



Office Of The Sheriff
Allegany County
Maryland

GENERAL ORDER NO: **1-200.00**

TO: All Patrol and Judicial Personnel

RE: **ORGANIZATIONAL STRUCTURE**

PURPOSE: To maintain an efficient law enforcement organization based on sound organizational principles of lawful authority, unity of command, delineation of authority, and accountability for actions.

EFFECTIVE DATE: 2003

REVISION DATE: 3/1/2016

1-201.00 AUTHORITY

- .01 The authority of the Sheriff's Office comes from a combination of codified and Common Law.
- .02 The Sheriff of Allegany County, as the elected head of the Allegany County Sheriff's Office, reserves the right to organizationally structure the Sheriff's Office in a manner that, in his professional opinion, best meets operational requirements.
- .03 The success of the agency depends upon personnel completing assigned duties and responsibilities. Authority at all levels to complete duties and responsibilities, as defined by job descriptions, as well as written and verbal directions from higher authority, emanates from the Sheriff through the Chain of Command and Agency Policies and Procedures.
- .04 Personnel will be held accountable for their actions and for the use of delegated authority as well as the failure to exercise delegated authority in a proper manner.

1-202.00 DEFINITIONS

- .01 Command Staff - Any member of the agency holding the rank of Lieutenant and above.

- .02 Administrative Staff - Any member of the agency holding the rank of Sergeant and above.
- .03 Supervisory Staff - Any member of the agency holding the rank of Corporal and Sergeant.
- .04 First Line Supervisor - The rank of Corporal is hereby designated as a First Line Supervisor for Maryland Police Training Commission purposes.
- .05 First Line Administrator - The rank of First Sergeant is hereby designated as a First Line Administrator for Maryland Police Training Commission purposes.

1-203.00 ORGANIZATIONAL STRUCTURE

- .01 The Sheriff's Office will maintain an organizational structure designed to maximize available resources to meet the law enforcement needs within Allegany County. This order establishes structural components, organization direction, and functional responsibilities of various agency elements.
- .02 Agency Elements
 - A. Office of the Sheriff
 - 1. The Sheriff of Allegany County is the elected head of the Sheriff's Office, serving four-year terms. As such, he is ultimately responsible to the citizens of Allegany County for the efficient management and direction of the office. The Sheriff's duties include, but are not limited to:
 - a. Establishing the direction of agency operations by exercising control (approval, initiation, amendments, and cancellations) of agency policies and procedures.
 - b. Conducts intra-agency review for approval of the annual budget and serves as agency liaison with the Board of County Commissioners and other county officials.
 - c. Has final approval of personnel decisions including, but not limited to, hiring, termination, punitive discipline involving loss of time or pay, promotions, and transfers.
 - d. Responding to needs and concerns of the public.

- e. Represents the office to other agencies both law enforcement and civilian, through interaction with respective agency heads on the county, state, and federal levels.
2. Office Manager: The Office Manager serves as the Sheriff's Secretary, in addition to other specified duties. In the Chain of Command, the Office Manager will answer to the Patrol Supervisors.

Duties will include, but not be limited to:

- a. Typing correspondence and agency publications. Distribution of policies, as applicable, to personnel.
 - b. Coordination of operational budgetary activities. Serves as liaison with County Purchasing Department. Monitors budget line items. Maintains current record on line item balances. Maintains petty cash fund.
 - c. Supervises purchasing and control of office supplies.
 - d. Maintains sick and leave time records.
 - e. Prepares agency pay records for County Finance Department.
3. Narcotics Task Force: The Narcotics Task Force is a cooperative effort between the Sheriff's Office, Cumberland Police Department, Maryland State Police, and Frostburg City Police Department. It is responsible for a vigorous drug interdiction program and enforcement of the controlled dangerous substance laws. A director that is appointed by the Governing Board, of which the Sheriff is a member, supervises it. The Board serves as the governing body of the Task Force. Sheriff's Office Task Force members function under Task Force rules and regulations not inconsistent with Sheriff's Office policy and are held accountable for compliance with agency policy.

B. Patrol Division:

1. The Patrol Division is commanded by an officer with the rank of Lieutenant who answers directly to the Sheriff. The Patrol Supervisor is responsible for supervising the Patrol Division, which is responsible for providing continuous law enforcement service to the citizens of Allegany County.

Duties of the Patrol Division include, but are not limited to:

- a. Crime preventive patrols
 - b. Maintenance of public order
 - c. Response to calls for service
 - d. Hazard identification
 - e. Investigation of criminal activity and arrest of violators
 - f. Enforcement of traffic laws
 - g. Written reporting of incidents as specified by agency policy.
 - h. Service of warrants, summons, peace orders, domestic violence orders, emergency commitments, and other legal process, as directed by legal authority.
 - i. Other actions as required providing for the safety and well being of the citizens of Allegany County
2. Sergeant: The rank of Sergeant will answer directly to the Patrol Supervisor and will be responsible for Patrol Division supervision when the Patrol Supervisor is unavailable. The Sergeant will assist the Patrol Supervisor in the administration of the Patrol Division, and have additional responsibilities as may be assigned from time to time by the Patrol Supervisor or higher authority.
3. Composition of the Patrol Division
- a. Uniform Shifts: Three uniformed shifts provide 24 hour, year round coverage. A Patrol Supervisor will consist of Lieutenant who will supervise each shift. .
 - (1) Crime Prevention Deputy: Assigned personnel will be responsible for coordinating agency crime prevention programs such as "Neighborhood Watch", School D.A.R.E. Program (Drug/Alcohol Resistance Education), anti-theft programs, bicycle safety, etc. The Crime Prevention Deputy will answer to the daylight shift Supervisor.

- b. Training Coordinator: The Training Coordinator is responsible for ensuring that agency training, as required by state law, is completed. The Training Coordinator is responsible for assessing the content of training for relevancy to agency operations, and for quality. Responsible for maintaining records on all training, and for maintaining liaison with the Maryland Police Training Commission. The Training Coordinator will supervise agency instructors in the capacity of instructor. The Training Coordinator will arrange training for new employees. The Training Coordinator may have other duties as assigned by higher authority. The Training Coordinator will answer directly to the Sheriff.

- c. PCO/Records Section: The section is comprised of civilian personnel responsible for the maintenance of the reporting system and other clerical duties. Supervisory personnel will be as specified by agency policy. Duties of PCO/Records personnel include, but not limited to:
 - (1) Typing and filing assorted agency reports.
 - (2) Entering and removing warrants from agency records and the NCIC system. Interfacing with other enforcement agencies concerning county and non-county warrants.
 - (3) Submission of statistics for state/federal crime reports.
 - (4) Submission of issued traffic, civil, or criminal citations to designated agencies.

- d. Criminal Investigation Unit: The Criminal Investigation Unit is supervised by a Lieutenant who answers directly to the Sheriff. The Investigation Unit is responsible for investigating serious criminal activity and other incidents as assigned by agency policy or higher authority.

- e. Communications Section: The Communications Section is comprised of civilian personnel classified as Police Communication Operators. Communications personnel are supervised by the Patrol Supervisor, or in his/her absence the Duty Officer. The Communications Supervisor is responsible operationally to the Duty Officer, but is under the Shift Supervisor. Communications personnel are responsible for processing calls for service, referring appropriate calls to the Duty Officer, relaying pertinent information to units dispatched to calls for service, compilation of daily activities log, and proper computer utilization to include: Motor Vehicle Administration information; i.e., license information, driving records, criminal history computer files, stolen article entries and deletions into NCIC system, radio traffic, computer wanted checks, and other documentation as may be required by policy.
- 4. Organizational Chart: The office will maintain an organizational chart depicting the structure of the Division and the Chain of Command. The chart will be updated as required, and periodically reviewed to ensure accuracy.

1-204.00 UNITY OF COMMAND

- .01 Personnel with the Sheriff's Office will be responsible to only one supervisor at a given time. This does not preclude a supervisor giving an order to personnel outside his unit if necessity dictates. Ordinarily, however, each employee will be able to identify one supervisor to whom the employee is accountable.
- .02 Each component within the Division is under the direct command of one specific supervisor.
- .03 Chain of Command: The Divisional Chain of Command (barring an operational exception by policy; i.e., Training Coordinator responsible directly to Sheriff) is as follows:
 - A. Sheriff: Elected head of the office and highest authority.
 - B. Lieutenant: Subordinate to the rank of Sheriff.
 - C. Sergeant: Subordinate to the rank of Lieutenant.

- D. Corporal: Subordinate to the rank of Sergeant.
- E. Deputy First Class: Subordinate to the rank of Corporal.
- F. Deputy; Subordinate to the rank of Deputy First Class.
- G. Civilians: Subordinate to all sworn personnel unless given specific authority by the Sheriff to supervise sworn personnel.

.04 In the absence/unavailability of the Sheriff, command of the office will rest with the highest-ranking deputy available, first by rank, then by time in grade.

1-205.00 COMMAND PROTOCOL: (INTRA-DIVISIONAL)

.01 Command protocol in operations involving personnel from different components from within the Division will be determined by rank. All things being equal, the ranking deputy will be in charge of a situation. A ranking deputy's appearance on the scene, however, does not automatically place him/her in charge of the scene unless he/she relieves the deputy currently in charge. If the ranking deputy takes command of the situation, he/she will then assume responsibility for further activities/occurrences at the scene. The ranking deputy will also be held accountable if he/she should have assumed control over the incident, but did not.

- A. Personnel from the Criminal Investigation Unit assigned to a criminal incident will assume command of the scene after it has been stabilized.
- B. Deputies assigned a call will be in charge of the incident/scene unless/until relieved by a senior deputy, or by a criminal investigator at a crime scene.
- C. Senior personnel will assume command when it is necessary to do so; i.e., greater experience/expertise required, greater authority necessary to accomplish the mission, or to prevent incorrect actions. However, supervisors should encourage initiative by allowing subordinates to remain in charge of the scene if correct actions are being taken.

1-206.00 COMMAND PROTOCOL: (INTER-DIVISIONAL)

- .01 Joint Divisional Operations within the Office: When members from different divisions within the office; i.e., Patrol and Detention, are involved in a joint operation, the following command protocol will apply:
 - A. The investigating or ranking deputy from the division whose responsibilities include the task in question will be in charge. For example:
 - 1. Patrol personnel assist the Detention Division in a shakedown of jail cells or with a disturbance among inmates. In this type of operation, Detention personnel, as designated by Detention policy, would be in charge of activities related to the specific operation.
 - 2. A prisoner escapes from custody and both Patrol and Detention personnel are involved in the search. Patrol personnel, as designated by Patrol policy, would be in charge of activities related to the specific operation.
- .02 In planned, joint operations, the supervisor in charge will be identified before the operation commences. In planned operations, input should be solicited from personnel of both divisions.
- .03 Observations or knowledge of agency policy violations will be reported to supervisory personnel within the violating personnel ' s division.
- .04 Personnel wishing to resolve a conflict with any Agency Policy, Directive, or Order, (excluding conflicts filed as grievances) will submit a report expressing their views to their immediate supervisor. Such questions, requests, or suggestions must be realistic. If the immediate supervisor cannot resolve the matter, it will be referred through the chain of command and resolved at the lowest supervisory level possible.

1-207.00 COMPLIANCE WITH LAWFUL ORDERS

- .01 Agency personnel will promptly obey any lawful order from senior personnel (verbal or written), including any order relayed by personnel of equal or lower rank to the person receiving the order. Personnel to whom conflicting orders are given will bring the conflict to an immediate supervisor ' s attention as soon as possible. If the conflict is not resolved, the last order received will be obeyed. Any order may be countermanded in an emergency. Any such action will be reported to the supervisor issuing the order, which was countermanded as soon as possible.

1-208.00 ACCOUNTABILITY OF SUPERVISORS

- .01 Supervisors, by virtue of their positions within the office, will be held responsible for the performance of personnel under their supervision. While individual personnel are responsible for individual actions, supervisors are also responsible for subordinate actions, which are contrary to agency policy when they can be attributed, in part or in whole, to actions the supervisor did or did not take.
- .02 All personnel will be held responsible for the use of (or the failure to use) their delegated authority to accomplish the duties and responsibilities of their position. Accountability will be accomplished through the use of commendations, evaluations, or disciplinary actions.

1-209.00 SPAN OF CONTROL

- .01 The number of employees under the direct control of any one position will be limited in order to maintain effective supervisory control. Supervisory personnel will be given specific areas of responsibility for which they have supervisory accountability at all times.

1-210.00 STAFF MEETING

- .01 Command Staff: The Sheriff will schedule staff meetings with his command personnel on a regular basis as he deems necessary. For purposes of agency policy, Command Staff denotes personnel with the rank of Lieutenant.
- .02 Supervisor/Subordinate Meetings: Shift supervisors will meet with subordinates on an individual basis as required and as specified in the agency evaluation process. Formal meetings will be documented and topics of discussion will include, but not be limited to:
 - A. Subordinate ' s work performance
 - B. Problem solving actions
 - C. Suggestions for improvement/change
 - D. Commendations for superior performance

1-211.00 PERSONNEL ALLOCATIONS

- .01 The Office maintains a staffing table with the following information:
 - A. Number and type of each position as authorized by the county government in the agency budget.
 - B. Location of each authorized position within the agency's organizational structure.
 - C. Position status information as to whether authorized positions are filled or are vacant.

- .02 The Agency will allocate personnel to organizational components based upon documented workload assessments. Information to be considered during assessments in deciding allocations include, but are not limited to:
 - A. Number of incidents
 - B. Type of incidents
 - C. Time required by incidents
 - D. Geographic location of incidents

1-212.00 SPECIALIZED ASSIGNMENTS

- .01 An annual review will be conducted on each specialized assignment for the purpose of determining whether it should be continued. The review will include:
 - A. An evaluation of the purpose of the assignment to see if the problem or condition which initially required the program still exists, and if so, to what extent.
 - B. The cost of continuing the specialized assignment.

- .02 Specialized assignment openings will be advertised within the office in writing, excepting any sensitive assignment such as undercover work.

- .03 Criteria required for specialized positions will be stated in the announcement. The extent to which stated criteria is met along with the last two evaluations will be considered in making selections.

.04 Specialized positions include:

- A. Criminal investigation
- B. Narcotics Task Force
- C. Canine Unit
- D. Training Coordinator
- E. Instructor

1-213.00 COMMUNICATION/COORDINATION/COOPERATION AMONG AGENCY FUNCTIONS

.01 The exchange of information and the willingness to cooperate between different agency functions are crucial to the success of the Sheriff's Office. Personnel from different agency functions are encouraged to share factual information on an individual basis. In addition, information sharing will be enhanced by:

- A. Shift Supervisors will confer with the prior shift Duty Officer on events that occurred during that day.

By Order Of:

Craig A. Robertson, Sheriff