of command protocol will be adhered to:

Chief of Police
Superintendent
Patrol Deputy Superintendent
Community Service Division Deputy Superintendent
Detective Division Deputy Superintendent
Traffic Division Deputy Superintendent
Lieutenant
Sergeant
Detective
Senior Police Officer

When different divisions are involved in a single operation and supervisors are of equal rank, the ranking officer from the initiating division shall be designated as the incident commander.

In those exceptional situations, such as disasters, disturbances, hostage situations or the like, the highest-ranking officer on scene shall be designated as the incident commander and command protocol shall flow from that level.

- 15. SENIORITY LIST.** Police Officers of the same rank will rank vis a vis each other in order of the Department's seniority list. This list will be established in the following order:
- A.** The date of appointment to the Brookline Police Department; and
 - B.** The grade received from the academy. In the absence of contrary orders and subject to the rules and procedures set out herein, the senior Police

Officer of the highest grade who is present on duty, at any place or occasion, will command.

- C. Only the time actually served as a sworn member of this Department will be considered for the purpose of establishing seniority. Time away from the Department, such as an unpaid leave of absence, resignation, retirement, etc. shall not be considered.

16. ACCREDITATION: A Lieutenant shall be designated by the Chief of Police as the Accreditation Officer for the Brookline Police Department. The Accreditation Officer is responsible for monitoring the Department's compliance with all mandated applicable accreditation standards. This includes a review of all proposed policies and procedures of the Brookline Police Department in terms of the standards. Periodic reports, reviews, and other activities mandated by applicable accreditation standards shall be forwarded to the Accreditation Officer as they come due. The Accreditation officer will provide the necessary instruction to acquaint those responsible for providing standard of proofs with an understanding of how the system works. The Accreditation Officer will identify and correct instances where a requirement was not met. Periodic reports/reviews will be placed in the department's accreditation files under the appropriate accreditation standards for those reports. It is the responsibility of the Accreditation Officer to designate a responsible person for the collection of assigned standards of proofs.

The Accreditation Officer shall ensure that reports, reviews and other activities mandated by accreditation standards are accomplished.

17. ACCREDITATION MANAGER- PROCEDURE:

- A. It is the responsibility of the Accreditation Manager to monitor accreditation standard changes, and notify all affected Department personnel who may be impacted by those changes.
 - 1. The Accreditation Manager is responsible for:
 - a. Attending an MPAC accreditation training within 12 months of appointment as Accreditation Manager unless he/she has previously attended;
 - b. Ensuring that all agency personnel assigned to file construction/maintenance of the agency's accreditation process receive training through MPAC-led training;
 - c. Reviewing and revising written directives and general orders (policies);

- d. Updating all compliance documentation;
 - d. Notifying department personnel of required reports, activities and documentation that are needed;
 - e. Ensuring that all personnel (sworn and civilian) are familiar with, and have an understanding of the Certification/Accreditation Process;
 - f. Ensuring that the Department remains in compliance with Certification and Accreditation Standards
2. There are several maintenance and review schedules used by the Accreditation Manager to track and document required activities, which include:
 - a. Time Sensitive Action Items Checklist
 - b. New Employee Checklist
 - c. On-Site Assessment Compliance Log
- B. Supervisors and other Police Department employees i.e. Armorer, Training Instructors, and Evidence and Property Control Officer shall be familiar with any standards which apply to their areas of control, and maintain their files accordingly.
1. Those employees should notify the Accreditation Manager if they are unable to complete scheduled tasks by the due dates.
 2. When a supervisor or other employee has completed any Time Sensitive Tasks, they will provide the Accreditation Manager with copies of the necessary documentation and maintain the original scheduled reports and reviews as defined in department policies. Examples include Use of Force Evaluations, equipment inventories associated with areas of responsibility, weapons inspections, qualification/training records, etc.
 3. This documentation will be filed in secure areas under their control, such as file cabinets or Larimore RMS, in order to ensure compliance with records security protocols.
 4. Supervisors and other employees are responsible for maintaining documentation of their training and providing the training officer with copies of all of their training.
 5. In order to remain organized for certification/accreditation assessments, representative copies of reviews, records, and reports maintained by those responsible may be requested by the Accreditation Manager. Such copies will

be used for certification/accreditation compliance and stored in the certification/ accreditation file folders. Those file folders shall be kept in secured storage systems by the Accreditation Manager.

6. Generally, restricted and confidential information should not be included in the certification/ accreditation file folders, i.e. Internal Affairs Files and Confidential Informant Files. The location of those records will be noted in the file folder and assessors shall be directed to the Department member responsible for those records.
- C. On a quarterly basis, the Chief of Police, the Command Staff, and any other members designated by the Chief will meet with the Accreditation Manager.
1. Prior to the meetings, the Accreditation Manager will distribute, by email attachment, the Check List for Time Sensitive Action Items to those members of the Department that will be attending the meeting.
 2. Department members who routinely attend the quarterly meetings will acquaint themselves with this check list and retain copies (preferably electronic and hard copy). A copy of this checklist is also stored in PowerDMS, entitled Accreditation Time Sensitive Actions Check List.
 3. Each member attending will bring a copy of the check list to the meeting. Supervisors and other attendees will be familiar with the various Action Items that are listed as **Per Occurrence**.
 4. Supervisors and other attendees should be prepared to discuss whether or not any of the **Per Occurrence Action Items** occurred since the previous meeting and provide any compliance documentation that is required such as training records, use of force reviews, or other required reports.
 5. Supervisors and other attendees should also be prepared to discuss **Quarterly and New Employee Action Items** at each meeting.
 6. Prior to each meeting, the Accreditation Manager will select a portion of the **Quarterly, Semi-Annual, Annual, Biennial, Every Three Years, and Miscellaneous Action Items** to be discussed.
 7. The Accreditation Manager will notify those attending the meeting that those items will be discussed. Supervisors should be prepared to discuss those items and provide any required documentation.
 8. Every General Order will be reviewed annually.
 9. On a quarterly basis, the Accreditation Manager will send a list of the policies that should be reviewed prior to the next meeting, to the Command Staff and

any other members designated by the Chief. Those members will review those policies and be prepared to discuss whether or not revisions should be made.

- D. Prior to the end of each calendar year, the Accreditation Manager will send a reminder to the Officer of Professional Responsibility that the documented Annual Analysis of Use of Force and Motor Vehicle Pursuit Incidents will be due after January 1st of the next calendar year. This will be sent by email or calendar reminder.
- E. Prior to January 1st, April 1st, July 1st and October 1st of each year, the Accreditation Manager will send a reminder to the Evidence Officer and the Chief of Police that the **Documented Quarterly Inspection of the Property and Evidence Room** is due. The evidence officer or his/her designee shall conduct those inspections prior to the end of the month of notification.
- F. A **Documented Audit of the Property and Evidence Room** shall be conducted anytime that a new Evidence Officer is appointed. This shall be conducted by the newly appointed Evidence Officer and a designee of the Chief, as soon as practically possible after the new Evidence Officer assumes that position.
- G. A **Documented Annual Audit of the Property and Evidence Room** shall be conducted by a supervisor not routinely or directly in control of the Property and Evidence Room. The Accreditation Manager will send a reminder to the Chief of Police and the Evidence Officer on August 1st of each year. The Chief will designate a supervisor to conduct this audit by the end of the month of notification.
- H. At least once a year the Chief of Police or his/her designee will conduct a **Documented Unannounced Inspection of the Property and Evidence Room**. This should be done during one of the “off months” when one of the other inspections is not due. The Accreditation Manager will send reminders to the Chief during those months.
- I. As a guide for those officers conducting the **Audits and Inspections**, the following are excerpts from the accreditation standards and the Brookline Police Department’s Policy on Property and Evidence Control.
 - 1. **Quarterly Inspection:** The supervisor of the Identification Unit shall inspect the evidence room on a quarterly basis to ensure adherence to appropriate policies and procedures. He/she shall submit a report to the Office of Professional responsibility upon completion of this audit. If there are any discrepancies, a special report shall be submitted to the Chief of Police for review.
 - 2. **Change of Custodian Audit:** Whenever an evidence officer is assigned to the Identification Unit, an inventory and audit of evidence shall be conducted.

This inventory shall be conducted jointly by the new detective assigned to the Identification Unit and the outgoing officer under the supervision of the Commanding Officer – Detective Division. If there are any discrepancies, a special report shall be submitted to the Chief of Police for review.

3. **Annual Audit:** The Office of Professional Responsibility, or other designee of the Chief of Police, shall conduct an annual audit and inventory of the evidence rooms. If there are any discrepancies, a special report shall be submitted to the Chief of Police for review.
4. **Annual Unannounced Inspection:** The Office of Professional Responsibility, or other designee of the Chief of Police, shall conduct unannounced semi-annual inspections of the evidence area. These inspections shall verify that proper accountability and security procedures are being followed. These inspections shall consist primarily of random spot checks matching evidence and records.

J. Audit and Inspection Reports

1. Reports shall be completed by the officers conducting the above audits and inspections.
2. The inspecting officers shall email copies of the reports to the Evidence Officer, who shall maintain electronic copies (and hard copies if desired).
3. The inspecting officers shall also email copies of the reports to the Accreditation Manager.
4. Copies of the reports shall also be given to the Chief of Police by the inspecting officers.

- K. The Accreditation Manager will keep and maintain the primary copy of the Check List for Time Sensitive Action Items to track the scheduled certification and accreditation related reports and activities.

18. ORGANIZATIONAL CHART

