



DIRECTIVE 11

ORGANIZATION AND ADMINISTRATION

UPDATED 10/24/2025

I. ORGANIZATIONAL STRUCTURE

- A. The agency has a formal structure through which branches, sections, and units are arranged and coordinated. They are as follows:
- B. Director of Public Safety
 - a. The Director of Public Safety is a civilian appointed by the County Executive who provides administration and oversees the four operations Divisions of Public Safety.
 2. Each of the Division Chiefs: Police, Emergency Medical Services, and Emergency Communications, the Office of Emergency Management, and the Fiscal Unit shall report directly to the Director of Public Safety.
 - a. In the absence of such a director, these entities shall report to the Chief Administrative Officer of New Castle County.
- C. Chief of Police
 1. The Chief of Police is the chief executive officer of the Division of Police, from whom all police power and authority of its members are derived. The Chief of Police shall hold the rank of Colonel.
 2. The Professional Standards Unit, Public Information Officers, the Legislative Liaison, and the Fraternal Order of Police President shall report directly to the Chief of Police (or Deputy Chief of Police if necessary).
- D. Deputy Chief of Police
 1. The Deputy Chief of Police stands in for the Chief of Police, when unavailable, and shall hold the rank of Lieutenant Colonel.
 2. The Branch Commanders shall report directly to the Deputy Chief of Police.
 - a. The Professional Standards Unit, Public Information Officers, the Legislative Liaison, and the Fraternal Order of Police President may also report to the Deputy Chief of Police if necessary.
- E. Branches
 1. The agency shall have two (2) branches
 - a. Operations Branch: Commanded by the Operations Branch Commander and includes the Patrol Section, the Investigative Services Section, and the Operational Support Section.
 - b. Administrative Branch: Commanded by the Administrative Branch Commander and includes the Administrative Services Section, Professional Development Section, and the Technology and Budget Section.

2. Each branch shall have sections and units under its command.
3. Branch Commanders shall be of the rank of Major or above.
 - a. Each Branch Commander shall ensure the following:
 - i. Section and Unit Commanders operate efficiently and within respective guidelines.
 - ii. Each Section and Unit within the branch has prepared periodic updates to its Internal Operating Procedures.

F. Sections

1. Section Commanders shall be of the rank of Captain or above.
 - a. Each Section Commander shall ensure unit commanders operate efficiently and within respective guidelines.
2. When two or more units are placed under the command of a designated officer to obtain a common objective, it is generally considered to be a section.
3. Section designations shall be at the discretion of the Chief of Police.

G. Units

1. Units are designed to identify assignments by a particular job function.
2. Unit Commanders shall develop Internal Operating Procedures for guidance in the day-to-day operation of their command.
3. Unit Commanders, if assigned, shall be of the rank of Sergeant or above, depending upon the following factors:
 - a. Number of personnel supervised.
 - b. Degree of responsibility assigned to the position.
4. For the purposes of Uniform Patrol, the four units assigned shall be known as squads. Uniform Patrol Squad Commanders shall be of the rank of Lieutenant or above.

H. Squads (other than Uniform Patrol)

1. Squads are assigned as sub-groupings of units.
2. Units may consist of two **(2)** or more squads.
3. Squad Commanders shall be of the rank of Sergeant or above.

I. The organizational structure shall be depicted on an organizational chart that is updated as needed and made available to all personnel and the public. **(11.1.1)**

J. Responsibilities of each organizational component:

1. The responsibilities and power of each organizational component shall be consistent with the ordinances of New Castle County and the laws of the State of Delaware.
2. For additional information regarding the responsibilities of each organizational component, refer to their respective Internal Operating Procedures.

II. DIRECTOR OF PUBLIC SAFETY

- A. The Chief of Police, the Chief of Emergency Medical Services, the Chief of Emergency Communications, the Office of Emergency Management, and the Fiscal Unit, shall report directly to the Director of Public Safety.

III. CHIEF OF POLICE

- A. The Chief of Police shall have the power to prescribe, promulgate, and enforce rules and regulations for the government of the Division and its members.
- B. The Chief of Police is responsible for:
 - 1. Organization.
 - 2. Administration.
 - 3. Supervision.
 - 4. Discipline.
 - 5. Control.
 - 6. Government.
 - 7. Efficiency.
 - 8. General Good Conduct.

IV. OPERATIONS BRANCH

- A. Shall be commanded by an officer of the rank of Major or above.
- B. Shall report directly to the Deputy Chief of Police.
- C. The Operations Branch Commander is responsible for the following:
 - 1. Patrol Section
 - a. Shall be commanded by an officer of the rank of Captain or above, who shall be known as Patrol Section Commander.
 - b. The Patrol Section will be divided into four (**4**) separate commands/squads, each overseen by a Lieutenant. These commands will include the following:
 - i. Uniform Patrol.
 - ii. Patrol Canine (K-9) Teams.
 - iii. Public Safety Aides (PSA)
 - 2. Investigative Services Section
 - a. Shall be commanded by an officer of the rank of Captain or above who shall be known as the Investigative Services Section Commander.
 - b. The Investigative Services Section will be divided into the Criminal Investigation Unit and the Special Investigation Unit, each overseen by a Lieutenant. These commands will include the following units:
 - i. Major Crimes Squad.
 - ii. Property Crimes Squad.
 - iii. Special Victims Squad.

- iv. Evidence Detection Squad.
- v. Tech Crimes Squad.
- vi. Fugitive Apprehension and Surveillance Team.
- vii. Violent Crime Interdiction Team.
- viii. Drugs and Human Trafficking Investigations Team.
- ix. Active Crime Trends Team.
- x. Task Force Participation.
- xi. Victim/Witness Services Specialists.

3. Operations Support Section

- a. The Operations Support Section shall be commanded by an officer of the rank of Captain. This command will include the following units:
 - i. Mounted Patrol Unit.
 - ii. Traffic Services Unit.
 - iii. Behavioral Health Unit.
 - iv. Community Services Unit.
 - v. Crisis Management Group.
 - 1) The Crisis Management Group consists of the following part-time teams:
 - a) Crisis Negotiation Team.
 - b) Explosive Ordinance Disposal Team.
 - c) Special Weapons and Tactics.
 - d) Unmanned Aircraft System.
 - e) Mobile Field Force.

V. ADMINISTRATIVE BRANCH

- A. Shall be commanded by an officer of the rank of Major or above.
- B. Shall report directly to the Deputy Chief of Police.
- C. The Administrative Branch commander is responsible for the following:
 - 1. Administrative Services Section
 - a. Shall be commanded by an officer of the rank of Captain, who shall be known as the Administrative Services Section Commander.
 - b. The Administrative Services Commander is responsible for the following:
 - i. Use of Force Review Unit.
 - ii. Risk Management.
 - iii. School Crossing Guard Unit.
 - iv. Policy, Accreditation, and Research Unit.
 - v. Records Unit.
 - vi. Inventory Control Unit.

- vii. Criminal Justice Court Liaisons.
 - viii. Public Works Liaison and Building Maintenance.
2. Technology and Budget Section
- a. Shall be commanded by an officer of the rank of Captain, who shall be known as the Technology and Budget Section Commander.
 - b. The Technology and Budget Section will be divided into Technology and Budget, each overseen by a Lieutenant.
 - c. This section is responsible for the following:
 - i. Real Time Information Center.
 - ii. Axon/Wireless Technology.
 - iii. Cameras and License Plate Readers (LPR)
 - iv. Information Analysis.
 - v. Fleet Management.
 - vi. Budget and Purchasing.
 - vii. Grant Management.
3. Professional Development Section
- a. Shall be commanded by an officer of the rank of Captain, who shall be known as the Professional Development Section Commander.
 - b. The Professional Development Section will be divided into the Recruiting and Hiring Unit and the Training Unit, each overseen by a Lieutenant. This section is responsible for the following:
 - i. Recruitment.
 - ii. Background Investigations.
 - iii. Polygraph Examinations.
 - iv. Divisional Training.
 - v. Lt. Joseph L. Szczerba Training Academy.

VI. UNITY OF COMMAND

A. Supervision

- 1. Each employee will be accountable to only one supervisor at any given time. **(11.3.2)**
- 2. Each organizational component will be under the direct command of only one supervisor. **(11.2.1)**
- 3. A supervisor is defined as an officer of the rank of Sergeant or above.
- 4. When joint unit, squad, or section operations take place, the ranking officer shall have paramount authority over the assigned operation.

5. A supervisor should not interfere with the operation of a unit or officers not directly under his/her command.
 - a. An exception is if a supervisor witnesses or is made aware of inappropriate actions of officers not directly under his/her command.

VII. SPAN OF CONTROL

A. Authority and Control

1. Supervision is defined as the directing of personnel and utilization of resources to obtain an objective.
2. Supervisors will have a varying number of employees under their immediate control, depending upon their tasks and functions. Under normal daily operations, the ratio of supervision to subordinate officers should not exceed ten **(10)**.

B. Supervisors have a responsibility throughout the entire Division, and this responsibility is not limited to any specific assignment or task.

C. An employee has responsibilities and accountability for every aspect of his/her command.

1. Each employee is allocated enough authority to coordinate and direct assigned personnel and resources. In any event, responsibility will be accompanied by commensurate authority. **(11.3.1.a)**
2. Not only must employees be accountable for the use of delegated authority, but they must also be aware of their accountability for their failure to use authority. **(11.3.1.b)**
3. Supervisory personnel are accountable for the performance of all employees under their immediate command or control. **(11.3.2)**

D. Notification of the Chief of Police

1. The following incidents require immediate notification to the Chief of Police via the Chain of Command:
 - a. Any incident involving serious physical injury or death to an individual or group where the cause could be directly attributed to the Division of Police and there may be a question as to the agency's liability.
 - b. Any incident involving possible financial loss of more than \$15,000 where the cause could be directly attributed to the Division of Police and there may be a question as to the agency's liability.
2. The Chief of Police will be notified via the Chain of Command, within twenty-four **(24)** hours of any incident which may result in heightened community interest due to the involvement of the Division of Police.
3. The Chief of Police will be notified via the Chain of Command, within twenty-four **(24)** hours whenever any other allegation is made which could result in increased liability for the organization. **(11.3.3)**

VIII. GENERAL MANAGEMENT

- A. The New Castle County Police will maintain a Records Management Reporting System (RMS) component. The primary duties performed by RMS shall include:
1. Preparation of statistical information and data summaries of Division activities to include:
 - a. A listing of all administrative reports. **(11.4.1.a)**
 - b. A statement as to the person or position responsible for the formulation of the report(s). **(11.4.1.b)**
 - c. A statement of the purpose of the report(s). **(11.4.1.c)**
 - d. A statement of the frequency of the report(s). **(11.4.1.d)**
 - e. A statement of the distribution of the report(s). **(11.4.1.e)**
- B. The Administrative Reporting System may include daily reports, monthly reports, quarterly reports, and annual reports. **(11.4.1.a) (11.4.1.d)**
1. Daily Reports
 - a. Shall be maintained by each Division unit and component. **(11.4.1.b)**
 - b. Shall be accessible to appropriate personnel in the chain of command. **(11.4.1.e)**
 2. Monthly Reports
 - a. Shall be completed by all Division units and components. **(11.4.1.b)**
 - b. Shall be forwarded by the writer to the appropriate member of the command staff. **(11.4.1.e)**
 3. Quarterly Reports
 - a. Shall be completed when necessary and/or requested by command staff. **(11.4.1.d)**
 4. Annual Reports
 - a. All unit, section, and branch commanders shall complete a yearly summary of activities. **(11.4.1.b)**
 - b. Shall be submitted to the Chief of Police. **(11.4.1.e)**
 5. These reports shall be used by command personnel to properly allocate resources. **(11.4.1.c)**

Note: New Forms that are developed or forms that are modified must be approved by the command staff and the Chief of Police. Once the form(s) are approved, a sequential DP control number is assigned by the Administrative Services Commander or their designee. All forms are maintained on file in the Inventory Control Unit for future printing/restocking. **(11.4.2)**
- C. Inspections of all periodic reports, reviews, and other activities mandated by accreditation standards will be accomplished using guidelines provided by the Policy, Accreditation, and Research Unit through the Chief of Police.
1. These reports include:
 - a. Daily roster/reports.

- b. Monthly reports.
- c. Quarterly reports.
- d. Annual reports.
- e. Annual Goals and Objectives.
- f. Annual Evaluation of Goals.
- g. Annual budget requests.
- h. Annual Workload Assessments. **(11.4.3)**

D. Computer Software Policy

1. Any illegal duplication of New Castle County owned software is strictly prohibited. No software is to be installed on any County owned computer without prior approval from the Information Systems Unit. It is the responsibility of the Information Systems Unit to ensure that any software licensing requirements are met prior to installation. New Castle County owned computers are equipped with an anti-virus system. All disks or software should be inspected for virus infection prior to introduction into County owned stand-alone or laptop computers. **(11.4.4)**

Note: For additional information regarding the computer policy, refer to Directive 82.

E. Electronic Data Storage

1. If the agency uses a service provider for electronic data storage, a written agreement is established addressing:
 - a. Data ownership. **(11.4.5.a)**
 - b. Data sharing, access, and security. **(11.4.5.b)**
 - c. Loss of data, irregularities, and recovery. **(11.4.5.c)**
 - d. Data retention and redundancy. **(11.4.5.d)**
 - e. Required reports (if any). **(11.4.5.e)**
 - f. Special logistical requirements and financial arrangements. **(11.4.5.f)**

IX. SPECIALIZED ASSIGNMENTS

- A. Division-wide postings for specialized assignments will be created by the Professional Development Section whenever there is a vacancy or a forecasted need.
 1. All postings will have an opening date and a closing date, after which a list will be compiled and maintained for three **(3)** months.
 2. The posting will also identify the following:
 - a. Duties.
 - b. Pre-requisites.
 - i. Including comments from the unit commander.
 - c. Minimum qualifications.
 - d. Specific skills required.

B. Application and Selection Process

1. Officers interested in a specialized assignment are to submit a completed Transfer Request Form via the officer's Chain of Command by the posted closing date.
2. Oral boards may be utilized to further determine the level of qualification of the applicants for each position.
 - a. Staff/Supervisor comments will also be considered.
 - b. Testing material, including questions, notes from the raters, and the rating sheet should be forwarded to the Professional Development Section for safekeeping.
3. The Section Commander will forward the recommendations for selection to the Branch Commander within three **(3)** business days of conclusion of the oral board interviews.
4. The Branch Commander will review the recommendations for selection and forward them to the Chief of Police for selection.
5. The Chief of Police will select the personnel for the specialized assignments.
 - a. Once a selection(s) has been made from the list, the selected applicant(s) will be notified.

C. Temporary Duty Assignments (TDY)

1. As part of career development, the Chief of Police has authorized a Temporary Duty program. This program will be used to give employees an opportunity for professional growth and improved job satisfaction.
 - a. This program will expose interested members to specialty units, such as:
 - i. Criminal Investigation Unit.
 - ii. Special Investigation Unit.
 - iii. Traffic Services Unit.
 - iv. Community Services Unit.
 - v. Mounted Patrol Unit.
 - vi. Behavioral Health Unit.
 - vii. Policy, Accreditation, and Research Unit.
 - viii. Public Information Office/FOIA.
 - ix. Professional Development Unit.
 - x. Training Unit.
 - xi. Information and Analysis Unit.
 - xii. Inventory Control Unit. **(11.5.1.a)**
2. The duration of TDY assignments is at the discretion of the Chief of Police. **(11.5.1.b)**
3. Criteria for Selection
 - a. Successful completion of the probationary period.
 - b. Very good/outstanding performance evaluations and attendance record.

- c. Must be willing to work on an "on call" basis (if applicable to the assignment).
- d. Comments from the unit commander must accompany the request for consideration. **(11.5.1.c)**

4. Selection Process

- a. Officers interested in a TDY assignment will submit a memo to their Lieutenant detailing the TDY assignment they are requesting.
- b. The Lieutenant of the unit will forward the request with their comments and recommendations to the Section Commander.
- c. The Section Commander will confer with the Section Commander of the TDY assignment.
 - i. Operational impacts and the recommendations from members in the officer's chain of command will be considered.
- d. The Section Commander of the TDY assignment will forward the request memo and recommendation to the Chief of Police.
- e. The Chief of Police will determine the duration of the TDY assignment if approved. **(11.5.1.d)**