

East Haven Police Department 	Type of Directive:		No. 104.4
	Policies & Procedures		
	Subject/Title: Rank and Organizational Structure of the Department	Issue Date: October 29, 2019	
		Effective Date: November 15, 2019	
Issuing Authority: Honorable Board of Police Commissioners	Review Date: Annually		
References/Attachments: Policies and Procedures #: 201, 606 East Haven Charter and Ordinances		Rescinds: 104.3	
		Amends: N/A	

I. PURPOSE

- A. The purpose of this directive is to set forth the policies and procedures of the East Haven Police Department (EHPD) regarding the outline rank and organizational structure of the Department.

II. POLICY

- A. It is the policy of the East Haven Police Department to set forth the ranks and establish responsibilities of all employees.
- B. It is the policy of the East Haven Police Department to formulate and establish annual goals and objectives in support of the organizational structure of the Department.

III. RANKS AND RESPONSIBILITIES

- A. Rank and Responsibilities in the East Haven Police Department are grouped in three categories.
1. Line Service Ranks and Responsibilities.
 - a. Patrol Officer.
 - 1) All police officers are responsible for responding to a wide range of public safety situations affecting the quality of life within the community. They also are responsible for:
 - a) Maintaining and improving the quality of their problem-solving skills, decision-making competencies and exercise of discretionary authority.
 - b) Ensuring quality and professionalism of their communication and interactions with the community.

- c) Exercising judgment in a manner that is reassuring and responsive to the community.
 - d) Treating victims and those in need according to the Department's values.
 - e) Ensuring the integrity of the Department's relationship with the community.
 - f) Maintaining communication, cooperation and coordination with their fellow officers.
 - g) Conducting themselves in a way that leads citizens to perceive their actions as legitimate.
- b. Detective.
- 1) All detectives are responsible for being familiar with the law and departmental procedures and policies surrounding the handling of suspects, crime scene control, the care of prisoners, and the presentation of evidence at court. They are also responsible for:
 - a) Being familiar with crime patterns and trends in the town.
 - b) Pursuing the Department's interest in serving justice and protecting public safety by carrying out effective and efficient post-incident criminal investigations.
 - c) Carefully preparing cases for court.
 - d) Personally contacting the complainant or victim within the first week following a crime.
 - e) Periodically contacting the complainant or victim to apprise him or her of the state of the investigation.
 - f) Gathering and maintaining intelligence about crimes and suspect individuals in the interest of deterring and preventing crimes, consistent with all laws and Constitutional protections.
 - g) Collaborating with internal and external individuals, units and agencies to bring offenders to justice and to deter and prevent future offending.
 - h) Knowing the general behavior patterns, locations and modus operandi of known habitual offenders.
 - i) Being alert for sources of information and cultivating sources.

- j) Investigating promptly and diligently all crimes assigned, utilizing all available resources.
 - k) Maintaining timely communication with his or her supervisor, colleagues in the Detective and Patrol Divisions, the prosecutor and all relevant law enforcement and criminal justice partners.
- c. East Haven Public Safety Communication Center (EHPSCC) Personnel/Dispatcher.
 - 1) Dispatchers serve as the initial contact for persons needing assistance, as walk-ins to the station and callers. They are also responsible for
 - a) Receiving all verbal communications from the public and from law enforcement personnel.
 - b) Transmitting requests for service to the appropriate personnel and the initial deployment of law enforcement and emergency personnel and equipment.
 - c) Remaining calm, articulate, and concise when broadcasting to police and other emergency personnel and when interacting with the public.
- d. Civilian Employee: Administrative.
 - 1) Civilian employees provide the highest quality professional and technical services in a wide variety of positions supporting the administration and operations of the Department. They are responsible for professional staffing in
 - a) Records management.
 - b) Information Technology.
 - c) Fiscal management.
 - d) Confidential support staff.
 - e) Customer service.
 - f) Building and Grounds Maintenance.
 - g) Crossing Guards.
- e. Supernumerary.
 - 1) Any police officer who retired from the Department in good standing and not due to a medical or disability retirement and is physically able upon said retiree's request shall be retained as a supernumerary unless said request is denied for just cause.
 - a) Supernumeraries are sworn law enforcement officers and have the same statutory authority as full-time police officers.

- b) Supernumeraries primary responsibilities include participating in assigned traffic duties and special events as deemed necessary by the Chief of Police or his/her designee.
 - c) Supernumeraries will receive supervision from the assigned on-duty supervisor as needed.
 - d) Supernumeraries must maintain their State of Connecticut POST Certification as a police officer.
 - e) Supernumeraries shall, at minimum, receive in-service training equal to that which is statutorily required for full-time police officers to include training on the Department's Use of Force Policies & Procedures and firearms proficiency on the same basis as full-time police officers.
2. Supervisory Rank and Responsibilities.
- a. Sergeant.
 - 1) Sergeants are critical to the effective and efficient operation of the Department. They are responsible for the consistency of officers' delivery of services. They are also responsible for:
 - a) Providing leadership, instruction and structure at the critical service level, where patrol officers and detectives do their work.
 - b) Coaching patrol officers, detectives and civilian employees under his/her supervision to encourage continuing improvement in the quality of their subordinates' work performance.
 - c) Ensuring their subordinates' understanding of and adherence to the Department's mission and values.
 - d) Helping their subordinates to develop good judgment and technical proficiency in handling the complex tasks that make up patrol and investigations.
 - e) Ensuring their subordinates are informed about situations or circumstances that may impact their safety and their effectiveness.
3. Executive and Managerial Ranks and Responsibilities.
- a. Lieutenant.
 - 1) Lieutenants are middle managers responsible for the general oversight and management as Division Heads or the units for which they have operational control.
 - a) Ensuring effective coordination among the various operational components of the Department.

- b) Ensuring clear and open lines of communication between the divisions or units that report to them.
 - c) Communicating accurate, timely information to subordinates and superiors.
 - d) Identifying crime patterns and trends and developing intervention strategies with, and to be carried out by, their subordinates.
- b. Inspector, Captain, and Division Heads.
- 1) Inspectors, Captains, and the Division Heads are responsible for ensuring consistency in the delivery of services between Divisions and Units. They are also responsible for:
 - a) Ensuring proper staffing levels in order to maintain a safe and adequate delivery of police services.
 - b) Defining and distributing informative and actionable intelligence and analysis.
 - c) Balancing expenditures associated with their areas of responsibilities so that they are consistent with the overall mission and needs of the department.
 - d) Ensuring all persons are treated in accordance with the values of the Department.
 - e) Bringing accurate, timely, and important information to the attention of the Deputy Chief of Police.
- c. Deputy Chief of Police.
- 1) The Deputy Chief of Police is responsible for the day-to-day operations of the Department. In that role he or she is also responsible for
 - a) Monitoring the overall level of public trust and the professional reputation of the Department and the level of professionalism among all members of the Department.
 - b) Maintaining the transparency of operations and decisions in the eyes of the public.
 - c) Ensuring effective collaboration among Town departments, service providers, other external agencies and the Town's various boards and commissions.
 - d) Allocating resources to ensure the highest-possible level of police services.

- e) Ensuring that officers receive from subordinate ranks and units the guidance, training, professional development and resources they need.
 - f) Ensuring that accurate, timely and important information is brought to the attention of the Chief of Police.
 - g) Serving as Acting Chief of Police when the Chief of Police is out of town or as directed by the Chief of Police or Board of Police Commissioners.
- d. Chief of Police.
- 1) Under the direction of the Board of Police Commissioners, the Chief of Police is the Chief Executive Officer and leader of the East Haven Police Department pursuant to Chapter VI, Section 7 of the Town of East Haven Charter and Ordinances. The Chief of Police is responsible for:
 - a) Reinforcing the values, vision and mission of the Department internally and externally.
 - b) Securing the resources to carry out the mission.
 - c) Ensuring all members of the Department are carrying out their duties in a manner that is consistent with the department's mission.
 - d) Instilling the core values that guide the Department.
 - e) Accepting the responsibility for the conduct of the members of the Department, and taking decisive action to correct any matters which may damage the reputation and effectiveness of the Department.
 - f) Creating a working environment that is designed to carry out the Department's overall mission.
 - g) Managing the Department's relationships with the Mayor's Office, the Board, the Town Council and all other relevant units of government at the Town, County, State and Federal levels.
 - h) Overseeing the Department's external communications through the news media and other media.
 - i) Issuing orders as may be necessary to ensure the effectiveness and efficiency of the Department. These orders must be consistent with policies and procedures, the policies adopted by the Board, the ordinances of the Town, and the laws of the State of Connecticut.
 - j) Reporting to the Board at each regular monthly meeting of the Board, and as often as deemed necessary, on the state of the Department.

IV. ORGANIZATIONAL STRUCTURE

- A. The Board of Police Commissioners shall establish the organizational structure of the Department.
- B. For purposes of effective and efficient delivery of services and administration, the Department is arranged in Offices, Divisions, Units, Squads and Teams.
- C. Offices, Divisions, Units, Squads and Teams.
 1. Office of the Chief of Police, which comprises of the following.
 - a. Chief of Police.
 - b. Direct Reports:
 - 1) Deputy Chief of Police.
 - 2) Public Information Officer.
 - 3) Confidential Secretary.
 2. Office of the Deputy Chief of Police, which comprises of the following.
 - a. Deputy Chief of Police.
 - b. Direct Reports:
 - 1) Head of the Patrol Division.
 - 2) Head of the Investigative Services Division.
 - 3) Head of the Records Division.
 - 4) Head of the Administrative and Training Division.
 - 5) Head of the Traffic Maintenance Division.
 - 6) Professional Standards Officer.
 3. Patrol Division, which comprises of the following.
 - a. The Head of the Division.
 - b. Patrol Squads A, B, C, D, and E.
 - c. Canine Unit.
 - d. Motorcycle Unit.
 - e. Bicycle Unit.
 - f. Dive Team/Marine Unit.

- g. Traffic Maintenance Division.
- 4. Detective Division, which comprises of the following.
 - a. The Head of the Division.
 - b. Detective Division Supervisor.
 - c. Detectives.
 - d. Family Violence Liaison.
 - e. Officer(s) assigned to Task Force(s).
- 5. Records Division, which comprises of the following.
 - a. The Head of the Division.
 - b. Records Clerks.
 - c. Information Technology.
 - d. Court Liaison.
 - e. Evidence.
 - f. DARE Officer.
 - g. Internship Programs.
- 6. Administrative and Training Division, which comprises of the following.
 - a. The Head of the Division.
 - b. Budget and Fiscal Administration.
 - c. Grants Administration.
 - d. Training Officers.
 - e. Information Technology.
 - f. Recruiting and Background Investigations.

D. Supervisory Span of Control

- 1. Under normal circumstances, no more than six (6) employees shall be under the immediate control of one supervisor. This does not preclude larger spans-of-control in emergency, exigent circumstances, limited staffing availabilities, or training situations.

2. Supervisors at each level in the Department are accountable for the performance of employees under their immediate supervision.
- E. Detailed job descriptions will be maintained and will be available to all members of the Department via the Power DMS computer system.
1. A documented review of the job descriptions for all members of the Department will be conducted every four (4) years to ensure relevancy.
 - a. The job descriptions will be updated accordingly by the Chief of Police or by his/her designee.
 2. All job descriptions for positions covered by a collective bargaining agreement additionally require approval of the East Haven Civil Service Commission.
- F. The organizational structure of the Department is depicted graphically on an organizational chart and will be available to all members of the Department via the Power DMS computer system. The Organizational Chart will also be made available to the public via the Department's website.
1. The Organizational Chart displays the chain of command members of the Department shall adhere to. The Organizational Chart shall be reviewed and updated on an as-needed basis by the Chief of Police or by his/her designee.
- G. Command Protocol
1. In the absence of the Chief of Police, which can include being out of town or otherwise unable to command, the Chief of Police shall designate the Deputy Chief of Police to serve in the capacity of Chief of Police; such designation shall be expressed in writing.
 2. In the event of an exceptional situation and the Chief of Police and Deputy Chief of Police are absent, and a designee has not been selected by Chief of Police and/or Deputy Chief of Police, the next highest-ranking officer shall serve in the capacity of the Chief of Police. The determination for the highest-ranking officer will be based on rank and time in rank.
 3. In situations involving personnel of different functions who are engaged in a single operation, the supervisor who is in charge of the operation will have command authority unless otherwise dictated by a superior officer.
 4. The command authority in the normal day-to-day operations of the Department shall be as follows:
 - a. Chief of Police.
 - b. Deputy Chief of Police.
 - c. Next Highest-Ranking Officer – Rank and Time in Rank; or as determined by the Chief of Police.

H. Lawful Orders

1. A member of the Department shall obey all lawful orders or directives issued to him/her by a supervisor including orders relayed from a supervisor via another member of the Department.
2. Policies and Procedures # 201 – Code of Conduct addresses the procedure to be followed by a member of the Department who receives a conflicting order from different supervisors.

I. Notification of Significant Incidents

1. The Chief of Police, Deputy Chief of Police, or their 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 interest. These incidents include, but may not be limited to the following:
 - a. Suspected or reported excessive use of force.
 - b. Use of force resulting in serious physical injury.
 - c. Vehicle pursuit resulting in a serious motor vehicle accident or serious physical injury.
 - d. Arrests involving unusual circumstances or high-profile individuals.
 - e. Civil rights violations.
 - f. Violation of criminal law by members of the Department.
 - g. Incident involving members of the Department that resulted in significant property damage.
 - h. Domestic violence involving a member of the Department or any other law enforcement agency.
 - i. Emergencies or Disasters including those defined by the Emergency Mobilization and Preparedness Policies and Procedures # 606 – Emergency Mobilization and Preparedness.

J. Departmental Coordination

1. Members and departmental functions on all levels of the Department shall encourage and support the exchange of information for the purpose of coordinating activities and accomplishing the goals and objectives of the Department. Information will be shared among members of the Department in at least the following ways.
 - a. Supervisor Meetings.
 - b. Staff Meetings.

- c. Roll Call Briefings.
- d. Departmental Email.
- e. Telephone.
- f. Press Release.

K. Goals and Objectives

- 1. The Chief of Police or his/her designee shall formulate and establish goals and objectives for the Department and for each major division of the Department.
 - a. The goals and objectives shall support the mission and vision statements of the Department and shall be reviewed and updated annually.
 - b. The goals and objectives shall be made available to all personnel accordingly.