

Organizational Structure and Responsibility

200.1 DUTIES AND FUNCTIONS OF RANK

Agency Content

The use of rank is the method used by the Chief of Police for dividing personnel according to the level of authority, responsibility, and accountability each rank possesses in the discharge of duties:

- (a) Chief of Police is the Commanding officer of the Police Department. His mandates include: Leadership, control of the administration, management and discipline of the Department and its members, appointment and promotion of members, assignment of personnel, advancing Departmental goals and objectives, establishing rules, regulations, policies and procedures in accordance with the City of Syracuse Charter, and in accordance with applicable laws.
- (b) First Deputy Chief of Police is the Chief of Operations, overseeing all Bureaus of the Department, and may also command a Bureau as assigned by the Chief of Police. The First Deputy Chief serves as an executive administrative aide to the Chief of Police. In the Absence of the Chief of Police the First Deputy Chief of Police acts as the Chief of Police.
- (c) Deputy Chief of Police is the Commanding Officer of a Bureau(s) within the Department and is responsible for the supervision of its Divisions and Sections. A Deputy Chief is responsible directly to the Chief of Police who may designate the order in which deputy Chiefs shall discharge the duties of Chief of Police in the absence of the Chief.
- (d) Duty Chief, unless otherwise ordered by the Chief of Police, a person having the rank of Deputy Chief will be assigned the position of Duty Chief each Friday commencing at 1700 hours and then relieved of such duty the following Monday at 0800 hrs. The Duty Chief will be responsible for inspections, supervision, and for all activities of the Department during such period. The Duty Chief will be readily available to E911 communications at all times and if the presence, permission, or notification of the Duty Chief is required, pursuant to the Rules and Regulations and Procedures of the Department, members shall perform their responsibilities in this regard immediately.
- (e) Captain, unless otherwise assigned, is the Commanding Officer of a Division or zone, which, in the opinion of the Chief of Police, because of its importance or responsibilities requires the assignment of a captain. The rank of captain is generally responsible to the Chief of Police through a Bureau Deputy Chief.
- (f) Lieutenant, unless otherwise assigned, is the Commanding Officer of a Division or Section. In the absence of their immediate captain, assumes the responsibilities and command of such captain. A lieutenant may also command a Unit of the Department which, in the opinion of the Chief because of its importance or responsibilities, requires the assignment of a lieutenant. A lieutenant is responsible to a Captain, Deputy Chief, or the Chief of Police.
- (g) Sergeant is a supervisor within their assigned Unit in the Department. In the absence of their immediate lieutenant, unless otherwise ordered, will assume the responsibilities and duties of such lieutenant, or will command a Division or Section of the Department,

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which in the opinion of the Chief of Police warrants the supervision of a sergeant. A sergeant is responsible to a lieutenant unless otherwise ordered by the Chief of Police.

- (h) Police Officers perform general or specific or special duties in any Unit of the Department as assigned by the Chief of Police. A police officer is responsible to a sergeant unless otherwise ordered by the Chief of Police.
- (i) Civilian Employees of the Department perform general or specific duties in a Unit to which they are assigned and are responsible to a person of the next highest rank unless otherwise ordered by the Chief of Police.

200.2 OFFICES / DIVISIONS UNDER THE OFFICE OF THE CHIEF OF POLICE

Best Practice **MODIFIED**

Office of Professional Standards is responsible for receiving and investigating complaints against members of the Department (sworn and civilian), maintains documentation of complaints, submitting findings to the Chief of Police, prepares charges (criminal, civil, and Departmental) when appropriate, and assists in representing the Department in arbitration. The Commanding Officer of the Division is accountable to the Deputy Chiefs of Police and the Chief of Police.

Office of Public Relations will, under the direction of the Chief of Police, act as a liaison between the Syracuse Police Department, the public, and the news media. The Public Relations Office will be responsible for carrying out duties as directed by the Chief of Police or Designee, as well as, the below listed duties and responsibilities:

- (a) Build and execute social media strategy through competitive research, platform determination, benchmarking, messaging, and audience identification with the goal of enlarging the Syracuse Police Department's social media footprint.
- (b) Enhance and manage all social media venues including but not limited to Facebook, Twitter, Instagram, the Department's Public Webpage, etc. to improve interactive satisfaction between the Syracuse Police Department and the public.
- (c) Generate, edit, publish and share daily content (original text, images, video or HTML, crime prevention tips) that builds meaningful connections and encourages community members to take action.
- (d) Set up and optimize company pages within each platform to increase the visibility of company's social content with an aim at highlighting police\community opportunities, engagements, and successes.
- (e) Continuously improve by capturing and analyzing the appropriate social data/metrics, insights and best practices, and then acting on the information.
- (f) Collaborate with community groups like Tomorrow's Neighborhoods Today (TNT), Neighborhood Watch Groups of Syracuse (NWGS), Syracuse United Neighbors (SUN), and Neighborhood Associations to identify key players and coordinate actions.
- (g) Coordinate media efforts, press conferences (as needed), and public communications during police emergency response events.
- (h) Oversee media training of key department spokespersons (including C.O.s) and assist city staff in media relations and public information policies and procedures.

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- (i) Respond to media inquiries related to the Police Department and coordinate interviews and information response.
- (j) Write, edit, and send out news releases about the Police Department.
- (k) Support the Chief of Police and Command Staff with pre-written statements and messages for media interviews and appearances.
- (l) Prepare reports and presentations about the Police Department for community groups and City Council.
- (m) Update and keep current information on the Police Department website through the city's content management system.
- (n) Serve as on-call PIO on select nights/weekends in response to police high-profile calls.
- (o) Attend conferences, trainings, and other meetings to stay current with successful practices in public information and learn new skills.
- (p) Produce public service announcements.
- (q) Proactively search for positive police-related news stories to push out to the media and post on the SPD Website.
- (r) Provide blog, newsletter and/or video internal communications messages for the Police Department.
- (s) Community Relations Section educates the public on crime prevention and seeks to establish and enhance relationships between police and individuals and groups toward identifying and solving community problems. The Section meets with various community groups and individuals giving lectures and presentations and functions as a liaison with state and local social service agencies for aging. Develops and administers programs such as The Right Information and Direction, Seniors and Law Enforcement Together, Crime Prevention, and Neighborhood Watch for senior citizens.

Office of Legal Affairs (OLA) manages Department legal matters. The Office is responsible for advising and assisting the Chief and his Command in developing and reviewing new and existing policies, practices, and training, confirming that Department Rules and Regulations, policies, practices, and training are in accordance with best practices; assisting Department Chiefs, Commanders, Supervisors, and Members in the review, interpretation, application, and enforcement of local, state, and federal laws; assisting the Department in its participation in judicial, administrative, and legislative processes at the local, state, and federal levels, and acting as liaison to the City of Syracuse Office of Corporation Counsel, as well as various local, state, and federal boards, offices, and agencies, regarding Department legal matters. The Office is further available for the administrative review of actions performed by Officers in the line of duty so as to ensure Department alignment with State and Federal law regarding Department policies, training, and police practices.

The Compliance Unit is responsible for gathering and transmitting Departmental documents and information, to agencies beyond the City of Syracuse organization, which are mandated under the law. The unit will provide support to the department's sworn members to ensure adherence to New York State Criminal Procedure Law §245 and New York State Executive Law §837T. The

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unit will ensure materials that are responsive to official requests under the law are transmitted in a timely manner.

Audit and Budget Control Division is responsible for the preparation and management of the Department's budget; oversees and maintains records concerning the requisitioning of agency property and expenditures, the administration of employee status, payroll, program cost analysis, grant fiscal management, and overtime information and records.

200.3 DIVISIONS / SECTIONS UNDER THE SUPPORT SERVICES BUREAU

Agency Content

The Support Services Division facilitates the strategic application and management of information and resources in the deterrence, detection, prevention, and mitigation of the effects of natural, technological, and man-made hazards that can negatively impact the community; and strengthens the preparedness, timely response, and recovery from any disaster, critical incident, or other emergency. Responsibilities include the evaluation of procedures, tactics, and techniques to be employed during disasters and other emergencies, establish and maintain liaisons with the other governmental agencies for mutual assistance as well as observe and evaluate Departmental actions in the mitigation of serious or unusual occurrences.

- (a) Special Events Unit is responsible for planning and coordinating police services, for a multitude of public and private events conducted in the City of Syracuse.

Training and Education Division is responsible for the coordination and administration of the Police Department training programs; planning and developing Departmental training standards and programs; monitors training methods, identifies training needs necessary for adherence to state and federal laws, and Department policies. Prepares and distributes training bulletins, administrates in-service and field training officer programs, physical fitness evaluations, and firearms training and qualifications, and police academy programs. Maintains records of training standards, programs, and lesson plans.

- (a) Police Academy Section is responsible for the administration and education of police recruits in accordance to the minimum standards set forth in the NYS Bureau of Municipal Police Basic Course for Police Officers, and promulgates rules governing the completion of such course.
- (b) Armament Section is responsible for coordination of Departmental firearms training and maintains Departmental weapons and related inventory and firearms proficiency records.
- (c) In-service Section is responsible for the coordination and administration of in-service training and continuing education for sworn and civilian employees. Maintenance of departmental training orders, requests and records.
- (d) Recruitment Section is responsible for conducting comprehensive campaigns to solicit and encourage prospective police officer candidates to seek employment with the Department.

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- (e) The Wellness Officer is responsible for coordinating the Department's peer support and mental health support efforts.

Ordinance Enforcement and License Section is responsible for processing, inspecting, and enforcing violations of city licenses and ordinances. Enforcement efforts are coordinated with Departmental Units, and other city Departments such as Animal Control, Public Works, and Parks and Recreation to achieve compliance and eradicating conditions of physical decay in neighborhoods.

- (a) The License Section may be assigned to conduct background investigations for subjects applying for business or other licenses. These types of background investigations shall be conducted in a discreet manner. Information obtained may often be sensitive in nature, and confidentiality of the information must be maintained. Information obtained during a background investigation for the purpose of licensing shall be used only to determine the subject's suitability for licensing, and distributed only to the licensing authority that requested the investigation. Records shall be maintained in a secure file by the License Section and purged upon the direction of the Chief of Police.
- (b) School Crossing Guard Unit is responsible to provide street crossing safety to students attending schools throughout the City of Syracuse.
- (c) Parking Checker Unit is responsible for issuing parking violation tickets for illegally parked vehicles within the City of Syracuse

Human Resources Division is responsible for the selection process of all Department members; coordinates selection process activities with Department of Civil Service, establishes and maintains procedures which conform to federal and state regulations for hiring; conducts and coordinates comprehensive background investigations examining issues of moral character and suitability of employment for sworn and non-sworn positions within the Department, maintains personnel records, prepares and maintains all documentation relating to the appointment, transfer, retirement, termination, secondary employment, and commendation files of all employees, prepares orders relating to the assignment of personnel, maintains and validates employee records of attendance; furlough, military, administration, administers time accumulated and/or used by all employees, Prepares reports for the New York State Police and Firemen's retirement system and maintains Departmental roster and personnel status reports.

- (a) Medical Section maintains and validates employee records of attendance; sick, injured, monitors medical leave procedures, and prepare reports for the Occupational Health Administration.
 - 1. Medical Leave Unit is responsible for maintaining personnel records of employees who have been assigned to medical leave.

Technology & Program Management Division is responsible for developing, preparing, publishing, and maintaining records of all Departmental Rules & Regulations and orders (except Personnel Orders) Responds to surveys and statistical data requests from individuals, media, and other organizations provides forms control services, maintains the Department's network and computer systems, MDTs, etc., performs security audits and ensures compliance, conducts research,

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and oversees and manages major projects as directed by the Chief of Police or his/her designee, ensuring projects and programs align with the operational and mission objectives of the Department.

- (a) Program Management Section is responsible for the development and maintenance of both the Department's Rules and Regulations and orders (except for Personnel Orders), Project Management as directed by the Chief of Police or his/her designee, completes audits and investigations as directed by the Chief of Police or his/her designee, investigates IT security incidents, and maintains and administers the COPS Platform camera system.
- (b) Technology Operations Section is responsible for the daily maintenance, structural integrity, and dissemination of information on the Department's computerized network systems in support of operational objectives, including but not limited to service on the Department's servers, desktop PCs, laptops, iPads, and the Department's smartphone deployment.

Accreditation and Innovation Division is responsible for the evaluation of Departmental policies, procedures, directives, plans, and regulations to ensure compliance with NYS and CALEA Accreditation Program Standards. The Division evaluates organizational quality, goals, systems performance levels, measures progress toward achieving desired Departmental goals, and help implement process efficiencies Department-wide. Conducts research projects directed by the Chief of Police or a Deputy Chief of Police. Prepares reports and submits recommendations concerning the administration and operation of the Department relating to Accreditation, general improvements, and process efficiencies. Prepares and publishes the Department's annual report. Reports to the Support Services Bureau Deputy Chief.

Central Records Division is the central repository of all police reports and records. Records has primary responsibility for the processing, maintenance and distribution of records to include incident and follow-up reports, traffic and citation records, criminal process, and criminal history information. This Division monitors the quality of Departmental police reports prepared by officers. In addition, the Central Records Division is responsible for mandated reporting requirements, freedom of information requests, eJusticeNY- Integrated Justice Portal (IJP) operations, computer information indexes/records, front desk services, bulk photocopying, mailing, headquarters telephone and radio operations, and clerical support. The Central Records Division is also responsible for the review, processing, storage and maintenance of motor vehicle accident reports, and provides statistical and requested report information concerning motor vehicle accidents that occur in the City of Syracuse.

- (a) FOIL Officer completes FOIL requests in accordance with current law, processes and maintains arrest records, photographs, fingerprints, and FBI updates on all individuals arrested by the Syracuse Police Department. Seals defendant's records as ordered by the court and supplies criminal history transcripts.
- (b) Data Management Section is responsible for the input of Syracuse Police Department data into the CNYLEADS system and the Countywide Criminal History Information

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Reporting System; persons, offenses, arrests and property, and generates Uniform Crime Reports, and the administration of the electronic reporting (e-Serve) system.

Property Division is responsible for the custody and disposal of physical evidence found or recovered property and all property held for safekeeping, maintains all Departmental inventory records, and orders and stores supplies, and prints Departmental forms.

Transportation Division maintains all Departmental vehicles and prepares specifications for the purchase of new vehicles; completes vehicle repair work, maintenance checks, adaptation of stock vehicles, and prepares vehicles for auction.

200.4 DIVISIONS / SECTIONS UNDER THE UNIFORM BUREAU

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Patrol Division is responsible for providing direct police services to the public. The Patrol Division has primary responsibility for providing continuous patrol coverage and traffic control. In order to provide for continuous patrol coverage, Patrol is divided into three overlapping shifts referred to as "Watches" (e.g. overlapping tours of duty). A Superior Officer commands each of the three watches (designated as A, B, and C). Subordinate command and supervisory officers assigned to the each of the watches are accountable to their respective Commanding Officer. The fundamental duties and responsibilities of the Patrol Division are as follows:

- (a) Respond to all calls for police services.
- (b) Conduct thorough preliminary investigation of all offenses.
- (c) Conduct follow-up investigations in cases where responsibility is not yielded to another Division/Section.
- (d) Apprehend offenders and recover stolen property.
- (e) Enforce laws and regulations.
- (f) Conduct crime prevention and suppression activities.
- (g) Maintain close liaison with the community and foster positive police community relations.

Patrol Services Division is responsible for providing patrol support functions:

- (a) Airport Section is responsible for providing police services and airport security to the Syracuse Hancock International Airport. Officers assigned to this Section coordinate activities toward ensuring compliance with and the enforcement of Federal Aviation Regulations and Standards in addition to local, state, and federal laws.
- (b) Dog Control and Animal Cruelty Supervisor/Officers shall be responsible for investigating quality of life complaints involving dogs while enforcing Syracuse City Ordinances as well as NYS Ag and Markets Laws. The Dog Control Officers will respond to reported animal attacks as well as capture and remove stray, loose and dangerous dogs. Dog Control Officers shall educate the public about animal welfare, animal control laws as well as inform about public policies, services and procedures. Dog Control officers shall examine dog licenses and inspect establishments housing

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animals for compliance with laws and issue warnings or citations authorized under NYS Ag and Markets Law or contact Police when animal cruelty is suspected. Animal Cruelty Officers are responsible for the continuation of animal cruelty and animal neglect investigations that have been initiated by members of the Syracuse Police Department as well as initiating investigations into animal neglect and cruelty that are reported directly from the citizens and other sources. Investigate and determine if complaints are criminal or non-criminal in nature by recognizing and utilizing laws from the Penal Law, Agriculture and Markets Law, and Syracuse City Ordinances. Complaints determined to be Non-criminal in nature will be resolved through training and outreach while criminal complaints involving animal victims will be thoroughly investigated, which may include executing search warrants and making arrest when necessary.

- (c) K-9 Section consists of police officer/dog teams available for use in narcotics, explosives detection investigations, and search and tracking operations. K-9 teams are assigned to the A, B and C Watches of the Patrol Division.
- (d) School Information Resource Section is comprised of detectives permanently assigned to City of Syracuse District Schools. Detectives are responsible for handling all police matters and to provide students and teachers with advice when requested. They make class presentations on a variety of subjects, conduct physical plant security checks, and work with various school groups and clubs.
 - 1. Drug Abuse Resistance Education (D.A.R.E.) / G.R.E.A.T Unit is responsible for administering and conducting Project D.A.R.E lesson plans in the City of Syracuse School District, make presentations to various community and business groups, administers the Mini-Police Academy for youth, and the officer friendly programs; Stranger Danger, Good Touch Bad Touch, and Bicycle Safety. The Gang Resistance Education and Training (G.R.E.A.T.) program is a federally funded program that provides students with accurate facts about gang involvement. During thirteen weeks of instruction, it teaches skills needed to peacefully resolve conflicts and overcome the stresses that may lead to gang involvement.
- (e) Traffic Section is responsible for providing the safe and expeditious movement of vehicular and pedestrian traffic through city streets via traffic safety enforcement and education of New York State Vehicle and Traffic Law and applicable City of Syracuse Ordinances. The Section is also responsible for directed traffic enforcement which aims to reduce selective traffic offenses, motor vehicle collision patterns and causes, and traffic violations and crime patterns by utilizing pro-active strategies and tactics. Additional responsibilities include the continuation of crash investigations initiated by the Patrol Division, assisting in primary crash investigations when requested, and other traffic related investigations, as directed.

200.5 DIVISIONS / SECTIONS UNDER THE INVESTIGATIONS BUREAU

Agency Content

Criminal Investigations Division is responsible for the continuation of felony investigations initiated by the Patrol Division, assisting in primary investigations when requested, conducting preliminary investigations of certain crimes, and other investigations as directed, clearing crimes through

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arrest and recovering stolen property, executing search and arrest warrants, apprehending fugitives, acting as liaisons with representatives from federal, state, and other municipal agencies, and exchanging information concerning known criminals and the coordination of investigations, where feasible, and with prosecuting agencies to coordinate information during investigations for upcoming court cases.

- (a) Case Investigation Section is responsible for conducting criminal investigations of crimes against persons such as homicide, rape, robbery, assault, aggravated harassment, and unattended deaths; and property crimes such as burglary, arson, and larceny.
- (b) Computer Forensic Section is responsible for processing and analyzing digital evidence from a variety of sources such as mobile devices, phones, GPS systems, tablets, memory cards, USB drive, gaming systems, cameras, computers, networks, and assisting in federal, state, and other municipal agencies when possible and requested. The Unit also assists in investigations involving computers and electronic crimes and will respond, when possible, to scenes to assist in search warrants involving electronic evidence and in the recovery of all electronic evidence and assure that the proper chain of custody is maintained of all electronic evidence.
- (c) Warrant Section is responsible for executing misdemeanor and felony arrest warrants, to develop information and coordinate with other law enforcement agencies in apprehending fugitives in and from other jurisdictions.
- (d) Crime Scene Section responds to major crime scenes and incidents for the purpose of the preservation and collection of evidence, administers the Statewide Automated Biometric Identification System (SABIS), and Onondaga County Sheriff - Syracuse Police computer generated photograph system.
- (e) Cold Case Section is a component of the Criminal Investigations Division dedicated to investigating prolonged missing persons cases and unsolved homicide cases that are more than 5 years old.
- (f) Homicide Section is a component of the Criminal Investigations Division dedicated to investigating homicides and suspicious deaths that have occurred within the last 5 years.
- (g) Family Services Section initiates and conducts follow-up investigations regarding youth and family related matters. Conducts follow-up investigations on all felony level sex-related offenses.
 - 1. Abused Persons Unit is responsible for investigating all instances of sex offenses as well as all felony physical child abuse and neglect incidents and to identify and apprehend offenders. The Unit works closely with Onondaga Child Protective Services, Rape Crisis, Department of Probation, and NYS Department of Parole.
 - 2. Youth Enforcement Unit has primary responsibility for investigation of crimes perpetrated by or against juveniles. The Unit plans and implements programs designed to prevent delinquency in matters such as substance abuse and victimization, and drug abuse resistance education programs. The Unit is

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responsible for diversion of offenders making referrals to appropriate agencies, acts as a liaison with other youth service providers, and other agencies concerned with the problems and needs of youth. It maintains juvenile records and reports, and coordinates juvenile operations with other divisions in the Department. The Unit assists other Departmental Units with Family Court and Social Services referrals and crime prevention activities.

3. Missing Person Unit is a component of the Family Services Section responsible for conducting the investigation of any missing person incident.

Special Investigations Division is responsible for the suppression of organized crime, narcotics trafficking, gang crime, Departmental forfeiture proceedings, and vice related activity. The Division initiates investigations and coordinates enforcement action in the following areas: illegal narcotic trafficking, organized crime and vice activity, as well as for developing inter-agency cooperation, coordination, and communication relative to metropolitan-wide narcotics enforcement efforts.

- (a) Narcotics Section is responsible for the suppression of all illegal narcotics trafficking from street level to major criminal conspiracy activity through investigation. Activities also include maintaining/developing intelligence files relative to narcotics distribution, developing informants, executing search warrants, making arrests, and initiating other counteractive measures.
- (b) Gang Violence Task Force is responsible for collaborating with other agencies to aggressively target violent gangs and their members. The Task Force utilizes long term investigations which are prepared and presented to the federal court system for prosecution.
- (c) Technical Operations Section is responsible for the maintenance, deployment, and operation of electronic surveillance equipment. This section provides technical information gathering support to various Departmental units as directed, and investigates, processes and tracks narcotic forfeiture and counter terrorism cases. In addition, this section provides dignitary protection as directed. Members of the section act as a liaison with other local, state, and federal law enforcement agencies.
- (d) Telecommunication Unit is responsible for the maintenance and upgrading of the Department's two-way radio and telecommunication systems; installation, maintenance and control of Department owned electronic intrusion systems.

Criminal Intelligence Section is responsible for the effective gathering, analyzing and dissemination of information on criminal activity and the persons who are responsible for that activity. The goals of this Section are to provide information to all officers and detectives that will assist them in their ability to solve crime and serves as a support to officers with their criminal investigations.

- (a) COPS Platform Camera Unit is responsible for monitoring the COPS Platform Camera System and taking the appropriate action (e.g. notifying the 911 Center via telephone and/or mobile police units via the police radio) when crimes in progress, suspicious, or criminal activity is observed. The COPS Platform Camera Unit will also be responsible for preserving footage from approved video requests per the guidelines set forth in

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Volume 1, Article 3, Section 77, the Criminal Observation & Protection System (COPS) policy.

200.6 SPAN OF CONTROL

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Supervisors shall not have under their immediate command an excessive number of members for effective coordination or control. Generally, the number of subordinates directly reporting to a supervisor will be limited as follows, with some flexibility:

- (a) Chief of Police - 3 to 6 members
- (b) Superior Officer - 3 to 6 members
- (c) Line Supervisor - 3 to 9 members
- (d) Training - up to 30 members

The authorized span of control may be adjusted by a Commanding or Superior Officer based on the ability of subordinates, the complexity of tasks, separation by time and place, or the demands of the supervisor's schedule.

200.7 ORDER OF RANK

Agency Content

The order of rank is established with the stipulation that this sequence in rank will prevail in all ordinary circumstances and that, in the event of the incapacity of the Chief of Police or any of his subordinates, the mantle of authority will descend the ranks in the indicated manner. The order of rank for the Syracuse Police Department is:

- (a) Chief of Police.
- (b) First Deputy Chief of Police.
- (c) Deputy Chief of Police.
- (d) Police Captain.
- (e) Police Lieutenant.
- (f) Police Sergeant.
- (g) Police Officer.
- (h) Civilian Member.

When officers of equal rank are present and engaged in the same operation the senior ranking officer shall be in command unless otherwise directed. The senior ranking officer shall be determined as follows:

- (a) Length of continuous service in rank.
- (b) Date of appointment to previous rank or ranks.
- (c) Date of appointment to the Police Department.

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Deviations from the order of rank may occur under the following conditions:

- (a) When the Chief of Police is unavailable to perform their duties they may designate the best-qualified member to serve in their absence;
- (b) When the Chief of Police is incapacitated or unable to perform their duties the Mayor of the City of Syracuse may designate the best-qualified member to serve in their absence; or
- (c) When a field operation involving an emergency situation or unusual condition where the nature of the task to be performed requires special personality, skill, experience, or ability.

200.8 PLANNING AND RESEARCH

Agency Content

Definitions:

- (a) **Strategic Planning** - process by which the guiding members of an organization envision its future and develop the necessary procedures and operations to achieve that vision.
- (b) **Tactical Planning** - process by which an organization develops the actions and support mechanisms to implement the elements of the strategic plan.
- (c) **Operational Planning** - process by which an organization and its units maintain workflow and production.
- (d) **Goal** – is a qualitative statement of what the Department will accomplish in the next three to five years.
- (e) **Objective** – is a quantitative, measurable statement of what the Department will accomplish in zero to three years.

Integrated Strategic Planning Process:

- (a) Integrated strategic planning is the means through which the guiding leaders provide direction to the Department so employees can work effectively and efficiently.
- (b) Integrated strategic planning is the responsibility of the Chief of Police, First Deputy Chief of Police, and Deputy Chiefs of Police. The process involves the following phases:
 - 1. Phase 1 - Lay the Foundation – evaluates where the Department is now and where it wants to be. Provides direction from a broad perspective considering the environment, assessment of the Department in terms of quality, and assessment of the Department's systems and processes relative to efficiency and effectiveness:
 - (a) Define mission, vision, and values.
 - (b) Assess current situation.
 - 2. Phase 2 – Setting the Course – begins with the output of the foundation phase and builds on it to provide the specific direction that employees need work effectively to close the gap between the ideal vision and current situation.

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Identifies the key result areas in which it is critical for the Department to produce tangible results. Involves setting goals in terms of results to be achieved in key result areas and the activities and services that the Department will provide to achieve results. Defines one or more objectives. Objective statements are established to provide a concrete basis for measuring whether the Department is achieving its goals. Defines strategies the Department will follow to accomplish its goals:

- (a) Identify key result areas.
 - (b) Set goals.
 - (c) Define objectives.
 - (d) Develop strategies.
3. Phase 3 – Implementation – assures that plans move forward and that action to accomplish them goes smoothly. Develops action plans that determine the specifics of how the strategies will be carried out. Establishes accountability and communicates direction and support to subordinates executing action plans. Monitor progress in carrying out the integrated strategic plan and allow for corrections. Evaluate all aspects of the process so that continuous improvement is realized as follows:
- (a) Plan action.
 - (b) Monitor.
 - (c) Evaluate.
 - (d) Continuous Improvement.
- (c) Each Department Bureau, and its subordinate Divisions, Sections, and Units must plan their operations and coordinate, when necessary, with other components of the Department.
 - (d) Command and supervisory officers must constantly forecast needs and problems, and prepare plans to achieve/resolve them. Well-made plans enable supervisors to make decisions in advance and aid in accomplishing the goals and objectives of the Department.
 - (e) Members of the Department are given discretion in the performance of their duties and consequently must engage in planning their work. Members at all levels must research and plan their decisions in order to lead to more effective decisions.

Multi-year Strategic Plan:

The Chief of Police is responsible for the development of a multi-year plan for achieving the Department's goals and objectives. The multi-year plan should cover successive years beyond the current budget year and must include the following:

- (a) A statement of the Department's multi-year goals and operational objectives.
- (b) Anticipated workload and population trends.
- (c) Anticipated personnel levels.

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- (d) Anticipated capital improvements and equipment needs.

Technology and Program Management Division:

- (a) The Division of Technology & Program Management shall assist the Chief of Police, and Deputy Chiefs of Police, in carrying out planning and research activities. The Division shall be responsible for developing plans and research projects as directed.
- (b) The Commanding Officer of the Division of Technology & Program Management shall:
 - 1. Serve as the director of research and planning activities.
 - 2. Report directly to the Chief of Police or Bureau Deputy Chief's of Police, as directed.
- (c) The Division of Technology & Program Management is responsible for the following activities:
 - 1. Accreditation Standards Section:
 - (a) New York State and National Accreditation Standards.
 - (b) Policy benchmarking.
 - (c) Compliance review.
 - (d) Departmental policies and procedure management.
 - (e) Policy research, development, revision, and publication.
 - (f) Systems analysis.
 - (g) Policy records management.
 - (h) Department Annual Report development and publication.
 - (i) Forms control management.
 - 2. Technology Information Section:
 - (a) Purchase and install hardware and software equipment.
 - (b) Systems maintenance.
 - (c) Technology needs assessment.
 - (d) Problem solving services.
 - (e) Training needs analysis.
 - (f) Vendor contract negotiation and review.
 - (g) Information records management.
 - (h) Executive and management review.
- (d) The Audit & Budget Control Division commander shall be responsible for the following planning and research activities:
 - 1. Budget development.

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- (e) The Special Events Section Commander shall be responsible for the following planning and research activities:
 - 1. Traffic analysis and enforcement pattern analysis.

Communication / Dissemination:

- (a) Plans enable decisions to be made in advance but are useless if they are not effectively communicated to the personnel who are expected to follow them.
- (b) Research (e.g., analytical reports, studies, information, etc.) and plans shall be effectively communicated/disseminated to affected organizational units as directed by the Chief of Police.
- (c) Whether plans are communicated by manual, written orders, or verbal commands, they must be explicit and clear in order to reduce confusion and misinterpretation.

Solicitation of Ideas for Planning and Research:

It is the policy of the Department to solicit and evaluate suggestions made by members in order to improve the effectiveness, efficiency, and quality of police services. Whenever possible, proposed actions should be "staffed" to stimulate the development of ideas, expose plans to the reality of applied use, encourage acceptance of plans once adopted, and cultivate the feeling of unity of purpose. Member suggestions shall be completed in the form of an Inter-Departmental Memo (Form10.1) and forwarded to the Chief of Police through the chain of command.