	Greenville, SC Police Department		
	<b>GENERAL ORDER</b>		
<b>Subject</b> Organization and Authority	<b>Number</b> 130A5	<b>Type</b> Administrative	
<b>Effective Date</b> August 31, 2017	<b>Amends/ Rescinds</b> 130A4	<b>Pages</b> 1 of 9	<b>Re-evaluation</b> Annual-March
<b>References</b> CALEA 1.1.1; 11.1.1; 11.2.1; 11.2.2; 2; 11.3.1; 11.3.2; 12.1.2; 12.1.3; 12.1.4; 15.2.1; 15.2.2; 16.1.1; 16.1.2; 16.2.1			<b>Notes</b>

## 1.0 POLICY

The Greenville Police Department is organized to efficiently and effectively deliver law enforcement services to the City of Greenville. The Greenville Police Department utilizes a chain of command system designed so that each officer has a specific supervisor to whom they are accountable. Each supervisor in turn is accountable to a superior officer. Employees must understand the operation of the chain of command and their role in the organization.

## 2.0. ORGANIZATIONAL STRUCTURE

The Greenville Police Department consists of seven divisions. The span of control of the Chief of Police consists of these six divisions:

- Professional Standards
- Field Operations Division
- Investigations Division
- Support Division
- Administration Division
- Strategic Planning and Analysis
- Communications

2.1 The Field Operations Division is commanded by a Captain and is responsible for day-to-day patrol services which include: response to crimes in progress, investigations of suspicious circumstances, initial investigation of crime, investigation of traffic collisions, and response to all other calls for service.

2.1.1 The four zones that constitute the Operations Division are each under the supervision of a Uniform Patrol Lieutenant. Uniform Patrol is organized as follows:

- Captain- one Operations Captain supervises four Zone Lieutenants, including the Central Business District (CBD) platoon.

- Lieutenant- each Lieutenant supervises four Patrol Supervisors (combination of Sergeant and Master Patrol Officer).
- Patrol Supervisor- each Patrol Supervisor supervises a set group of patrol officers

2.2 The Support Division is commanded by a Captain. The Central Services Section is commanded by a Lieutenant. A Sergeant supervises the Traffic/Special Enforcement Unit, a Sergeant supervises Warrants and Court Security, and a Sergeant supervises the Crime Response Team. This division includes the following functional components:

- Support Teams
- Special Operations
- Traffic
- Animal Control
- Community Response Team
- School Resource Officers
- Court Security and Warrants
- GRAVITY Program
- Special Teams
- Chaplains

2.3 The Investigations Division is commanded by a **Captain** and is responsible for the investigation of major crimes against persons and property, as well as the Victim/Witness Advocate function.

- The Youth Services Unit/Family Crime Unit is responsible for investigation of cases involving juveniles.
- The White Collar Crimes Unit is responsible for investigating fraud, identity theft, forgery, breach of trust, and other white collar cases.
- The Property Crimes Unit investigates crimes of burglary, auto breakings, auto theft, arson, and other property crimes.
- The Crimes Against Persons Unit investigates all crimes committed against individuals such as aggravated assaults, robberies, rapes and murders.
- The Victim/Witness Unit provides aid and support to victims and witnesses of crime.



- The Computer and Internet Crimes against Children (ICAC) unit manages computer crimes.
- Case Management and Pawn Shops function keeps records regarding case management and manages pawn shop information.
- The Follow-up Unit consists of at least one officer assigned to follow up investigations of minor offenses. Officer(s) assigned to this unit are responsible to complete investigations of a minor nature.
- Investigative Taskforce Officers include Homeland Security, FBI, DEA, and ATF taskforces.

2.3.1 The Special Operations Section is responsible for vice and narcotics related crime, as well as community oriented policing strategies through the Community Response Team. A Lieutenant supervises a Sergeant who is responsible for the Vice and Narcotics Unit.

2.4 The Administration Division is commanded by a Captain with the following functional components:

- Policy Management Group
- Fiscal Management
- Property Management
- Special Events
- Training
- PIO

2.5 The Professional Standards Division is commanded by a Captain and is responsible for the investigation of all complaints made against employees for misconduct and the recruitment and hiring function of the department. This division is also responsible for acting as a liaison to the Commission on Fire and Police Practices in personnel matters. The Professional Standards Captain reports directly to the Chief of Police.

2.6 Strategic Planning and Analysis is commanded by a civilian Director and is responsible for the planning, criminal intelligence, crime analysis and social media functions of the agency. The Director of Planning reports directly to the Chief of Police.

2.7 Communications is commanded by a civilian Director who supervises the 911 and radio functions of the police and fire department and the CALEA accreditation process. The Communications Director reports directly to the Chief of Police.



## 2.8 Chain of Command

2.8.1 All department personnel will use the proper chain of command when it becomes necessary to officially communicate with a supervisor.

2.8.2 In the event, there is a conflict with the supervisor; the employee may advance the situation to the next level of command.

## 3.0 STAFF MEETING PROCEDURE

Staff meetings will be held regularly to provide effective communications between the organization levels of the police department. The purpose of these meetings will be to aid the communication, coordination and cooperation of all department and city functions.

3.1 Command Staff Meetings will be held each week at a time and place to be designated by the Chief of Police. Members in attendance will be the Chief of Police and Division Commanders.

3.2 Accreditation and policy management meetings will be held at least once a quarter. Members in attendance will be the Accreditation Manager, lieutenant assigned to training, and any others who may be required to attend.

3.3 COMPSTAT meetings will be held every two weeks. These meetings include representatives from all divisions.

3.4 Divisions and units of the police department will have regular meetings as needed.

3.5 All personnel of the police department will have an opportunity to meet with the Chief of Police. These meetings will be scheduled through the employee's chain of command as necessary.

## 4.0 UNITY OF COMMAND

4.1 Each sworn officer and non sworn position is accountable to only one supervisor at any given time. This supervisor is responsible for a fixed number of employees and will complete evaluation reports on those personnel. There may be times, such as during the absence of a supervisor that another supervisor may direct or issue commands to officers normally not under their direct supervision.



- 4.2 Each organizational component is under the direct command of only one supervisor.
- 4.3 Whenever undertaking an operation involving officers from more than one division it will be clearly stated who is in command of the operation.
  - 4.3.1 While rank normally determines command the needs of the operation and the expertise required may dictate that an officer of lesser rank be given command.
  - 4.3.2 On an incident scene the scene commander is normally the ranking patrol officer. If it is a crime scene to be investigated by the Investigative Section, the investigator may assume control over the scene itself. The patrol Incident Commander will maintain control of the perimeter and provide support to the investigator(s) as needed.
  - 4.3.3 Orders relayed from a superior by an officer or employee of the same or lesser rank as the receiving officer will be obeyed as if directly communicated by the superior officer.

## 5.0 SPAN OF CONTROL

- 5.1 On a day to day basis and for purposes of administrative supervision (personnel evaluations, discipline, counseling, etc.), line supervisors (sergeants, communications supervisors, etc.) will be responsible for no more than twelve officer and/or civilian positions. During times of special assignment and/or training this span of supervision may be exceeded up to a maximum of twenty personnel.
- 5.2 If permanently assigned personnel continue to exceed the standard for more than ninety days the Division Commander of the affected section will evaluate the causes and take action to correct the span of control.
- 5.3 During daily shift operations on duty first line supervisors may supervise up to twelve officers/civilians regularly. Lieutenants will be responsible for no more than five sergeants/supervisors, or a combination of officers/civilians not to exceed twelve.
- 5.4 Captains and above will be responsible for supervising no more than five supervisors, or a combination of officers/ employees not to exceed twelve. These standards may be exceeded during temporary periods of adjustment or emergency.

## 6.0 ALLOCATION OF PERSONNEL



- 6.1 Allocation is defined as the determination of the overall number of personnel needed for the police department and for each internal organizational component.
- 6.2. The Administration Division will be responsible for the publication and maintenance of a table of organization for the police department. Additionally, the Administration Division will provide a position management system which provides:
- The number and type of positions authorized in the agency's budget;
  - Location of each authorized position within the agency's organizational structure;
  - Position status information, whether filled or vacant, for each authorized position in the agency.
- 6.3 The police department will allocate personnel to organizational components in accordance with workload assessments. These workload assessments will be conducted every three years by the Strategic Planning and Analysis Division.
- 6.4 The police department will encourage the utilization of civilian employees whenever appropriate, ensuring that sworn officers are assigned to activities requiring law enforcement authority.
- 6.5 Each specialized assignment, defined as an assignment characterized by increased levels of responsibility and specialized training, will be reviewed annually to determine whether that position should continue. The annual review will include:
- A listing of the department's specialized positions;
  - A statement of the purpose for each listed position;
  - The evaluation of the initial problem or condition that required the implementation of the specialized assignment and if it should be continued.
- 6.6 The criteria for selection of personnel for specialized assignments will be based on a combination of knowledge, skills, abilities, experience, formal education, and length of experience required for the position.
- 6.7 Specialized assignment positions include:
- Field Training Coordinator;
  - Training Coordinator;



- Public Information Officer;
- Patrol Canine Officer;
- Traffic/Special Enforcement Officer;
- School Resource Officer;
- Community Outreach Team;
- Field Training Officer;
- Crisis Negotiation Team Member;
- Dignitary Protection Team Member;
- Victim/Witness Counselor Backup;
- SWAT Team Member.

## 7.0 OPERATIONAL PLANNING

Strategic planning is a vital function of a law enforcement agency. The Greenville Police Department will utilize strategic planning procedures in order to maximize the efficiency and effectiveness of the department. Annual goals and objectives, as a component of the strategic plan, will be established which will support the overall priorities and objectives of the City of Greenville. Progress toward attaining these goals will be monitored and adjustments made as necessary on an annual basis.

Each year, the Police Department will formulate, update, and distribute its goals to City Government and department personnel.

7.1 The Strategic Plan will coincide with the annual budget cycle, which runs from July 1 through June 30 of each year. The Strategic Plan, at a minimum, will cover the following considerations:

- Long-term goals and operational objectives;
- Anticipated workload and population trends;
- Anticipated personnel levels;
- Anticipated capital improvements and equipment needs; and
- Provisions for review and revision as needed.

7.2 The Strategic Plan will, at a minimum, forecast five years beyond the current year. The plan will be updated annually.

7.3 The Strategic Plan will include specific goals and objectives of each major organizational component of the Greenville Police Department which will be updated annually. Goals and objectives may be based on a calendar year time period if necessary to coincide with city management strategies or for management convenience.

7.4 The police department's annual goals and objectives will be published to City of Greenville government officials through the City Manager by



April 15th of each year, unless otherwise directed. This document will address objectives to be accomplished during that fiscal year.

7.2 Each division commander will submit a divisional work plan to be used in formulating the department's goals and objectives for the coming year.

7.2.1 The work plan will be developed using input from all levels of personnel in each division.

7.2.2 The work plan will have, when applicable, measurable objectives and completion dates.

7.2.3 The work plan will support the public safety mission of the police department and will address specific City of Greenville priorities.

7.2.4 The work plan will be submitted to the Chief of Police by March 31st of the present year.

7.3 After approval, these yearly goals will be made available to all personnel.

7.4 Each division commander will update the previous year's goals and objectives. Updates will indicate if goals and objectives were attained, to what degree, explanations if they were not achieved and recommendations regarding further pursuit of stated goals and objectives.

7.5 Each division commander will submit quarterly reports to the Chief of Police reporting progress made toward attaining stated goals and objectives. The Strategic Planning and Analysis Division is responsible for developing a system for tracking and evaluating progress toward attaining goals and objectives.

7.6 These goals and objectives, along with other input, will be used to update and change the police department's Strategic Plan. The plan, utilizing graphs and charts to measure progress during that time period, will be updated and published by July 1st of each year.

## 8.0 **AUTHORITY AND RESPONSIBILITY:**

The Code of Laws of South Carolina 5-7-30 and the Code of the City of Greenville 20-33 authorizes and empowers police officers to order, or cause, the arrest of any person who violates any of the ordinances of the city or laws of the state.

8.1 Each police officer will have, and is hereby delegated, authority commensurate with responsibility. Each employee is to be fully





accountable for the use of that delegated authority, as well as for the failure to use it.


- 8.2 All personnel will take and abide by an oath of office to enforce the law prior to assuming sworn status.
- 8.2.1 In accordance with the City of Greenville Code of Ordinances, Section 20-34, all officers will take an oath of office before entering upon the discharge of their duties.
- 8.2.2 The Oath of Office for police officers, as specified in 20-34, reads as follows:
- “I do solemnly swear that I am duly qualified, according the Constitution of this State, to exercise the duties of the office to which I have been appointed and that I will, to the best of my ability, discharge the duties thereof, and preserve, protect, and defend the Constitution of this State and of the United States. So help me God.”
- 8.3 Each supervisor will be responsible for the performance of each employee under their immediate control.
- 8.4 Employees are required to carry out all lawful orders of a superior officer including lawful orders relayed by an employee of the same or lesser rank.
- 8.5 In the event that an officer or employee receives a lawful order that is in conflict with an existing order, the employee should:
- 8.5.1 Notify the order giver that there appears to be a conflict between their order and an already existing order or directive and ask for resolution.
- 8.5.2 If the order giver does not resolve the conflict and persists in requiring the new order be followed the employee will follow the most current order.
- 8.5.3 The supervisor ordering an employee to ignore a lawful order should make every effort to reconcile the differences and must report, at the earliest possible convenience, to the other authority why the order was changed.
- 8.6 Unlawful Orders



- 8.6.1 No commander or other supervisory personnel will knowingly and willfully issue any order which is in violation of any law, statute, ordinance, or agency directive.
- 8.6.2. No employee is required to obey any order which is contrary to law, statute, ordinance, or agency directive.
- 8.6.3 The responsibility to refuse to obey any unlawful order rests with the individual employee and shall require justification of action.
- 8.6.4 Employees receiving any unlawful order shall report this fact, in writing, to the next higher level of authority, through channels, as soon as possible.
- 8.7.7 At no time, will an employee be subject to retribution as a result of bringing the knowledge of an unlawful order through the chain of command.

#### 9.0 ORDER OF SUCCESSION

- 9.1 In the absence of the Chief of Police the command of the police department will defer to a Captain named at the Chief's discretion.
- 9.2 In the event of the absence of multiple commanders simultaneously the succession will be to the highest ranking officer descending through the ranks of captain, lieutenant, and then sergeant.

  
Kenneth C. Miller,  
Chief of Police

8-31-17  
Date

