



CONCORD POLICE DEPARTMENT

STANDARD OPERATING PROCEDURE

ORGANIZATION OF THE CONCORD POLICE DEPARTMENT

GENERAL ORDER: 01.02

CREATED: April 15, 2016

ISSUED: February 8, 2021

CALEA STANDARD: 11.1.1, 12.1.2, 21.2.2

EFFECTIVE DATE: February 8, 2021

ACTION: Amends general order issued September 29, 2020

01.02.00 **PURPOSE**

The purpose of this general order is to delineate the duties, responsibilities and organizational structure of the Concord Police Department.

01.02.01 **POLICY**

The Concord Police Department shall be organized as indicated below. The Chief of Police reserves the right to prescribe other duties or responsibilities upon any organizational component as deemed necessary to accomplish the department's mission.

01.02.02 **OFFICE OF THE CHIEF OF POLICE**

This office shall consist of the Chief of Police and such support staff as deemed necessary by the Chief of Police. The Chief of Police shall be responsible and accountable for the governance, leadership, performance, efficiency, and general good conduct of the department. The Chief of Police shall exercise command over all employees of the police department and may delegate authority to management and supervisory staff as deemed appropriate for such staff to be able to successfully carry out their duties and responsibilities.

During the temporary absence of the Chief of Police or in exceptional situations, the Deputy Chief of Police or a Police Major shall perform all the duties of the Chief of Police, except to appoint, promote, or formally discipline department co-workers. The person performing such duties shall be known as the Acting Chief of Police. The Acting Chief of Police shall carry out the orders of the Chief of Police, previously given and will not countermand those orders except in cases of emergency.

01.02.03 **ADMINISTRATION BUREAU**

This component shall consist of a Bureau Commander and such support staff as deemed necessary by the Chief of Police. The Bureau Commander shall also be responsible and accountable for the governance, leadership, performance, efficiency, and general good conduct of the department. The Bureau Commander shall complete a documented review of all agency job descriptions at least once every four years in order to ensure job descriptions reflect the position's required duties, knowledge, skills and abilities. The Bureau Commander shall be delegated responsibility for budget development and management, strategic planning, police facilities and fleet management, public relations

(social media), researching, applying for, and managing grants and alternative sources of funding, and shall be assigned command of the organizational components outlined below:

A. CRIME AND STRATEGIC ANALYSIS

This component shall be responsible for collecting, collating, analyzing, disseminating, and evaluating crime data to identify emerging trends, patterns, and changes in criminal activity using mapping and analytical software. This component shall prepare crime data used to make recommendations for deployment and resource allocation. This component shall measure and forecast long-term public safety activity related to problem solving, intervention, and crime reductions efforts.

This component shall also be responsible for developing the department's administrative and operational performance measures to be presented at regular meetings of the executive and command staff (COMPSTAT).

This component shall also maintain detailed knowledge of the department's information systems, reporting processes, and crime analysis, and shall conduct strategic research and provide qualitative and quantitative statistical data and information to the executive and command staff upon request.

B. INFORMATION TECHNOLOGY

This component shall consist of a contracted professional who shall report to the Bureau Commander and who shall be responsible for the direction, control, and effective operation of the department's information assets, which includes servers, workstations, network, digital storage and backup storage, mobile devices, video surveillance systems, key card access systems, body worn cameras, desktop applications, and enterprise software applications. This component provides internal support services relative to communications and information accessibility and directs resources and equipment to meet the needs of the department based upon the information technology priorities established by the Chief of Police.

1. Police Video Technician

A civilian police video technician shall provide technical support in camera administration, audio/video systems and programs and related technological system programs for the department.

C. PROFESSIONAL STANDARDS DIVISION

This component shall consist of a Police Lieutenant and such support staff as deemed necessary by the Chief of Police. This component shall be responsible for coordinating and conducting personnel investigations as directed by the Chief of Police; managing the Commission on the Accreditation of Law Enforcement Agencies (CALEA) accreditation process; and managing the department's training programs. This component shall also be responsible for publishing department orders, directives, surveys and other information intended for department-wide dissemination and shall be assigned command of the organizational components outlined below:

1. Accreditation Unit

This component shall be responsible for coordinating department efforts to achieve and maintain CALEA accreditation. This component shall also assist the Chief of Police and executive staff in developing, modifying, reviewing, and preparing department policies and procedures. This component shall also be responsible for archiving department orders and other information as directed by the Chief of Police and facilitating department use of the CALEA Power DMS online platform.

2. Training Unit

This component shall be responsible for planning, developing, scheduling, and facilitating new employee training, in-service training, and other training as directed by the Chief of Police. This component shall also maintain current and accurate training records as required by the State of North Carolina, such as attendance records, lesson plans, grades/scores, etc., as well as internal career development records.

D. SUPPORT SERVICES DIVISION

This component shall consist of a Police Lieutenant and such support staff as deemed necessary by the Chief of Police. This component shall be responsible for recruiting; coordinating the hiring and on-boarding processes; records management; open records and court-ordered records requests; customer service; planning, scheduling, and coordinating department personnel and resources for secondary employment, special events, and any other gatherings or events as directed by the Chief of Police.

This component shall serve as the liaison for Extra Duty Solutions and shall negotiate and manage secondary employment related agreements, and other agreements as may specifically be directed by the Chief of Police. Only the Chief of Police, or his/her specifically identified designee, may enter into an agreement on behalf of the department.

This component shall be assigned command of the organizational components outlined below:

1. Customer Service

This component shall be responsible for the final review, freeze and transfer, supplement matching, and validation of incident reports entered into the department's records management system. This component serves as the final authority for crime coding incident reports and providing accuracy in crime reporting to the State of North Carolina and the Federal Bureau of Investigation.

This component shall also be responsible for handling incoming phone calls, filing documents, collecting fees and fines, monitoring the internal video surveillance security system, data entry of legal processes, processing public record requests, attending to front desk radio communications, and taking telephone and walk-in reports from citizens. This component shall also be responsible for internal dissemination of reports such as the daily crime bulletin and daily roster.

2. Planning and Logistics

This component shall be responsible for planning, scheduling, and coordinating department personnel and resources for secondary employment, special events, and any other gatherings or events as directed by the Chief of Police.

This component shall provide a highly visible uniformed presence in and around the Center City area – as defined by City Council and as directed by the Chief of Police – using a combination of proactive foot and bicycle patrols. This component shall engage the Center City business community as well as the citizens and visitors conducting business in and around the area. This component shall also support security operations at city hall as directed by the Chief of Police.

This component shall include a District Court Liaison Officer. This officer will act as a liaison between the district attorney's office and department officers and will represent the department at district court calendar calls. The liaison officer handle guilty pleas, coordinating the attendance of officers needed in district court, and will coordinate with court and district attorney's office personnel any needs of the department for district court.

3. Recruiting

This component shall be responsible for planning, developing, and executing the department's recruitment efforts and maintaining current and accurate records of position vacancies. This component shall also be responsible for overseeing and/or conducting pre-employment background investigations, and managing the department's hiring and on-boarding processes in collaboration with Human Resources.

This component shall also be responsible for quartermaster duties to include uniform and equipment research, ordering, purchasing, issuing, tracking, inventorying, and auditing. This component shall also be responsible for performing such accounting and auditing measures as deemed necessary to manage the department's general uniform and equipment budget.

01.02.04 PATROL BUREAU

This component shall consist of Bureau Commander and such support staff as deemed necessary by the Chief of Police. The Bureau Commander shall also be responsible and accountable for the governance, leadership, performance, efficiency, and general good conduct of the department. The Bureau Commander shall be delegated responsibility for patrol, and aspects of patrol (e.g. Watch Commanders, K9 Officers) and community outreach as prescribed by the Chief of Police and shall be assigned command of the organizational components outlined below:

A. ADAM DISTRICT

This component shall consist of a Police Captain and such support staff as deemed necessary by the Chief of Police. This component shall be responsible for preserving public peace, protecting life and property, detecting and apprehending persons

engaging in illegal activity, and enforcing all laws and ordinances of which the department takes cognizance.

This component shall be responsible for patrol operations within the territory generally bounded on the north by Winecoff School Road area (north of I-85) to the city limits; on the east by the city limits; on the south by Highway 73 / Corban Ave to Cabarrus Avenue and Cabarrus Avenue to the Norfolk Southern Railroad; and on the west by the Norfolk Southern Railroad (encompassing the Gibson Mill and Central Drive areas) to McGill Avenue and Highway 29 / Concord Parkway South, and then Highway 73 / Davidson Highway west to Winecoff School Road.

B. BAKER DISTRICT

This component shall consist of a Police Captain and such support staff as deemed necessary by the Chief of Police. This component shall be responsible for preserving public peace, protecting life and property, detecting and apprehending persons engaging in illegal activity, and enforcing all laws and ordinances of which the department takes cognizance.

This component shall be responsible for patrol operations within the territory generally bounded on north by Highway 29 / Concord Parkway South at Roberta Church Road to McGill Avenue, then following the southern boundary of Adam District to the city limits; on the east by the city limits; on the south by Highway 49 (including such annexed land to the south of Highway 49) to Old Charlotte Road; and on the west by Roberta Road and Roberta Church Road to Highway 29 / Concord Parkway South.

C. CHARLIE DISTRICT

This component shall consist of a Police Captain and such support staff as deemed necessary by the Chief of Police. This component shall be responsible for preserving public peace, protecting life and property, detecting and apprehending persons engaging in illegal activity, and enforcing all laws and ordinances of which the department takes cognizance.

This component shall be responsible for patrol operations within the territory generally bounded on the north by I-85 at the city limits from Poplar Tent Road to Winecoff School Road; on the east by the Adam District boundary to Highway 29 / Concord Parkway South and Cabarrus Avenue; on the south by Highway 29 / Concord Parkway South to Roberta Church Road, then following the west Baker District boundary to the city limits; and on the west by the city limits, then Pitts School Road at Highway 29 / Concord Parkway South to I-85 and Poplar Tent Road.

D. DAVID DISTRICT

This component shall consist of a Police Captain and such support staff as deemed necessary by the Chief of Police. This component shall be responsible for preserving public peace, protecting life and property, detecting and apprehending persons engaging in illegal activity, and enforcing all laws and ordinances of which the department takes cognizance.

This component shall be responsible for patrol operations within the territory generally bounded on the north by the city and county limits; on the east by Pitts School Road and Poplar Tent Road to Highway 29 / Concord Parkway South; on the south by Highway 29 / Concord Parkway South to the Cabarrus County line; and on the west by the city limits to Highway 73 and the Cabarrus County line as well as all police functions of officers assigned to Concord-Padgett Regional Airport.

1. Airport Unit

This component shall be responsible for enhancing safety at Concord Regional Airport. This component shall be responsible for responding to emergency and non-emergency calls for service such as, but not limited to, checkpoint alarms, incidents, prohibited items and security breaches. This component shall patrol the airport using a combination of foot, bicycle, and motor vehicle patrols. This component shall be responsible for frequent inspections of secure and non-secure areas. This component shall enforce city ordinances, state laws and federal laws. This component shall also be responsible for investigating criminal activity, however, the Chief of Police may assign complex investigations to the Criminal Investigations Division and/or an external agency if deemed appropriate. This component shall be responsible for assisting Transportation Security Administration with investigations into certain federal violations.

This component shall provide a highly visible uniformed presence, both inside and outside of the airport as directed by the Chief of Police. This component shall engage airport customers, citizens, co-workers, and visitors conducting business at the airport. This component will be responsible for providing terminal escorts and coordinating escorts with high profile customers. This component shall also support any additional security operations at the airport as directed by the Chief of Police.

E. EXECUTIVE OFFICER

This component shall consist of a Police Captain and such support staff as deemed necessary by the Chief of Police. This component shall be responsible for Watch Commanders, Community Outreach and Education and the administrative aspects of department K9 officers and shall be assigned command of the organizational components outlined below:

1. Community Outreach and Education

This component shall provide a highly visible uniformed presence in and around the high schools, middle schools, and elementary schools as directed by the Chief of Police. This component shall provide a safe and secure environment for students, faculty, and others who work and visit such schools. This component shall engage students by guiding, mentoring, and communicating with them; developing trusting relationships with them; and providing educational programs to them as directed by the Chief of Police.

This component shall also be responsible for providing services that assist the community in preventing crime and building relationships through educational programs, partnerships, and collaboration with community-based organizations.

This component shall also be responsible for providing operational support to the patrol districts during periods when school is not in session. This component shall be assigned to work special events and perform proactive foot, bicycle, and vehicle patrols as directed by the Chief of Police.

2. Canine Unit

This component shall consist of canines and canine handlers as deemed necessary by the Chief of Police. A Canine Team shall consist of a canine and an officer. Canines Teams may be assigned to one or more patrol districts to allow for uniform and consistent coverage throughout the city as possible.

3. Watch Command

This component shall be comprised of a number of Police Lieutenants as deemed necessary by the Chief of Police. Watch Commanders shall be responsible for oversight of all department field operations to include: oversight of patrol activities by ensuring basic police functions are efficiently and effectively carried out; inspecting staffing to ensure the department can meet service demands and taking corrective action when deficiencies are noted; monitors response to calls for service to ensure timely response and proper disposition; ensures all personnel perform their duties in a timely manner and follow prescribed policies and procedures; ensures departmental equipment is being utilized as intended and is properly maintained; monitoring overtime usage and reducing unnecessary overtime expenditures; conducting initial review of administrative investigations as directed by the Chief of Police; and other duties as prescribed by the Chief of Police.

Watch Command duties shall rotate between the lieutenants assigned as watch commanders, unless otherwise directed by the Chief of Police. In the absence of a watch commander, matters that require Watch Commander authority should be directed to the Captain Point of Contact.

01.02.05 OPERATIONS BUREAU

This component shall consist of a Bureau Commander and such support staff as deemed necessary by the Chief of Police. This component shall be responsible for providing the Patrol Bureau with operational support by using a variety of specialized teams, intervention strategies, and tactics. This component shall partner with patrol, and work collaboratively to reduce the levels of crime, fear, and disorder in neighborhoods; and improve the quality of life for Concord's citizens, visitors, and businesses. This component shall also be assigned command of the organizational components outlined below:

A. CODE ENFORCEMENT

This component shall consist of a Code Enforcement Manager and such support staff as deemed necessary by the Chief of Police. This component shall be responsible for planning, developing, coordinating, and executing the enforcement of the city code and ordinances as set forth by City Council.

This component shall conduct field inspections of properties and public facilities for violations of minimum housing, zoning, and historic preservation standards as codified by city code. This component shall receive and investigate complaints from citizens, city management, and coworkers in regard to substandard housing conditions, hazardous conditions, improper use of dwellings and commercial structures, nuisance conditions, and other code related issues on public and private property within the city.

This component shall prepare, serve, and maintain records of violation notices, civil citations, and other records required by law or otherwise directed by the Chief of Police. This component shall also attend meetings with property owners, neighborhood associations, civic organizations, and city boards and commissions as directed by the Chief of Police.

B. CRIMINAL INVESTIGATIONS DIVISION

This component shall consist of a Police Captain and such support staff as deemed necessary by the Chief of Police. This component shall be responsible for providing the Patrol Bureau with operational support through the investigation, relentless follow-up, and case management of felony crimes that are complex and severe in nature; providing forensic and other crime scene services; assisting in the collection and storage of evidence and other property coming into the department's possession; managing property control and identification processes and records; conducting vice and narcotics related investigations; and investigating any other crimes as directed by the Chief of Police.

1. Forensics and Property Control

This component shall be responsible for the operation of all identification systems, the maintenance of criminal, fingerprint, and photographic records, forensic examination of friction ridge skin impressions, documents and surveillance video as well as crime scene and other evidentiary support to the department. This component shall also oversee forensic crime scene investigators, and provide training and equipment to crime scene technicians assigned to the patrol bureaus.

This component shall also be responsible for all property coming into the possession of the department and the maintenance of records relating to such property. This component shall maintain secure custody of property received until such time as the property may be disposed of in accordance with Federal and State laws and/or department policy.

2. Major Crimes

This component shall be responsible for supporting patrol operations through the investigation, relentless follow-up, and case management of felony crimes that are complex and severe in nature; and, require extensive or long-term attention where a centralized and dedicated team of experienced and specially trained investigators are necessary to bring an investigation to a successful conclusion. This component shall generally investigate all homicides, suspicious deaths, assaults involving deadly weapons or life-threatening injuries, credible threats to kill or inflict serious bodily harm, stalking, serious abuse or neglect crimes or those involving vulnerable victims, sexual assaults, kidnapping, human trafficking, and bank robbery. This

component shall offer investigative support to the Patrol Bureau and investigate other crimes not outlined above as directed by the Chief of Police.

C. SPECIAL OPERATIONS DIVISION

1. Public Safety Unit

This component shall be responsible for enhancing traffic safety by engaging in proactive strategies and tactics such as vehicle checkpoints and targeted speed enforcement. This component shall also be responsible for conducting vehicle crash investigations, particularly those that involve serious injuries, fatalities, or are otherwise complex in nature. This component shall patrol the city as directed by the Chief of Police.

This component shall provide a visible uniform presence at all parks, greenways, and recreation facilities owned and operated by the City of Concord.

2. Street Crimes Unit

This component is designed to be a permanent, centralized unit with resources that can be deployed to locations throughout the city that are susceptible to crime and disorder.

This component shall provide a highly visible proactive, multi-disciplinary policing presence aimed at stopping and preventing street-level crime and disorder. This component will assist patrol resources in reducing crime, disorder, and the fear of both through evidence-based community policing strategies. This component shall be committed to facilitating safe, sustainable neighborhoods and public spaces in the City of Concord.

The deployment of this component will largely be dictated by the needs of district captains based upon tangible crime and data analysis. This component's efforts will be prioritized on efforts to suppress crime, maintain order in neighborhoods, and provide highly visible uniformed presence in public spaces.

3. Vice and Narcotics

This component shall be responsible for strategic long-term investigation of drug trafficking organizations as well as short-term investigation of street level drug dealing an open-air drug market. This component shall also be responsible for investigating vice related crimes such as illegal gambling and prostitution. This component shall use a variety of intervention strategies and tactics to accomplish its mission such as: fixed and mobile surveillance, undercover operations, and confidential informants and other sources of information.

D. MOBILE FIELD FORCE

This component shall consist of a primary and secondary Mobile Field Force Commander, and such support staff – who shall serve on a part-time and voluntary basis – as deemed necessary by the Chief of Police. This component shall be responsible for effectively managing large crowds and/or riotous behavior, in order to

preserve life, protect property, allow safe ingress and egress throughout the city, and restore normal operations.

E. MOUNTED PATROL

This component shall consist of trained and certified officers, and such support staff - authorized to conduct horse mounted patrols to enhance visibility for the deterrence and detection of criminal activity and to promote public relations. Mounted patrol may be utilized for special events such as concerts, parades, and festivals.

F. SPECIAL WEAPONS AND TACTICS (S.W.A.T.)

This component shall consist of a primary and secondary SWAT Commander, and such support staff - who shall serve on a part-time and voluntary basis - as deemed necessary by the Chief of Police. This component shall be responsible for evaluating search warrants and assessing the risk associated with executing the warrants as codified by department policy and procedure. This component shall execute search warrants deemed "high risk" and any other warrants as directed by the Chief of Police. This component shall also provide the department with a highly motivated, technically and tactically proficient special operations team capable of responding to a variety of critical incidents and resolving them with minimum risk to officers, suspects, and innocent parties.



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CHIEF OF POLICE