



Organization Authority

Section: 1.200
Effective Date: August 16, 2011
Amended: November 18, 2020

1.200

1.202 Organization Authority

- A. The Captain of Police / Director of Police may, pursuant to law, establish, any organizational unit and/or assign their functions as deemed necessary to support the effective and efficient accomplishment of the agency's goals, objectives, responsibilities and functions.
- B. Functional responsibility may be assigned to individuals or components specifically created and staffed. Responsibilities for several activities may also be assigned to single positions or organizational components, as may be needed.
- C. When organizational changes are made that transfer functions or responsibilities from one unit to another, directives pertaining to transferred functions or responsibilities, until rewritten to include nomenclature reflecting transfers of functions or responsibilities will be applicable to units receiving functions or responsibilities.
- D. The agency's organization is depicted on an organizational chart (see **1.200-A – Organizational Chart**) which is reviewed, updated as needed, and made accessible to all agency staff through the Captain.

1.204 Command Protocol

- A. Each organizational unit is supervised or administered by a single supervisor.
- B. Each unit within the agency is under the direct command of only one unit commander. Employees will report to specified matrix supervisors when involved in any operational programs so coordinated or controlled.
- C. Shift officers report to their respective superiors as detailed in the agency's organizational chart and/or by directive/s.
- D. Supervisory and administrative personnel are responsible and accountable for the activities of employees under their immediate control.
- E. Employees are directly accountable to their respective shift supervisors/OIC during their work periods.
- F. Employees working overlapping shifts or other assignments will be under the control, for payroll and other administrative purposes, of the supervisor during which their work period began.
- G. Whenever the agency engages in operations involving more than one organizational unit or personnel from different units or shifts, overall event command will be assigned to a supervisor at the direction of the Captain.
- H. Major field operations or emergencies will normally be under the direction of a supervisor specifically identified and assigned by the Captain.
- I. During the temporary absence of shift supervisors, when no other provision is made by competent authority, the command automatically devolves upon the senior ranking officer or OIC.

- J. A sergeant is assigned responsibility for each patrol shift and responsible for ensuring a continuous presence of supervision for their respective shifts - every day of the year. Other supervisory ranked officers or OIC's will be temporarily assigned to shifts when circumstances preclude the presence of regularly assigned shift supervisors.
- K. An Acting Captain will be appointed as the result of planned, expected, or anticipated absences of the Chief.
 - 1. Whenever the Captain is absent and/or unable to manage the operations of the agency without having appointed an Acting Captain, the position of Acting Captain devolves first to the Lieutenant, then by rank, by time-in-grade.
 - 2. Acting Captains are authorized to carry out provisions of LEOBR, as well as other powers, authority, and duties conferred upon the Chief, except;
 - a. Promoting or demoting any member of the agency without the authorization of the Captain; and
 - b. Making all but temporary transfers. Temporary transfers will be considered permanent only if or when approved by the Captain.
- L. The rank order of the sworn members of the agency in descending order is:
 - 1. Chief of Police (currently UBPD does not have a Chief of Police, the Captain is the head of the department)
 - 2. Captain
 - 3. Lieutenant
 - 4. Sergeant
 - 5. University Police Officer III
 - 6. University Police Officer II & Master Patrol Officer

1.206 Functional Communications, Coordination, & Cooperation

- A. Effective communications, coordination, and cooperation are absolutely essential to the administration and operations of the agency so information, notifications, suggestions, issues, problems, and concerns are conveyed and addressed.
- B. All personnel will encourage, support, and participate in the reasonable and prudent exchange of information between agency personnel, shifts and functions. Mechanisms and processes utilized by this agency to facilitate the exchange of information include, but are not limited to:
 - 1. Electronic mail accessible to all agency personnel;
 - 2. CompStat meetings;
 - 3. Shift/officer briefings;
 - 4. Command Information E-mails;
 - 5. Other structured staff meetings;
 - 6. Staffing of draft directives throughout the agency;
 - 7. Incident, special event, or other briefings;
 - 8. Organizational and individual memberships in professional organizations;
 - 9. Access to on-line records, reports, and summaries; and
 - 10. Direct communications between employees.
- C. The Captain maintains an "open door" policy as schedule dynamics permit. Subordinates who wish to meet with the Captain must first speak with their immediate supervisor. Those not having an immediate chain of command access to the Captain, may schedule an appointment by providing an agenda to the Captain. The Captain will then schedule an appointment.

- D. Electronic mail - Individual UB e-mail accounts are provided to all agency police officers and non-sworn staff. As such, the @ubalt.edu address is the official primary e-mail account for university business. All members of the agency are expected to check their e-mail on a daily and consistent basis to stay current.
- E. Correspondence directed to superiors contains directives related to the effective structure and process of intra-agency communications that will be adhered to by all personnel and at all levels of the agency.

1.206.02 CompStat Meetings

- A. CompStat meetings, arranged through the Office of the Captain, are conducted as a formalized method to review crime trends, identify crime related issues, problem solve and enhance intra agency communications between Supervisors. CompStat meetings include, but are not limited to:
 - 1. All supervisors
 - 2. Accreditation Coordinator
- B. CompStat meetings are scheduled and chaired by the Captain on a bi-monthly or an as needed basis.
- C. Lieutenant and Shift Supervisors are encouraged to conduct staff meetings in order to discuss matters affecting their respective shifts and personnel.
- D. Personnel attending formalized staff meetings are to be prepared to discuss recent information as supplied by the Captain or his immediate command.
- E. Those who plan to present information should submit agenda information to the Captain no later than one business day prior to the meeting.
- F. Formalized staff meetings will be scheduled to maximize attendance by personnel when they are on regular duty.
- G. Employees unable to attend scheduled meetings on regular duty are excused from meeting attendance unless meeting attendance is mandated by the Captain. The awarding of overtime or compensatory time for meeting attendance must be authorized by the Captain.

1.208 Office of the Captain

The Office the Captain consists of, but is not limited to, personnel, and functions of

- A. Director of Police;
- B. Internal Investigations;
- C. Planning;
- D. Inspections,
- E. Accreditation;
- F. Fiscal Matters;

1.208.02 Captain of Police

- A. The Captain of Police, as the Commander of the agency, is responsible for the over-all operations and administration of the Department. The Captain is accountable to the Vice President for Capital Planning and Campus Operations and other University administrators for Departmental staffing, training, job requirements, salary administration and other personnel matters; budget management; procurement; the development of goals and objectives to guide and direct the Department in both the long term and the short term; and the formulation of plans and strategies to enhance the safety of the campus.

- B. The Captain of Police, consistent with a position description issued by the Office of Human Resources, is empowered by the nature of the position to promulgate and enforce rules, regulations and procedures; to make the final selection of personnel for recruitment and promotion; to assign personnel to any unit of the Department; and to organize or amend the organizational structure of the Department as he/she may deem necessary for the efficient operation and sound government of the Department. The position also requires a liaison and interaction with city, state and federal agencies.

1.208.04 Accreditation Coordinator

- A. As a direct report to the Captain and with minimal supervision, the Accreditation Coordinator is responsible for performing analytical and administrative work with emphasis on planning and coordinating accreditation activities as assigned through the Office of the Captain. The coordinator, while encouraged to make independent judgments and decisions based on analytical and innovative thinking, to:
1. Develop, plan and organize professional standards to improve and modernize existing policies and procedures in support of the department's mission;
 2. Recommend best practices based upon research into applicable standards in the profession;
 3. Design policies and procedures for conformity to accreditation standards, and research, develop and facilitate department's activities related to Emergency Preparedness/Emergency Management.
 4. Develop policies and procedures to meet professional and accreditation standards;
 5. Ensure thorough audit and quality control methods that accreditation standards, once achieved, are maintained
 6. Prepare special projects for review
 7. Assist in the development/update of the university's Emergency Preparedness Plan;
 8. Act as liaison between University of Baltimore Police Department and allied agencies regarding Emergency Preparedness/Emergency Management.
 9. Conduct training session/tabletop exercises on Emergency Preparedness and Emergency Management.

1.208.06 Lieutenant

The Lieutenant has responsibilities that include, but are not limited to:

- A. Ensuring the day-to-day operational efficiency of personnel and functions as assigned, and coordinated through, the Office of the Captain;
- B. Coordinate all patrol functions relative to the field operation of the crime suppression patrol efforts for the University of Baltimore; specifically the planning, scheduling, organizing, staffing, deploying, directing, supervision, evaluation, and discipline for all sworn members and security ambassadors assigned to the agency.
- C. Duties specifically include:

1. Management of the day-to-day operations of the department to include supervision of the Sergeants, University Police, and Security Ambassadors.
2. Responding to scene of major emergencies, disturbances, and disasters and assume command of police operations.
3. Oversees the conduct of criminal investigations conducted by UPO's.
4. Coordinates major university events involving the agency.
5. Conducts inspections and submits accurate and timely departmental reports.
6. Other ancillary duties and/or responsibilities as may be deemed appropriate and assigned by the Chief.
7. Maintaining a variety of administrative files as delegated by the Captain;
8. Oversight of departmental equipment;
9. Oversight of the management of the security systems;
10. Oversight of training functions.
11. Other ancillary duties and/or responsibilities as may be deemed appropriate and assigned by the Chief.
12. Oversight of the University's security camera system.
13. Ensuring the day-to-day operational efficiency of personnel and functions as assigned, and coordinated through, the Office of the Captain;
14. Supervise, staff, and equip the PCC: First line supervisor for PCO's to oversee their daily performances;
15. Coordinating department operational and administrative functions relative to training;
16. Developing crime prevention strategies for campus;
17. Supervising follow-up criminal and Internal Investigations
18. Supervising the property and evidence areas. Ensuring procedures are adhered to;
19. Reviewing disciplinary procedures;
20. Ensuring police communications facilities are properly supervised, staffed, and equipped;
21. Ensure the reports maintained in our records management system are being properly reviewed, and completed;
22. Assist with the CALEA compliance requirements for the agency;
23. Assist the Captain with emergency preparedness protocols;
24. Oversight duties relative to agency security systems.
25. Management of the day-to-day operations of the Police Communications Center for the agency.

1.208.08 Sergeants

The shift sergeants have a variety of diverse responsibilities which include, but are not limited to:

- A. Supervising the routine operations and staff of a shift,
- B. Setting work priorities and evaluating campus police officers;
- C. Monitors operations and performance for adherence to departmental standards and takes corrective action as appropriate.
- D. Prepares reports and makes recommendations to improve operations.

- E. Investigates citizen complaints regarding police/security performance.
- F. Assumes command at the scene of serious accidents or incidents until the arrival of BPD.
- G. Inspects law enforcement/security personnel under their supervision.
- H. Reviews and edits reports from assigned officers.
- I. Performs all the duties of a University Police Officer.
- J. Perform other duties as may be assigned and as such specific duties and responsibilities may vary, based upon departmental needs.

1.208.10 University Police Officers

- A. University Police Officers and Master Police Officers are primarily responsible for providing continual police services to the university community, consisting of faculty, staff, students and visitors to the campus and adjacent areas patrolled.
- B. The OIC supervises the shift during the absence of the Shift Sergeant.
- C. University Police and Master Police Officers report to a Shift Sergeant or an OIC and are responsible for, but not limited to, uniformed patrol, maintenance of public order, discovery and reporting of hazards, responding to citizens' needs for services, investigating crimes and incidents, arresting offenders, directing traffic, providing traffic control, emergency services, reporting information to appropriate organizational units or personnel and being a uniformed presence on and around campus.

1.208.12 Police Communications Officer

- A. Under general supervision, performs police communications and related clerical work in a central communications center setting to include but is not limited to the listed tasks:
 - 1. Assist members of the public;
 - 2. Direct employee complaints from citizens to supervisor
 - 3. Operate emergency telephones, two-way radios, telecommunications and computer terminal equipment, closed circuit televisions, remote control cameras, alarm and security systems.
 - 4. Answer emergency telephone lines. Monitor and maintain radio communications.
 - 5. Receive and record information and requests related to police services.
 - 6. Dispatch police and/or security Ambassadors.
 - 7. Notify command, supervisors, and administrative personnel about incidents.
 - 8. Transmit and receive telephonic communications with the surrounding local jurisdictions.
 - 9. Operates specialized communications networking equipment and computer terminals. Accesses restricted law enforcement networks.
 - 10. Obtain, input, and receives data related to police activities such as criminal history, warrants, and vehicle registration.
 - 11. Relays information from field officers requesting back up and support services such as city crime lab technicians, emergency medical services, rescue, and fire equipment.
 - 12. Maintains manual and computerized logs and prepares complaint control cards and reports.
 - 13. Monitors surveillance campus camera system as appropriate.
 - 14. Monitors safety and security systems, reports malfunctions as appropriate, and dispatches appropriate personnel to alarm sites.
 - 15. Ensures proper security and disposition of recovered property submitted to them;
 - 16. Issue equipment such as radios, batteries, keys, vehicles, etc., for bona fide reasons;
 - 17. Know where relevant equipment and supplies are stored.

18. Inspect stocks of expendable supplies and request restock from the Business Specialist.
19. Assist with the towing and impounding of vehicles.
20. Other tasks as may be assigned and may vary, based upon departmental needs.

1.208.14 Security Ambassadors

- A. Under direct supervision, performs routine security activities to protect buildings and property and safeguard occupants and visitors during normal operations and special events. As such, is responsible for performing, but not limited to, the below duties:
 1. Secures and monitors entrances and exits to buildings and property.
 2. Patrols buildings, grounds, and parking facilities and notifies appropriate personnel when problems and life safety threats arise.
 3. Completes logs and basic reports as instructed.
 4. Assists with traffic control, and crowd control.
 5. Responds to routine inquiries from staff, students and visitors.
 6. Maintains communication with appropriate personnel utilizing equipment such as two-way radios and telephones.
 7. Provide walking or motorized escorts as directed.
 8. Security Ambassadors will perform other related duties as may be assigned and as such specific duties and responsibilities may vary based upon departmental needs.

1.208.16 Internal Inquiries

- A. The agency's Internal Inquiry function is extremely important and is coordinated and managed through the Office of the Captain.
- B. All complaints, anonymous or otherwise, will be accepted and investigated to the fullest. Responsibility for initiating the investigation will fall to the Lieutenant. Under normal circumstances, a Shift Sergeant will be assigned to conduct the preliminary inquiry and submit written findings with all related investigative notes, photographs, recordings, evidentiary information and reports to the Lieutenant, unless otherwise instructed by the Captain.

1.208.18 Planning

- A. The agency's planning function is facilitated and coordinated through the Office of the Captain in order to develop strategies for bringing about desirable future conditions relating to the agency and the community. The Lieutenant with input from supervisors as deemed necessary, play a major role in this function.

1.208.20 Inspections & Accreditation

- A. The agency's inspection functions are coordinated and managed by the Lieutenant. Shift Sergeants conduct line and staff inspections and submit reports to the Lieutenant and Accreditation Coordinator for filing and retention.
- B. The inspections function is responsible for identifying conditions, situations, and actions that contribute to the success or failure of the agency's operations and administration by monitoring compliance of component units with established policies, directives, regulations, and procedures.
- C. The accreditation management function is assigned to the Accreditation Coordinator who manages the agency's active, on-going participation in the accreditation process through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).

1.208.22 Fiscal Responsibility

- A. Fiscal responsibility rests with the Captain of Police and through assistance of the Office of Shared Services, includes functional responsibilities that include, but are not limited to purchasing, accounting, budget processes, disbursement of agency funds, billing for services, employee payroll accounting and management, and liaison to the university's Human Resources.

1.208.24 Public Information

- A. The agency's public information function is facilitated and coordinated by the Manager of Public Information, assigned to the Office of University Relations who works closely with the Office of the Chief in order to inform, with openness and candor, the agency, the public, and the media of information on agency administration and operations.

1.208.26 Crime Prevention

- A. Crime Prevention is an organizational component of Operations.
B. Although all agency personnel are responsible for achieving the agency's crime prevention and community involvement activities, the coordination and operation of Crime Prevention programs are conducted by the Lieutenant.

1.208.28 Crime Analysis

- A. The crime analysis function, based on the collection, collation and analysis of data as it relates to incidents, crime, calls for service, resource allocation, and strategic prioritization of agency objectives, is currently prepared through the Office of the Chief of Police.

1.210 Technology Services

- A. Technology Services are handled by OTS.

1.210.02 Emergency Management and Planning

- A. The agency's Emergency Management and Planning and Homeland Security issues are coordinated through the Office of the Chief. This planning function coordinates policies, procedures, equipment, and furnishes liaison activities connected with the planning, mitigation, response, and recovery from emergency operations and critical incidents.

1.210.04 Homeland Security

- A. The agency's Homeland Security function is coordinated through the Office of the Captain and involves liaison with other campus departments and jurisdictions to exercise plans and procedures as related to Homeland Security issues.
B. The agency will also liaison with other organizations for the exchange of information relating to terrorism to include:
 1. Maryland Coordination and Analysis Center (MCAC);
 2. Joint Terrorism Task Force (JTTF);
 3. Maryland Emergency Management Agency (MEMA); and
 4. Department of Homeland Security (DHS).
 5. Baltimore Police Department

C. All agency employees are responsible for reporting and relaying terrorism related intelligence

information.

1. Any agency employee can relay terrorism related intelligence to Maryland Coordination and Analysis Center (MCAC).
 2. Employees with terrorism related intelligence are to report this information to their immediate supervisor for forwarding to the Maryland Coordination and Analysis Center.
 3. Terrorism related intelligence to be forwarded to the Joint Terrorism Task Force should be submitted, via channels, to the Office of the Chief.
- D. The agency provides terrorism awareness information through *Safety and Security* links on the agency's website.

1.210.06 Records

- A. Departmental records are under the control of the Administrator of the Report Exec System. The Report Exec System serves as the agency's central repository for all criminal and civil records, storage, control, retrieval, routing, and review. The Lieutenant handles maintenance of agency police related records and reports. Personnel files are retained and are the responsibility of Human Recourses. The department does retain "some" duplicate records, evaluations, and etc. in secure locked file cabinets.

1.212 Police Operations

- A. Police Operations consists of, but are not limited to, the units, personnel, and functions of:
1. Patrol;
 2. Juveniles;
 3. Traffic enforcement functions;
 4. Criminal Investigations;
 5. Victim/Witness assistance.

1.212.02 Patrol

- A. Each shift is primarily responsible for providing continual police services to the community.
- B. Shift Sergeants report to the Lieutenant. The Lieutenant has overall supervisory responsibilities that include, but are not limited to the efficiency, discipline, appearance and general good conduct of personnel under their command, in addition to general police duties.
- C. University Police Officers report to their respective shift supervisor/OIC and have responsibilities and duties that include, but are not limited to, uniformed patrol, maintenance of public order, discovery and reporting of hazards, responding to citizen's needs for services, investigating and reporting crimes and incidents, arresting offenders, directing traffic and traffic control, providing emergency services and reporting information to appropriate organizational unit or personnel.

1.212.04 Juvenile Operations

- A. Juvenile operations activities may include, but are not limited to:
1. Enforcement activities;
 2. Conducting follow-up investigations of cases involving juvenile offenders, victims, or witnesses;
 3. Preparing and presenting cases in which juveniles are involved.

1.212.06 Traffic Functions

- A. Traffic function related activities are conducted and facilitated by sworn uniformed officers.
- B. Traffic function related activities may include, but are not limited to:
 - 1. Support activities including data collection and analysis, formulation of policy and procedures, development of effective enforcement techniques, program planning, personnel allocation and utilization, and program evaluation;
 - 2. Reducing violations through preventive patrol and active enforcement;
 - 3. Activities connected with, or related to traffic accidents;
 - 4. Performing a variety of diverse, traffic-related services including providing general and Emergency assistance, providing public information and directions, identifying and reporting roadway and roadside hazards, checking abandoned vehicles, and locating and recovering stolen vehicles.

1.212.08 Criminal Investigations

- A. Each police officer is responsible for conducting thorough criminal investigations. Follow-up and special inquiries are conducted by the assigned officer.

1.212.10 Criminal Intelligence

- A. All sworn agency personnel may assist in collecting criminal intelligence information. However, the coordination of collecting, processing, and disseminating information related to specified crimes and criminal activities is conducted by the investigating officer. The Office of the Chief will often provide timely intelligence related material via the university's e-mail system to all personnel.

1.212.12 Victim / Witness Assistance

- A. Victim and witness assistance may be provided by any member of the agency. However, the coordination and operations of most victim and witness assistance activities are provided by the investigating officer with support from the Sergeant and/or the Lieutenant.
- B. Victim/witness assistance activities are conducted in order to:
 - 1. Identify appropriate victim and witness services that the agency can provide without duplicating services offered elsewhere in, or near, the community or by private-sector organizations; and
 - 2. Ensure that victims and witnesses receive professional handling consistent with their important investigative and prosecutorial roles.

1.214 Training

- A. Training of lateral transfers and newly hired police officers, as needed, is pursuant to the Maryland Police and Correctional Training Commissions (MPCTC) mandates. Annual In-Service training is provided through an agreement with the Baltimore County Police Department. The university also provides various training for all employees.
- B. Assigned sworn personnel will conduct regularly scheduled "meet and greet" sessions during the school year to ensure students are aware of current security measures.

1.216 Special Operations

- A. Occasionally, and predicated on crime trends and availability of personnel, the agency will establish plainclothes, sting operations, or other crime reduction activities.

- B. Major field operations or emergencies will normally be under the direction of the highest ranking officer until relieved by command personnel or Baltimore Police/Baltimore Fire Department personnel.