



Proposed
Agency Structure,
Decision Points,
Process

A report for:

the Old Saybrook Police Commission

by

Michael A. Spera, Chief of Police



TOWN OF OLD SAYBROOK DEPARTMENT OF POLICE SERVICES

36 Lynde Street • Old Saybrook, Connecticut 06475

Michael A. Spera
Chief of Police

Police Commission
Town of Old Saybrook
302 Main Street
Old Saybrook, Connecticut 06475

March 19, 2024

Re: Proposed Agency Structure, Decision Points, and Process

Commissioners:

Last month at your regularly scheduled meeting, I facilitated a discussion about the structure of our Agency and filling of the "Second in Command" Position. I thought that this discussion was both positive and collaborative. Since that time, I have spoken to some Commissioners about the topic. Additionally, I received a request from Chairman Wilcox to supply the Commission with my thoughts on qualifications for middle management and executive level positions as well as to supply only him with any job descriptions, despite their age, to him for these various positions. Therefore, I have created this comprehensive document to satisfy all requests. Please accept this communication as a tool to assist/guide you through this process.

It should be noted that the Town will not receive assistance from the recently implemented PERF Study with respect to agency structure and/or staffing. The PERF Team assigned to Old Saybrook, when asked specifically, correctly responded that the tasks of providing suggestions related to agency structure and staffing are specifically not in their scope of services that they are contracted to provide and that each are comprehensive and expensive undertakings.

Arguably, the decisions that the Police Commission makes on these matters, may be one of the most significant decision points the Commission will make other than the selection of a successor Police Chief. It is important that these matters are approached systematically and holistically. One of the worst things the Commission could do is rush this process. In this document I will offer my thoughts on various matters as well as outline what I believe to be "Decision Points" for the Commission.

I will categorize these decision points in the following categories:

Decide – The Organizational Structure of the Agency.

Decide – The qualifications for the positions/ranks to be filled.

Decide – The process in which eligible individuals will compete to earn the position/rank. This will include when the position(s) will be advertised, where, and for how long. It will also include the selection process used.

Decide – Terms of Employment to include salary, employment, and post-employment Benefits. The Commission's decision of agency structure will determine Police Union involvement at this step.

Decide – The right time to commence the process and implement change.

Decide – Who will be selected.

All decision points must be decided prior to commencing any process. This is because each decision point is intertwined with each other. For example, for a position to be posted (Promotional or External Process) the salary of the position must be included. Additionally, the position requirements must be established in order for internal or external candidates to make a determination on whether they are qualified to apply.

The first decision point for the Police Commission is:

The Organizational Structure for the Agency

During your last meeting I presented various options that would benefit the Agency operationally. All of my recommendations would yield positive short- and long-term results for our Agency. However, the decision concerning the structure of our Agency is not mine to make.

First, allow me to express my desire to ensure that whatever decision is made by the Commission pertaining to agency structure, that many factors are considered. The obvious considerations are the effective, efficient, safe, and fiscally responsible operation of the Department. I ask that you also prioritize our personnel in your thought process at all "Decision Points" and ensure that each of your decisions are also employee-centric. This is important as personnel related decisions directly impact the esprit de corps of the organization as well as employee retention matters.

Our current structure, illustrated in figure 1.1, is Chief of Police, Captain, Master Sergeant, Patrol Sergeants.

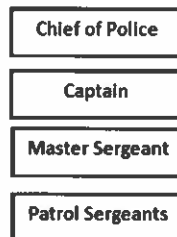


Figure 1.1

I do not recommend promoting a current employee to the position of Captain, nor do I recommend employing a law enforcement professional from outside of our Agency to fill this position. The position of Captain, of which there have only been two (2) individuals that have ever held the position in our Department's history, is designed to be a rank that one is internally promoted to, after achieving success in a middle management position. I will share my thoughts on qualifications for the Position/Rank of Captain later in this document.

During our discussion last month, I offered different options that I felt would be beneficial for many reasons. While I will label them for organizational purposes, they are not listed in order of preference.

Option A

I discussed with the Commission possibly creating two Lieutenant positions. These positions would be filled by internal candidates that meet Commission established qualifications (detailed later). I do not support promoting only one (1) person to a single Lieutenant position as it would create an unfair advantage for a single individual to rise to a more advanced position because of a title rather than proven abilities and successes. Both Lieutenants would spend a specific amount of time working on middle management type assignments, receiving mentoring, and being exposed to middle management and executive professional development. Then the Commission, would, after a specific period of time determined by the Commission, interview both Lieutenants, and select one to serve in the second in command position of Captain. If this option is selected, I recommend that the position of Master Sergeant be eliminated through attrition. Illustration 1.2 depicts both structures, both initially and after transition.

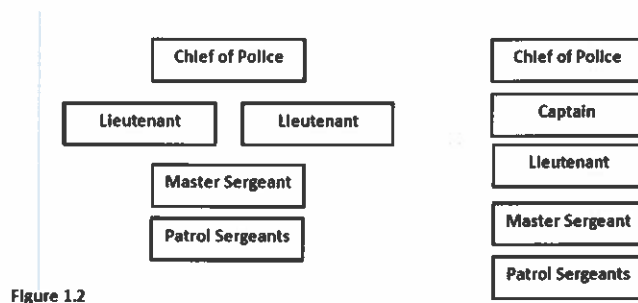
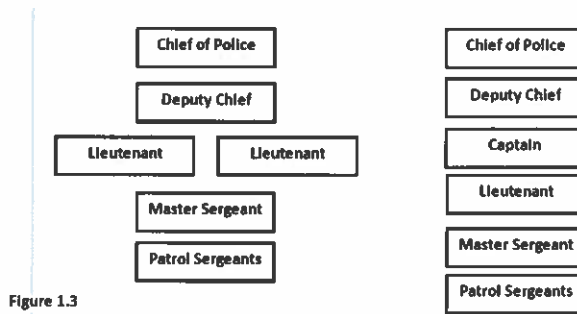


Figure 1.2

Option B

This option includes all elements of Option A, with the addition of the appointment of Deputy Chief Position. While my recommended qualifications for the Position of Deputy Chief will be discussed later, I do not feel that there are *currently* internal candidates qualified for this position. I do believe that we have current employees at all ranks that would be successful in this position with more tenure, professional development, and experience. In this option I would recommend that the two new Lieutenants be involved with the Chief and Police Commission in the selection of the Deputy Chief. As mentioned previously, I would recommend that if this structure was adopted by the Commission, the

position of Master Sergeant would be eliminated through attrition. Illustration 1.3 depicts both structures, both initially and after transition.



Option C

Solely filling the second in command position by creating the Rank of Deputy Chief. While my recommended qualifications for this position will follow later in this document, it is important to understand the most important task of a Deputy Chief is to assume the role of Chief of Police in his/her absence whether temporary or permanent. When seeking a Deputy Chief, you are essentially looking for your next Police Chief. Illustration 1.4 depicts this structure.

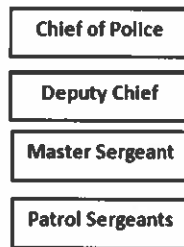


Figure 1.4

Position Qualifications

The next decision point for the Commission is to decide on the qualifications for the positions/ranks to be filled. Historically, the Police Commission has deferred this decision to the Chief of Police. While I willingly accepted this responsibility for the two Lieutenants that have been appointed during my tenure, I feel it is important for the Commission to be involved despite what structure it selects for our Agency. Below are the recommended qualifications for the various positions.

Recommended Qualifications for the Position of Lieutenant

- Tenure - Minimum of eight (8) years as a POST Certified Police Officer
- Experience - Supervisory Experience

- Education - Associates Degree, Bachelor's Degree Preferred
- Certifications - POST Instructor Certification, Field Training Officer, Emergency Medical Technician (or ability to obtain – must obtain)

Recommended Qualifications for the Position of Captain

- Tenure - Minimum fifteen (15) years as a POST Certified Police Officer
- Experience - Served in a Middle Management Position (Rank of Lieutenant, Major, etc.)
- Education - Bachelor's Degree
- Certifications - POST Instructor Certification, Field Training Officer, Emergency Medical Technician
Middle Management Professional Development Courses

Recommended Qualifications for the Position of Deputy Chief

- Tenure - Minimum fifteen (15) years as a POST Certified Police Officer
- Experience - Served in a Middle Management Position (Rank of Lieutenant, Major, Captain, etc.)
Experience with Executive Level Tasks
- Education - Bachelor's Degree in a relevant field of Study, Masters Preferred
Successful Completion of the FBI National Academy, the Southern Police Institute, or Equivalent Law Enforcement Executive Leadership Professional Development Program
- Certifications - POST Instructor Certification, Field Training Officer, Emergency Medical Technician (or above)

Selection Process

The next decision point for the Commission is to decide on the selection process for the position(s) it chooses to create. I recommend the following:

1. Letter of Intent to participate in the process.
2. Detailed resume indicating experience, professional development, certifications, and education.
3. Assessment Center Testing
4. Position Knowledge Written Exam (Reading list provided)
5. Chief's Interview
6. Police Commission Interview

7. Police Chief Recommendation to the Commission
8. Appointment

I have created and administered an assessment center process for the Position of Lieutenant twice in my tenure. The process was reviewed with the Commission each time, in executive session, at the same Police Commission Meeting when interviews were held. I have included a past Lieutenant Promotional Process Announcement for your review.

Finally, the Commission will have to decide on the length of time permitted for each part of the respective process and the length of time of the entire process. If the Commission chooses to create positions that may be subject to Union affiliation, we may have to engage in impact bargaining that could include the selection process. It is recommended that internal candidates be provided with a minimum of four (4) months to study/prepare for testing.

Terms of Employment

The next "Decision Point" for the Commission is to establish the terms of employment for the position(s) it creates. As mentioned previously, the position will determine whether impact bargaining with our Police Union will be part of the process. I am also concerned that this part of the process will be difficult for some in local government leadership positions to grasp. As you are aware, I am gravely concerned at the level of salary, employment benefits, and post-employment benefits offered to our sworn personnel. I simply do not feel these terms of employment are at a level that is commensurate with their job tasks, services provided, personal risk, and profession. I do believe that very soon, hopefully through negotiation and not arbitration, that these inadequacies will be rectified. When Old Saybrook is forced to create a contract for an external candidate who will be appointed by the Police Commission to an Executive Level Law Enforcement Position, it must consider many factors. This includes existing benefits of subordinate and supervisory positions to the newly created executive position(s), compression of the Department's salary structure, employment benefits to include healthcare, and post-employment benefits including vesting rights, pension, and health care. After these conditions of employment are established, the Town must then be ready to negotiate with their new executive leader after an offer of employment is made and prior to acceptance of the opportunity.

There needs to be additional collaborative discussion about all employment benefits prior to the posting of any position or commencement of any process.

Timing

The next decision point is for the Police Commission to decide the right time to commence the process and implement change. This is not as easy as it seems. Internal promotions create a domino effect that must be considered for the operation and Agency structure to remain stable. As an example, if two (2) Patrol Sergeants are promoted to the Position of Lieutenant, then the Agency is in need of two (2) new Patrol Sergeants. If the

Commission decided to select "Option A" or "Option B", then a Patrol Sergeant Promotional Process should be conducted simultaneously.

The Commission must also consider the current staffing of the Agency. We know that the recent hires are not even close to being a "personnel asset" on the work schedule. It may not be possible, at this specific moment in time, to remove any supervisors from Patrol and placing them in a non-patrol, management position. Additionally, I currently have no additional bandwidth to train a new Second in Command, especially an external appointee. While it may seem that it would be most helpful if I was provided with a Deputy Chief immediately, it would be more of a hinderance. In fact, it would be unfair for a new executive level employee to commence employment with our Agency at this specific moment in time. I desire this to occur at a time when the individual can be welcomed and structured time allotted to provide orientation into our culture, community, and policing philosophies.

I would feel much more comfortable continuing as we currently are until staffing becomes more stable. This does NOT preclude beginning the process, allowing for preparation time, etc. In fact, these times (promotional process time / staffing stability) might align very well. It also does not preclude me from continuing to assign tasks as needed, and mentoring those who have been assigned.

Selection

The final decision point for the Commission is obviously selecting the person and agreeing to final terms of employment. This act is specific to the Police Commission. The Commission should consult with and consider recommendations from professionals with technical expertise in the matter, however, the final decision rests with the Police Commission. It is imperative that this decision be made in the best interest of the Town, The Department, and it's personnel and be free from political and other influence/bias.

Finally, there was conversation concerning existing job descriptions for various positions. As I indicated to the Commission when we spoke last month, position assignments and workplace expectations are established by me as the Chief of Police. This is done in accordance with laws, regulations, and professional standards/practices. Additionally, some of the qualifications listed in the Job Descriptions are no longer valid as changes have been made throughout time, even prior to my tenure as Chief of Police. While these changes are not reflected in the attached "Job Descriptions" they are reflected in other aspects of either policy or position vacancy announcements. Employees are not held to their respective job descriptions, rather they are held to established rules, regulations, polices, procedures, written directives, verbal directives, established workplace expectations and professional standards. I implore the Commission not to allow job descriptions to interfere with the "decision points" as established in this communication. I truly believe they add no value to the process as they can be altered to fit the immediate needs of the agency and through union negotiations that establish employment expectations in the collective bargaining agreement. In all cases current contract language and current law/regulation will always supersede an established job description.

Conclusion

I hope that you have found this communication helpful. The decisions the Commission makes regarding agency structure in the coming months will affect years of operational efficiency and employee morale. While I hope my successor begins to build on my fifteen (15) years' worth of accomplishments on their first day of work, I desire to leave the Agency ready and able to support their new Chief of Police. To accomplish this goal, The Commission must consider the future at each "Decision Point".

I humbly and respectfully request that the commission take time to explore and consider each option and suggestion presented prior to making any of the many decisions required to ensure success. I have confidence that you will do just that!

In conclusion, I hope that you interpret my messages and recommendations presented in this communication as my sincere desire to collaborate with the Commission throughout this process. I challenge you to find anyone more dedicated to the Department's employees, the future success of the Agency, and the health, safety, and welfare of the residents and visitors of the Town of Old Saybrook. I truly want what is best for all involved both today and for the future.

I am here to help!

Sincerely,

Michael A. Spera
Chief of Police

Enclosures: Past Lieutenant Job Posting

Job Descriptions

- Chief of Police
- Deputy Chief
- Lieutenant
- Patrol Sergeant
- Patrol Officer
- Detective
- Communications Technician

FORMER
Promotional Process
Announcement
Position of Lieutenant



Michael A. Spera
Chief of Police

TOWN OF OLD SAYBROOK DEPARTMENT OF POLICE SERVICES

36 Lynde Street • Old Saybrook, Connecticut 06475

PROMOTIONAL PROCESS ANNOUNCEMENT

TO: ALL SWORN PERSONNEL
FROM: MICHAEL A. SPERA, CHIEF OF POLICE
SUBJECT: PROMOTIONAL EXAM – **LIEUTENANT** (*NON UNION – ADMINISTRATIVE POSITION*)
DATE: JULY 25, 2017
CC: PROMOTIONAL FILES

I am pleased to announce a promotional process for the position of **Lieutenant**.

To be eligible to compete in this process, you must be a current member in good standing of the Department of Police Services, hold the rank of at least Patrol Sergeant, and not be in probationary status. The position of Lieutenant has a current starting salary of \$92,026. An updated job description will be created in the near future.

The position of Lieutenant is a non-union position. Therefore the person promoted to this rank shall be an at-will employee and serve at the pleasure of the Chief of Police.

If you are eligible and desire to compete in this promotional process you must file a letter of intent to participate, with a detailed resume, no later than 1600 HRS on August 11, 2017, addressed to me. Letters of intent should be hand delivered to the Executive Office.

The promotional process for the position of **Lieutenant** will include two evaluated phases and a final interview with the Police Commission. The Police Commission is the appointing authority for this Leadership Position. The two evaluated phases with their associated scoring weights are:

- | | | |
|---|------------------------------|---------------|
| ◆ | Written/Practical Assessment | Weight – 40 % |
| ◆ | Chief's Interview | Weight – 60 % |

It is my intention to request that the Police Commission promote at least one person to the position of Lieutenant at the conclusion of this process. The person(s) who is/are promoted shall be placed on probation for one year following appointment.

Each sworn employee's primary responsibility will always be patrol. Therefore the individual appointed to this position will still be assigned uniformed patrol shifts. Additionally, the person selected to the position of Lieutenant will be required to work a five day on, two day off schedule rotation that meets the business needs of the Department.

I wish you success in this competitive promotional process.

Should you have any questions, please contact me.

Job Descriptions

**OLD SAYBROOK DEPARTMENT OF POLICE
SERVICES**

JOB DESCRIPTIONS

CHIEF OF POLICE

APPOINTMENT- The Chief Of Police shall be appointed by the Board Of Police Commissioners and shall serve for a probationary period not to exceed two years. The Chief Of Police shall take orders only from the Board Of Police Commissioners. The Chief Of Police shall be the Executive Officer of the Old Saybrook Department of Police Services and shall swear the oath of office on appointment.

RANK- The Chief Of Police shall wear a two star insignia on the shoulder straps of the uniform as well as the collar tabs of the uniform shirt.

AUTHORITY- Subject to pertinent laws, the Chief Of Police shall have authority over all divisions, members and employees of the Old Saybrook Department Of Police Services. The Chief Of Police may also promulgate to the department such orders or instructions, written or oral, which are not inconsistent with the law, these Regulations, or any orders or instructions of the Board Of Police Commissioners. Directives and other means of conveying the policies and commands shall be in the form of; police regulations, general orders, special orders, memorandums, manuals, special bulletins and verbal orders.

DUTIES AND RESPONSIBILITIES- The Chief Of Police shall be personally and directly responsible to the Board Of Police Commissioners for the execution of the police mission. He shall promptly execute all orders and observe all regulations, and shall be responsible that all such orders and regulations are obeyed and carried out. He shall be directly and personally responsible for the discipline, training, efficiency and morale of the department.

The Chief Of Police shall make certain that the operation of all divisions and special units under his direct control mutually support one another in all matters requiring support, and that a high degree of lateral cooperation and exchange of information is maintained.

The Chief Of Police shall constantly monitor factors and conditions which might prevent the department from functioning efficiently, including any possible situation which would influence or destroy morale.

The Chief Of Police shall maintain control of the complete police facility to ensure that it is properly operated and maintained as befits a police facility. He shall ascertain that all records and files are maintained in accordance with all requirements of the State and the Town.

The Chief Of Police shall provide for a general inspection to be made of all members of the department as well as all equipment, and shall establish such other systems of inspection and control as may be necessary to ensure the efficient administration of the department.

The Chief Of Police shall investigate all charges brought against any member of the department or employee thereof.

ABSENCE- In case of the absence of the Chief Of Police, or of his inability to discharge his duties, the department's next ranking officer shall, during such absence or inability, perform the duties of the office of the Chief Of Police and serve as Executive Officer to the department. The department's next ranking officer, while in temporary command, shall be regarded as the representative of the Chief Of Police and his commands shall be obeyed throughout the department. In the event the department's next ranking officer is also absent, the senior commander/supervisor shall so act.

REPORTS TO THE BOARD OF POLICE COMMISSIONERS- The Chief Of Police shall report periodically to the Board Of Police Commissioners setting forth the conditions and activity of the department. He shall periodically report on such matters as the Commissioners may deem necessary, and will submit estimates and status of budgetary and fiscal requirements of the department.

ESTABLISHMENT OF DEPARTMENTAL BOARDS- The Chief Of Police shall appoint various members of the department to serve on personnel evaluation boards, recruit screenings, commendations boards and disciplinary hearing boards and other boards deemed necessary.

SUSPENSIONS- The Chief Of Police may, in his discretion, suspend up to five days from duty, any member or employee of the department for any violation of these regulations or for any other act of insubordination. He shall report, as soon as practical, the suspension to the Board Of Police Commissioners and shall promptly proceed with the necessary disciplinary procedures as set forth in these regulations.

TRANSFERS- The Chief Of Police may assign, detail or transfer any member or employee of the department to or from any division or assignment, whenever he shall deem such actions to be in the best interest of the efficiency, discipline or morale of the department.

CONFERENCES WITH SUBORDINATES- The Chief Of Police shall confer with his subordinate officers for the purpose of giving instructions or setting policy and to promote the uniformity in the administration of the department.

CUSTODY AND CONTROL- The Chief Of Police shall have the custody and control of all books , records, assets and supplies of every kind necessary for use in the operation of the department and, of all public property pertaining to and connected therewith and belonging thereto.

PERSONNEL RECORDS- The Chief Of Police shall keep complete personnel records concerning the work of each officer, the equipment assigned to each officer and other records pertaining to the events incidental to service on the department.

EMERGENCY INCIDENTS- In the event of a major emergency incident or occurrence, the Chief Of Police shall have the authority to cancel all vacations, days off and/or personal leave days.

DEPUTY CHIEF

POSITION DEFINITION:

Serves as Executive Officer to the Chief Of Police, supervises and coordinates the work of employees of the Department Of Police Services, assumes responsibility and command of the department in the absence of the Chief Of Police, assists the Chief Of Police in the administration and supervision of the department through subordinates in the functional areas of planning, investigations, patrol and administration.

GENERAL DUTIES:

- Receives written orders and/or oral direction from the Chief Of Police.
- Supervises and coordinates the operations of all divisions within the department.
- Commands the Criminal Investigations Division/Youth Division.
- Commands the Records Division and maintains the lawful and required data as prescribed by law.
- Responsible for the weekly payroll reports.
- Supervises all criminal investigations providing proper control, decisions and liaison with State and Federal agencies.
- Responsible for all warrant applications for arrest and search and seizure.
- Reviews activity records and case investigations to prepare statistical information for criminal investigations strategy.
- Coordinates and participates in the preparation of department budget.
- Responsible for Internal Investigations and Civilian Complaints recommending proper disciplinary actions.
- Participates in resolving administrative matters with the Chief Of Police.
- Responsible for review of performance evaluations of all department personnel.
- Responsible for Building/Physical Plant maintenance programs.
- Participates in both short and long range planning with the Chief Of Police.
- Conducts regular inspections of all department equipment.
- Reviews all personnel and assignments to insure that personnel conform to prescribed standards of conduct, appearance and efficiency.
- Responsible for meeting regularly with Division Commanders to review matters of concern to the department.

MINIMUM QUALIFICATIONS:

Must have considerable knowledge of local, state and federal laws. Must be familiar with complete police agency organization and operations; understand operation and administration of municipal government; knowledge of fiscal management and labor relations and contracts; ability to coordinate various department functions under extreme pressure in emergency situations; possess knowledge of modern police operations and practices; ability to read and interpret rules, regulations, laws and court

decisions; knowledge of individuals rights and privileges provided by the Constitution.
Must have served a minimum of two years in a command position as Lieutenant.

POLICE LIEUTENANT

POSITION DEFINITION:

Serves as Executive Officer in charge of police functions and operations in absence of superior officers. Responsible for proper operation and care of police headquarters during tour of duty. Performs and supervises assignments as directed relating to functional operations of the department. Works under the general supervision of the Chief of Police and Deputy Chief.

RANK:

The Lieutenant shall wear a single gold bar insignia on the collar tabs of the uniform shirt and on the shoulder straps of the uniform jacket and sweater.

GENERAL DUTIES:

- Commands and directs the operations and personnel of the Patrol Division.
- Supervises the execution of policies and procedures of the department and the Chief of Police.
- Commands, plans and directs the operations of the Training Division.
- Commands, plans and directs the operations of the Communications Center and related services.
- Responsible for maintaining liaison with Emergency Medical Services, Fire Services and any other such support services which are required to deliver proper emergency service to the town.
- Responsible for monthly allocation and schedule of work assignments of personnel.
- Supervises and coordinates personnel selection process with Regional Planning Agency as directed.
- Interprets laws, ordinances and policies to subordinates and to the general public.
- Responsible for department Rules and Regulations, policies and procedures revisions as directed by the Chief of Police.
- Responsible for reviewing all reports submitted by personnel under his command.
- Directs, plans and coordinates police operations for special events.
- Responsible for supervision of Traffic Services.
- Makes recommendations for recognition of meritorious services
- Commands special operations units, such as, Marine Patrol, Dive Team and Emergency services Unit.
- Responsible for Community Service programs as directed by the Chief of Police.
- Prepares, maintains and submits special reports as directed by the Chief of Police.
- Supervises vehicle control and maintenance.

MINIMUM QUALIFICATIONS:

Must have knowledge of local, state and federal laws and procedures as well as town ordinances; knowledge of Supreme Court decisions regarding application of law; knowledge of modern techniques of law enforcement, investigations and traffic services; knowledge of police administration and fiscal control; ability to make decisions based on current department Rules and Regulations and policies; ability to speak before civic and service groups as directed; possess

leadership qualities and abilities to deal with the general public; knowledge of police training and functions; ability to deal firmly, effectively and impartially with subordinates, associates and the public. Sworn police officers within the department with a minimum of four years of service are eligible to test for the rank of Lieutenant.

Approved by the Old Saybrook Police
Commission on 9/23/02.

PATROL SERGEANT

A Patrol Sergeant shall have the duties and responsibilities prescribed for all commanding officers and such other duties and responsibilities as are established by the Chief Of Police for Patrol as well as the following regulations:

A. He/She shall patrol within the limits of the area assigned to his responsibility unless otherwise ordered and shall be responsible for the efficient handling of all radio calls directed to him/her and the patrol officers assigned under his supervision.

B. He/She shall be directly responsible to the Lieutenant and is charged with exacting the proper performance of patrol and other police duty from all members of the Patrol Division assigned to his supervision.

C. He/She shall be thoroughly acquainted with the duties of a Patrol Officer and shall assist and instruct the Patrol Officer under his/her supervision in the proper discharge of duties.

D. He/She shall be responsible for the proficiency, discipline, conduct, appearance and strict attention to duty of all Patrol Officers under his/her supervision.

E. He/She shall enforce the regulations which requires that Patrol Officer assigned to specific patrol areas or assignments shall not go out of service or loiter about headquarters.

F. He/She shall not leave the patrol district while on duty, unless on official business connected with the police department; if such is the case, he/she shall notify his commanding officer regarding the time of his departure, time of return and the nature of the police business to be transacted.

G. When ever a Patrol Officer is absent from his/her post, fails to register a duty call or neglects any duties as assigned, the Patrol Sergeant shall make an investigation of the matter and promptly report thereon to his Lieutenant.

H. The Patrol Sergeant shall respond to any emergency or incident of serious or unusual nature which may occur and take command of the situation until he/she is relieved by an officer of superior rank or an agency responsible for such incident or occurrence.

I. During his/her tour of duty, the Patrol Sergeant shall personally inspect all patrol officers under his/her supervision as often as practicable and shall ascertain if each patrol officer is on post and executing his/her duties.

J. He shall frequently respond to routine calls for the purpose of observing the manner in which patrol officers respond and handle calls and incidents, noting their degree of promptness, proficiency and duties.

K. He/she shall make every effort to coordinate the activities of all personnel under command with the activities of other divisions within the department and shall seek the assistance of these other divisions when needed.

L. He/She shall require from all subordinates a proper attitude of respect and obedience at all times and shall report to his Lieutenant any neglect of duty, incompetence or violation of the regulations.

M. In the event that a Patrol Sergeant is unable to be scheduled for duty due to sickness, vacation or other manpower restrictions, a Shift Commander may perform the duties of a Patrol Sergeant. A Shift Commander shall be selected and approved by the Chief Of Police from those officers who have successfully completed the most recent promotional exam for Patrol Sergeant.

DUTIES OF PATROL OFFICER

Each Patrol Officer, regardless of his/her assignment, shall be responsible for carrying out the mission of The Old Saybrook Department Of Police Services, namely; protection of life, liberty and property; enforcement of all laws and ordinances; preservation of peace and public order; prevention and repression of crime; detection of violations of the law; the apprehension of violators of the law.

A. Each Patrol Officer shall familiarize himself thoroughly with the Town Of Old Saybrook.

B. A Patrol Officer shall keep completely informed as to the location of possible unlawful incidents in the Town Of Old Saybrook, taking notice of all liquor establishments, gathering places, loitering locations of undesirable persons as well as houses or buildings used for illegal activities. He/She shall report all places in the Town Of Old Saybrook wherein he/she believes law violations occur.

C. A Patrol Officer shall obtain information from proper sources as to the identification of undesirable persons within his/her patrol area and be familiar to their activities.

D. Patrol Officers shall familiarize themselves with all establishments required by law to have a license and the provisions or limitations of said license and to report any violations noted.

E. Each Patrol Officer shall report for duty and be present at roll call ten minutes prior to the beginning of his/her shift. He/She shall be in the prescribed uniform at roll call and shall have on his/her person the department's regulation firearm and equipment maintained in proper condition. Prior to beginning duty, he/she shall become acquainted with the current information published or posted on the department bulletin board, training notices, descriptions of wanted persons, stolen vehicles or items and information from prior shifts.

F. Each Patrol Officer shall patrol his/her area of patrol in Old Saybrook constantly during the tour of duty. When reporting to his/her area of patrol duty, an immediate and complete patrol check and inspection of each accessible place of business shall be made. During his/her patrol, he/she shall vary his patrol route so as to prevent anyone from establishing a knowledge of his/her patrol pattern and he/she shall recheck frequently all locations that require police presence and attention. Except when authorized for police investigations, no Patrol Officer will conceal himself/herself from the public view nor use any public or private conveyance to patrol his area or assignment.

G. A Patrol Officer who finds it necessary to leave the confines of his/her patrol area during a tour of duty for a legitimate purpose other than a police matter, shall first obtain permission from the Shift Supervisor directly, by telephone or by other means and state the reason for absence, length of absence and probable time of return. While on duty he/she shall not leave his/her post unless ordered to do so by proper

authority, or unit properly relieved, except in the case of legitimate police emergency. If a Patrol Officer is obliged to leave his/her post temporarily on official business, he/she shall notify headquarters and the Shift Supervisor upon leaving and return to the post.

H. A Patrol Officer who requires relief from duty due to sickness or injury shall, if able to do so, notify or cause to be notified the Shift Commander.

I. A Patrol Officer shall not refuse to give assistance for the protection of persons and property outside or near his/her area of patrol or post if such assistance requires immediate attention. He/she shall return to his/her area of patrol or post as soon as possible and shall report the circumstances of the assistance rendered to the Shift Supervisor and headquarters.

J. All Patrol Officers shall be aware of and report conditions such as leaking water pipes, gas mains or lines; shall report street lights out, traffic lights out or inoperative. He/she shall also report traffic signs, U.S. Mail Boxes, street signs and electrical and telephone lines in need of repair. He/She shall also report any other defect of public service installations or any dangerous conditions of streets, sidewalks or town property that will likely prove dangerous to the public.

K. Patrol Officers shall report deceased animals or other offensive matter found on public highways.

L. A Patrol Officer shall patrol any business or vacant buildings in his/her area and examine for breaks or vandalism and see that they are secure. The Shift Supervisor and headquarters shall be notified immediately if a business or a building is found unsecured. Under no circumstances shall a Patrol Officer enter a building which he has found unsecured without first notifying the Shift Supervisor and headquarters.

M. A Patrol Officer shall not have in his/her possession any key to any establishment in Old Saybrook unless it is a key for his own property.

N. A Patrol Officer in which whose area frequent offenses occur without detection or arrests of those perpetrators responsible, shall be presumed guilty of neglect of duty or inefficiency and an investigation shall be preferred accordingly.

O. Patrol Officers shall acquaint themselves with all modes of public transportation and the drivers thereof and enforce strict compliance with the regulations covering such vehicles and drivers.

P. Each Patrol Officer shall keep a private record of his work, field notes as it pertains to investigations and dates and times of pertinent items in a personal notebook, shall keep accurate notations of matters concerning official acts either on post or in court. Any matter of importance to the police department shall also be recorded. These notebooks shall be dated from start to finish and have the Patrol Officers name and badge number on the outside. Once the notebooks are filled, they shall be stored in the records room for future reference.

Q. Any Patrol Officers of the Supernumerary Division shall meet the same high character standards as required for the full-time members of the department and shall maintain a course of human conduct that befits a police officer and that will not reflect disrepute upon the Old Saybrook Department Of Police Services. All Supernumerary Officers shall be subject to the Rules and Regulations of the Old Saybrook Department of Police Services.

DETECTIVE DIVISION

The Detective Division shall provide support services to the uniformed division of the department. While this division provides specialty services, its members, nevertheless, are still police officers and have the same responsibilities as do all members of the department. The Detective Division shall have the special mission to investigate serious or unusual crimes; to clear crimes by investigation and arrest; to prosecute persons who violate the law; and to recover stolen property.

The Detective Division shall consist of officers and civilian employees as may be assigned and designated by the Chief Of Police and the Board Of Police Commissioners. The division will also include the Youth Division.

FUNCTIONS- The Detective Division has the responsibility for the investigation of all crimes of serious nature. It shall provide for the continuance of criminal investigations initiated by other divisions and shall provide support to other divisions in their preliminary investigations. The Detective Division shall assist the Patrol Division with fugitives from justice and from other agencies and jurisdictions who are apprehended within the town limits.

The Detective Division shall cause photographs be made and fingerprints to be taken of all persons arrested. A file of photographs and fingerprints of those arrested shall be maintained by the Division. Copies of all fingerprints shall be forwarded to such agencies as required by law or be direction of the Chief Of Police. At no time shall these records be removed from the files without the approval of the Chief Of Police.

The Detective Division shall have the authority to take original complaints or reports of any nature whenever it is indicated that such action will aid in the investigation and best serve justice. The Division will also cooperate with all State, Federal and Military agencies.

DUTIES OF DETECTIVES- Detectives shall diligently and efficiently investigate all crimes assigned to him/her utilizing all available resources for clearance of crimes, arrest of offenders, and the recovery of stolen property. He/she shall be acquainted with the fundamental rules of evidence; be familiarized with criminal characteristics and those with criminal backgrounds and shall acquire a knowledge of their practices, associates and environments.

A. Detectives shall be responsible for charging persons they arrest; preparation and presentation of the facts of cases; and for the summons and appearance of all witnesses in court.

B. Detectives shall follow up on all case assignments until there is a final disposition or the case is declared inactive by the Commanding Officer in charge of the Detective Division.

- C. Detectives shall submit written reports to the Commanding Officer on all matters assigned to them, including criminal complaints, warrants, letters and telephone or COLLECT/NCIC communications.
- D. Detectives shall not leave the Town to conduct any investigations or to perform any acts within the scope of their duty without the permission of the Commanding Officer. This shall not apply when in pursuit of a fugitive.
- E. Detectives shall perform such duties and work such hours as directed by the Commanding Officer.
- F. Detectives shall interview the complainants, victims and witnesses in all cases assigned for investigation without delay and shall properly identify his/her rank to all persons interviewed or interrogated.
- G. Under no circumstances shall he/she make public any information that might jeopardize the completion of an investigation or interfere with the apprehension of a suspect.
- H. All case reports submitted shall note any information or assistance received from any other member of the department or another agency.
- I. Detectives shall be constantly alert to cultivate sources of information that will aid to the solution or prevention of crimes, the apprehension of offender and the suppression of vice.
- J. The Detective Division will be responsible for gathering, marking, recording and custody of all evidence from the scene of a crime, photograph those scenes when required, lift fingerprints at the scene of a crime and shall maintain and classify fingerprints and photographs in related files.
- K. Detectives shall investigate special requests for fingerprint applicants for functions such as bazaar permits, gun permits, public service license, state employees, naturalization requests and other special functions as directed.
- L. Detectives shall be responsible for the transporting of prisoners to and from courts, for the extradition of those persons to this state when required, and for the liaison with the judicial department and officers.
- K. Detectives shall be presentable and business like at all times and shall dress in civilian clothing. Special clothing may be directed by the Commanding Officer.

DUTIES OF COMMUNICATIONS TECHNICIANS

Communications Technicians are assigned to the Old Saybrook Department Of Police Services Emergency Dispatch Center and are governed by all general regulations covering members of the department. They will perform related work as directed and follow the following:

A. A Communication Technician shall answer all calls promptly and courteously, stating his name, rank and "Old Saybrook Department Of Police Services." He/She shall expedite the routing of all calls to their proper destination and relay all information accurately,

B. He/She shall receive all incoming calls for service or "walk in" complaints, make records thereof, and assign the proper record number when required, and relay messages, information by radio, verbally or telephone and in writing promptly and accurately.

C. Using the proper telecommunications equipment, he/she shall relay information required to other law enforcement agencies or public service agencies from the communications center as required.

D. He/She shall dispatch immediately such Police Officers, Emergency Medical Services, Fire Services, Public Service or Utility Agencies or other personnel or equipment as requested by the Shift Supervisor to assist in an incident.

E. Communication Technicians shall not leave the communications desk unless properly relieved or with permission of the Shift Supervisor.

F. At no time will a Communication Technician divulge any information relating to any official police business unless authorized by the Shift Supervisor.

G. He/She shall be accurate and exact in the performance of duties and shall use tact and good judgment, and shall keep the Shift Supervisor fully informed of all serious incidents or unusual requests for police or emergency services. When in doubt about any procedure or action to be followed he/she shall contact the Shift Supervisor.

H. Communication Technicians shall acquire a thorough knowledge of the locations of all streets, buildings, parks or other town general offices and other information regarding the Town Of Old Saybrook and immediately dispatch police and other emergency services when required. When it is necessary to dispatch a police officer to an area other than assigned for an emergency, the Shift Supervisor will be notified.

I. The Communication Area will be maintained and kept in a neat and orderly condition and at no time will food or drink be consumed while performing duties.

J. He/She shall operate the department computer records management system and enter all information relating to calls for service promptly and accurately.

K. Communication Technicians shall insure that a sufficient number of mobile units remain in service and sustain radio contact with headquarters at all time. In the event that he/she is unable to make radio contact with any mobile or portable unit, the Shift Supervisor will be notified.

L. He/She shall alert field personnel being sent on hazardous or emergency calls with such information which will enable them to make suitable or required precautions and shall so advise the responding personnel when such information is not available. When reported incidents indicate a need for more than one unit, additional units will be dispatched. All information shall be given in complete and single transmission so as not to repeat the call several times.

M. All radio transmissions shall be acknowledged immediately and the proper action or request properly initiated. Special attention shall be given to protective and fire alarm electronics and necessary action taken.

N. At no time will unauthorized persons be allowed in the Communications area or authorized to use the equipment within the Communication Area.

O. In the performance of duties, he/she shall exercise civility and courtesy and extend maximum consideration, cooperation and understanding to the public as well as all members of the department.

P. He/She shall be calm, articulate and concise when broadcasting and shall prepare the information prior to transmitting. He/She shall not use profanity or vulgarity, be angry or impatient or disrespectful when broadcasting. No conversations that do not pertain to police or emergency duties will be allowed, i.e. orders for food, personal requests or calling officers or members by first names.

Q. Communication Technicians shall be familiar with all emergency response procedures relating to police, fire and emergency medical dispatch, marine emergencies and mutual aid requests from other agencies.

R. Any information or messages relating to wanted or missing persons, stolen vehicles, descriptions of wanted or missing persons or vehicles or any other pertinent information shall be relayed to all mobile units immediately and promptly.

S. He/She shall monitor all messages received on the NCIC/COLLECT computer and issue any information required or requested. At no time will this system be used for personal or non-official business.

T. The telephone systems in the Communications Area will not be used for any personal calls and all long distance will be logged and only after express permission from the Shift Supervisor.

U. He/She shall perform related tasks or other duties as directed by the Communications Supervisor, Shift Supervisor or Chief Of Police.