



# CONCORD POLICE DEPARTMENT STANDARD OPERATING PROCEDURE

## ORGANIZATION OF THE CONCORD POLICE DEPARTMENT

**GENERAL ORDER:** 01.02

**CALEA STANDARD:** NA

**ISSUE DATE:** April 15, 2016

**ACTION:** Creates General Order.

**EFFECTIVE DATE:** April 25, 2016

### **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, effective April 25, 2016. 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.

### **01.02.03** **ADMINISTRATION BUREAU**

This component shall consist of a Deputy Chief of Police and such support staff as deemed necessary by the Chief of Police. In the absence of the Chief of Police, the Deputy Chief of Police shall assume the duties and responsibilities of the Chief of Police as allowed by city policy and/or law. The Deputy Chief of Police shall also be responsible and accountable for the governance, leadership, performance, efficiency, and general good conduct of the department. The Deputy Chief of Police shall be delegated responsibility for budget development and management, strategic planning, police facilities and fleet management, public relations (social media), and shall be assigned command of the organizational components outlined below:

#### **A. SUPPORT SERVICES 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 recruiting, assisting with the hiring process, training, coordinating career development, records management, open records requests, court ordered records requests, customer service, managing security alarm and false alarm processes, and shall be assigned command of the organizational components outlined below:

1. Recruiting and Training

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 process in collaboration with Human Resources.

This component shall also be responsible for planning, developing, executing, 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.

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.

2. 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.

## B. MANAGEMENT ANALYSIS AND PLANNING

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 research, analysis, project management, tactical and strategic planning, and creating collaborative partnerships with community organizations and other government agencies. This component shall also enter into communication and correspondence with other organizations, retain certain records, secure alternate sources of funding for department initiatives under the direction of the Chief of Police, and shall be assigned command of the organizational components outlined below:

1. 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.

2. Planning and Logistics

This component shall be responsible for planning, scheduling, and coordinating department personnel and resources for off duty employment, special events, and any other gatherings or events as directed by the Chief of Police. This component shall also negotiate and manage off duty employment related contracts, and other contracts as may specifically be directed by the Chief of Police. Only the Chief of Police, or his/her specifically identified designee, may enter into a contract on behalf of the department.

This component shall also be responsible for planning, coordinating, preparing, and publishing department orders, directives, surveys, and other information intended for department-wide dissemination. This does not preclude commanding officers from other work locations from authoring and disseminating department-wide information pursuant to their specific duties or area of responsibility (i.e., Major Crimes publishing a memo related to a change in case law; or, Recruiting and Training publishing a memo related to upcoming in-service training).

This component shall also be responsible for researching and applying for alternate sources of funding. The grant management process includes but it not limited to monitoring grant awards, expenditures, compliance, and periodic reporting as required by a grantor.

### C. INFORMATION TECHNOLOGY

This component shall consist of a contracted professional who shall report to the Deputy Chief of Police 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.

#### **01.02.04 PATROL BUREAU - EAST**

This component shall consist of a Police Major and such support staff as deemed necessary by the Chief of Police. The Police Major shall also be responsible and accountable for the governance, leadership, performance, efficiency, and general good conduct of the department. The Police Major shall be delegated responsibility for patrol and investigative operations in a geographic area of responsibility 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. EAST INVESTIGATIONS

This component shall be responsible for supporting patrol operations – within the territorial boundaries of Adam and Baker districts – through the investigation, relentless follow-up, and case management of felony crimes that are not specifically assigned to the Major Crimes Division, and any other crimes as directed by the Chief of Police. This component shall work closely with personnel assigned to Adam and Baker districts; develop and share actionable intelligence concerning the geographic locations that attract crime and the people responsible for committing crime; and use its investigative expertise to guide and mentor less experienced personnel.

### **01.02.05 PATROL BUREAU - WEST**

This component shall consist of a Police Major and such support staff as deemed necessary by the Chief of Police. The Police Major shall also be responsible and accountable for the governance, leadership, performance, efficiency, and general good conduct of the department. The Police Major shall be delegated responsibility for patrol and investigative operations in a geographic area of responsibility as prescribed by the Chief of Police and shall be assigned command of the organizational components outlined below:

#### A. 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.

#### B. 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.

#### C. WEST INVESTIGATIONS

This component shall be responsible for supporting patrol operations – within the territorial boundaries of Charlie and David districts – through the investigation, relentless follow-up, and case management of felony crimes that are not specifically assigned to the Major Crimes Division, and any other crimes as directed by the Chief of Police. This component shall work closely with personnel assigned to Charlie and David districts; develop and share actionable intelligence concerning the geographic locations that attract crime and the people responsible for committing crime; and use its investigative expertise to guide and mentor less experienced personnel.

### **01.02.06 SPECIAL OPERATIONS 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 bureaus with operational support by using a variety of specialized teams, intervention strategies, and tactics. This component shall partner with patrol, schools, and the community; work collaboratively to reduce the levels of crime, fear, and disorder in neighborhoods; improve the quality of life for Concord's citizens, visitors, and businesses; and have a positive and lasting impression on the lives of student aged youth. 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. 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 bureaus 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.

## C. 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 using a combination of motor vehicles and motorcycles 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 provide a highly visible uniformed presence in and around the city hall complex during established business hours, City Council meetings, and other special meetings where a uniformed police presence is required or as otherwise directed by the Chief of Police.

This component shall provide a highly visible uniformed presence in and around city parks and recreation areas, including inside such facilities as necessary. This component shall engage the community and visitors who utilize city park and recreation facilities; and, as directed by the Chief of Police, participate in park and recreation events and provide or facilitate educational and mentoring programs to youth.

This component shall enforce city parking ordinances by proactively patrolling in and around the *Center City* area and responding to parking related complaints. This component shall also assist with other parking and traffic safety related duties as directed by the Chief of Police.

This component shall assist school aged youth, and other citizens who may need assistance, to safely cross such streets and intersections as directed by the Chief of Police.

**D. 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.

**01.02.07 MAJOR CRIMES 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 bureaus 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.

**A. 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.

**B. 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 bureaus and investigate other crimes not outlined above as directed by the Chief of Police.

**C. 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 and open air drug markets. 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.



GARY J. GACEK  
CHIEF OF POLICE