



COLUMBIA POLICE DEPARTMENT

"Policing Excellence through Community Partnerships"

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1.0 DIRECTIVE

The Columbia Police Department will operate under sound and accepted management techniques.

2.0 ADMINISTRATIVE INFORMATION SOURCES

The data sources to be used in compiling Administrative Information System Reports will include, but not limited to the following:

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|-----------------------------|-------------------------------|
| 1. Calls for service | 6. Crime Clearance Rate |
| 2. Incident Reports | 7. Traffic Offense Data |
| 3. Arrest Reports | 8. Uniform Crime Reports |
| 4. Conviction Data | 9. Community Service Programs |
| 5. Telephone Calls Serviced | |

3.0 ADMINISTRATIVE REPORTS

As part of the Administrative Information System, several types of administrative reports must be completed.

3.1 Daily Crime Reports

The Watch Commander completes a Daily Crime Report each day. The Daily Crime Report is a summary of the Part I Crimes that occurred over the previous twenty-four (24) hours. This report is forwarded to the Operations Bureau Major and to the Chief of Police.

3.2 Crime Analysis Reports

Crime Analysis Reports are completed on a daily, weekly, weekend, monthly, annual basis and upon special request. These reports are generated by the Crime Analysis Unit and shall include at a minimum: type of crime, geographical factors, temporal factors, victim and target descriptors, suspect descriptors, suspect vehicle descriptors, modus operandi factors, physical evidence information, and problem oriented or community

policing strategies, if applicable. The reports will be distributed to the Chief of Police, Command Staff and all affected units.

3.3 Quarterly Report

Monthly reports are compiled by the Division Captains to form the Quarterly Report that serves as a basis for the Year End Report. This report includes significant accomplishments, problems, the status of yearly objectives and performance measures of the division. The reports are forwarded via the chain of command to the Bureau Majors, to the Administrative Services Major for compilation and then to the Chief of Police. After the Chief has approved the report it is forwarded to the City Manager.

3.4 Year End Report

The Quarterly Report for the fourth quarter of the fiscal year is considered the Year End Report. This report will be forwarded to the Division Captain who will compile a Region/Section Year End Report. The Region/Section report will be forwarded to the Bureau Major for approval. Once approved, the report will be forwarded to the Administrative Services Major for compilation and then to the Chief of Police. After the Chief has approved the report, it is forwarded to the City Manager..

3.5 Multi Year Plan

The Administrative Services Major will review and revise the Department's Multi Year Plan as needed. The plan consists of the Department's future vision as stated in the Annual Activity Work Plan at the conclusion of the command staff retreat, to include long-term goals and operational objectives, estimated workloads and population trends, anticipated personnel levels, and anticipated capital improvements and capital outlay requirements. This plan will be forwarded to the Chief of Police and subsequently distributed to the Command Staff for further distribution.

3.5 Annual Activity Work Plans

This plan is the foundation for all subsequent reports. It describes activities of each budgeted division/unit as well as outlining objectives and performance measures for the next fiscal year. The Region/Section Commander will create a list of goals and objectives for the upcoming year in conjunction with the City's Budget Process and forward them to the Administrative Services Major. The achievement of these goals and objectives will be reflected in the Quarterly Report. The Annual Activity Work Plans are available on the Police Department's T: Drive for all personnel to review.

3.7 Workload Assessment

The Administrative Services Division will frequently perform a workload assessment of the patrol function to assist in determining the need for personnel allocation. The report will be forwarded to the Major of the Operations Bureau and the Chief of Police.

3.8 Accreditation Maintenance Reports

The Accreditation Unit will periodic reviews of the agency's system for ensuring that reports, reviews and other activities mandated by applicable accreditation standards are accomplished. Tasks will be assigned to appropriate personnel/groups in PowerDMS and reminders will alert staff when items are due/past due. The Accreditation unit will periodically run reports to assess outstanding items. Outstanding tasks will be addressed through the appropriate personnel/group through written and or verbal communication by way of Command Staff appearances. The Accreditation unit will use its Time Sensitive Matrix to address those standards identified by CALEA as critical accountability items to the accreditation process. Frequent periodic reviews of

the process will be documented and the findings will be forwarded to the Professional Standards Captain and then to the Chief of Police.

4.0 FORMS CONTROL

The control and accountability of all forms used by the Department is of critical importance to ensure proper documentation of all business transactions within the Department and between the Department and the public. The transactions will be recorded on forms approved for such purposes.

4.1 Accountability

The control and accountability of all forms is the responsibility of the Administrative Services Division .

All forms originating within the Department will be numbered and labeled for easy reference.

4.2 Forms Development and Review

The development or modification of a form for use by members of the Columbia Police Department will be the responsibility of the originating division. The form must include at a minimum, form title, form purpose and administrative flow, the proposed form will then be sent to the Administrative Services Division once it is reviewed and approved by the Chief of Police and a form number assigned before the forms are mass produced.

The Planning and Research Unit will be responsible for maintaining a Central Forms Index and File. All forms will be reviewed periodically by the Planning and Research Unit to assess their continuing validity and to establish that information captured on such forms is not duplicated.

5.0 PLANNING AND RESEARCH UNIT RESPONSIBILITIES

The Planning and Research Unit will provide the Chief of Police and the Command Staff with information for the allocation and distribution of manpower and other Department resources. The unit will also provide the information necessary to predict manpower and resource needs as well as identifying possible operational alternatives aimed at improving departmental productivity and efficiency. The Planning and Research Unit will have access to all necessary Departmental records and statistics and will use same to prepare informational/analytical reports and evaluations and will insure distribution to all affected organizational units. Based upon evaluations of current programs, recommendations for improvements and/or changes will be made to the Command Staff or directly to the Chief of Police.

The Planning and Research Unit will be responsible for, but not limited to, the following functions:

- Prepare a periodic workload assessment report, detailing and analyzing the operational activity of the Department. The report will be submitted to the Chief of Police/Command Staff to provide accurate information that may be used in making decisions regarding the allocation and deployment of agency resources. The report will include calls by report areas and calls by Region.

The report will outline the calls particularly by Region and highlight times of heavy/light demand in report areas.

- Prepare and/or provide technical assistance to other Divisions preparing grant requests. Such support may be research of implementation procedures or operational techniques that are exclusive to the grant. The Unit may also assume responsibilities of the grant such as formulating goals and objectives, and the measurement/evaluation of the performance indicators.

Upon completion of any grant proposal, the grant package will be forwarded to the Chief of Police for approval.

- Provide an assortment of services to include:
 - Assist with budget preparation
 - Provide information of newly annexed areas to update Region maps
 - Conduct miscellaneous projects for the Chief of Police or Command Staff upon request
 - Prepare Annexation Impact Reports
- Issue the Directives and Procedures Manual to departmental personnel and maintain records of the issuance by manual number. Additionally, the unit will issue all new policies, special orders, updates and revisions.

Personnel may request the Planning and Research Unit's assistance in completing projects by initiating a "Project Request" form. This form will provide an area to explain the nature of the request. Personnel will forward the request to their first-line supervisor for approval. Upon approval, the request will be sent to the Major of the Administrative Services Division or his designee. An approved request will then be sent to the Planning and Research Unit to complete the desired project. The Planning and Research Unit will be responsible for disseminating the results of requested projects.

6.0 AGENCY PLANNING AND RESEARCH FUNCTIONS

In addition to the Planning and Research Unit functions, each division, section, and unit within the Department is responsible for the planning and development of goals, objectives, and programs to meet their needs and improve departmental productivity and efficiency. These will include, but are not limited to:

- Each Division will be responsible for the development and preparation of their portion of the annual budget to include input from all sections and unit.
- Each departmental section and unit will be responsible for the planning and development of operational plans to meet the needs of the section or unit.
- Gather data on accident/enforcement activities upon request, to include geographic and causative factors that can be forwarded to the requesting division to allow planning of traffic programs and counter measures.
- Analyze current summaries to reveal accident/enforcement patterns. Information will be provided to highlight areas that have shown the greatest potential for accidents and a high number of accidents over the previous three-year period.
- The Traffic Enforcement Unit will prepare Traffic Accident and Traffic Enforcement summaries based upon location, time and violation factors for the purpose of targeting selective traffic enforcement measures.

7.0 ALLOCATION OF PERSONNEL

It is the directive of this Department to ensure the appropriate deployment of personnel by determining service demands through the use of workload assessments and computer based or manual methods of allocation and distribution. The continuous assessment of personnel allocation and distribution will ensure that the Department maintains the maximum efficiency of its' assigned resources.

Allocation is defined for the purpose of this directive as the determination of the overall number of personnel needed for the Police Department and for each internal organizational component.

The Columbia Police Department Personnel Unit will maintain a staffing table that provides the following information on Department personnel:

- The total personnel strength as authorized by City Council as well as type and number of each position
- Position status information for each position
- Location of each authorized position

7.1 Allocation of Personnel to Organizational Components

The City of Columbia Police Department allocates personnel to organizational components in accordance with workload assessments and periodically reassesses allocations to ensure staffing is balanced according to workload demands. This is derived from the computer assisted dispatch system (C.A.D. System) that records and determines:

- Length of a call
- Type of call
- Number of officers needed for the call
- Number of officers actually sent on a call
- Supervision level requested and/or on location at a call
- Follow-up request and allotted time spent by officers on follow-up.

This information and data is analyzed and disseminated upon receipt from the Central Communication Center by the Planning and Research Unit. This information is given to all Department heads and Division/Region supervisors.

7.2 Allocation of Personnel to the Patrol Component

The Planning and Research Unit currently conducts yearly, or as required, studies using C.A.D. System data. The decision for personnel placement is based on actual patrol workload and natural geographic boundaries.

7.3 Assignment/Availability Factor for Patrol Personnel

Assignment/availability factor for patrol personnel is reviewed on a periodic basis. The calculation is based on the personnel roster and accrued time figures from police personnel

The factor is calculated to show manpower availability given the number of mandated demands on officer's time utilizing actual days worked, days off, and days lost (i.e., court time, training, etc.). Once completed the factor assesses how many officers are needed to provide 24-7 coverage under current workload.

7.4 Computer Assisted Evaluation of Patrol Allocation

Computer assisted evaluation of patrol allocation is done on a periodic basis utilizing C.A.D. generated information. This data shows either a surplus or deficit of patrol personnel in each Region.

7.5 Annual Reassessment of Specialized Assignments

The Administrative Bureau will be responsible for conducting a documented annual review of each specialized assignment to determine whether it should be continued. The review shall include a listing of the Department's specialized assignments, a statement of purpose for each assignment and an evaluation of the initial problem or condition that required the implementation of the specialized assignment.

8.0 DISTRIBUTION OF PERSONNEL

The distribution of personnel is based on workload. Workload is determined by several different formulas for each Bureau within the Department.

8.1 Personnel Allocation to Organizational Component

Departmental personnel allocated to an organizational component will be distributed in accordance with a workload assessment.

8.2 Personnel Distribution Reassessment

The Department will reassess the distribution of personnel on a periodic basis. This is to include but not be limited to the C.A.D. System information and supervisor's weekly, monthly and yearly reports.

8.3 City Map Based on Report Areas

For the purpose of the distribution of patrol personnel the Planning and Research Unit maintains a current map of the City of Columbia defined into regions, reporting areas, and patrol areas and supplies these maps to each region, investigations unit and all special operations units.

8.4 Service Calls Tabulation and Recording

Calls for service (i.e., civilian aid requests, officer self initiated calls, or criminal occurrences) are recorded by reporting area and tabulated on a monthly and yearly basis by the C.A.D. System. These service calls are also tabulated by region, time of day, day of week, and hour of the day.

8.5 Proportional Distribution of Personnel

The proportional distribution of personnel based on temporal and geographic distribution of incidents is enclosed in a balanced shift plan. Included are:

- Percentage of calls by hour, grid, and day broken down for each region
- Graphs to include the average number of dispatched calls for each Region by day of the week, percentage of incidents by day of the week, and percentage of incidents by hour of the day.

8.6 Temporary Duty Assignments

The Columbia Police Department has temporary assignments that afford personnel the opportunity to gain experience, knowledge, and the ability to grow professionally. These assignments are made as resources permit and are made at the discretion of the Division Commander with the approval of the Executive Command Staff. Temporary assignments will be for a period not to exceed three (3) years but may be extended at the discretion of the Chief. The department identifies these assignments within division(s)/units as follows:

- Criminal Investigations
- Special Services
- Organized Crime/Narcotics
- Gang Unit

This will allow the officer to benefit from the acquiring of new skills and techniques as well as improved job satisfaction and performance.

The selection of personnel will be based upon:

- Written request by applicant
- Minimum rank required or length of service
- Existing skills, knowledge and abilities
- Assessment of employee's previous yearly evaluation
- An oral interview with the unit supervisor and/or Division Captain

The selection process will include the distribution of a written announcement throughout the department to identify the position(s) available. The announcement may include the duration of assignments, any specialized skills required for the assignment, vacancy transmittal sheet, and the deadline for application.

The Oral Review Board will render a recommendation to the appropriate commander based overall rating of the selection procedure requirement results to determine final selection.

The employee(s) may be removed from any temporary assignment if it is determined by the unit supervisor or the Command Staff that the employee is not making acceptable progress in the assignment.

All temporary assignments are subject to cancellation or suspension dependent upon changes in the manpower requirements of the employee's home unit.

8.7 Specialized Assignments

A specialized assignment is characterized by increased levels of responsibility and additional training, but within a given position or non-supervisory job classification. Specialized positions may include but are not limited to: School Resource Officer, Crime Prevention, Recruiting, Fleet Management, Crime Scene, Traffic, Judicial Liaison, and Telephone Response Unit.

The Department will distribute a written announcement of specialized assignment openings agency wide. These announcements will contain the minimum qualifications and requirements for the position. Selection process will include but is not limited to the following:

- Written resume submitted by the employee indicating his/her interest in the assignment and providing an overview of the applicant's qualifications for the position
- Time in grade or amount of experience
- Special skills, knowledge and abilities or advanced technical education
- Assessment of employee's previous yearly evaluation
- Oral interview with the unit supervisor and/or Division Captain

These requirements may not be applicable for undercover or similar assignments.

8.8 Assignment by the Chief

The Chief of Police, at his discretion, may assign an employee into a position without announcing or posting the position when it is in the best interest of the Department.

8.9 Patrol and Report Areas

Patrol areas are composed of report areas and the number of patrol areas on each shift in each region is proportional to the workload occurring on each shift. This is to also include the crime analysis weekly, monthly, and yearly reports.

9.0 RESPONSIBILITIES FOR FISCAL MANAGEMENT

The Chief of Police is the Chief Executive Officer of the Police Department and as such has the full responsibility for the fiscal management of the Department. The size and complexity of financial transactions within this department require that the Chief of Police delegate certain fiscal functions to specified positions:

- Administrative Services Division Major - Responsible for the preparation, management, tracking and reporting on budgeting, purchasing, internal requisitioning and disbursement of petty cash and confidential funds as prescribed by the City of Columbia.
- Bureau/Division Commanders - Are assigned the responsibility of budget preparation and maintenance of accounts, for their respective divisions.

10.0 BUDGET PREPARATIONS

Division Commanders shall submit their annual budget requests to the Chief of Police or his designee. Divisional budgets will contain justifications for each new request and all costs associated. Guidelines, forms, and timetables for preparation and submission of Division budgets will be provided to Division Commanders by the Office of the Chief of Police before development of those budgets. The Administrative Services Bureau Major will be responsible for preparing the annual budget for the Department.

Captains will annually prepare written recommendations for use in the development of their budgets. Such recommendations will utilize input from the Squad or Unit Sergeants and will be based on their analysis of current and projected positions, needs and workloads within their Region or Division, and will include justification for all personnel staffing and equipment allocations.

11.0 ACCOUNTING PROCEDURES

The Administrative Services Division will maintain an accounting system that displays the initial appropriation for each account, expenditures or encumbrances, and the unencumbered balance. These accounts will be balanced weekly against the account information on the City's Main Frame. Transactions within the account will record the date, requisition number, purpose of the transaction and the element charged.

11.1 Procurement and Requisitioning

All external requisitions initiated by any division of the Department, for the procurement of any goods and/or services, must be routed in the following manner:

1. Forwarded to the Administrative Services Major for review and to ensure funds are available.
2. If funds are available the Major's office will log the requisition and assign it a transaction number. The requisition will then be processed in accordance with the procurement procedures adopted by the City of Columbia. The Major will sign the requisition and forward it to the Chief of Police.
3. The Chief of Police will review the requisition and if approved, will send the requisition back to the Administrative Services Division.
4. The Major will forward a copy of all purchase orders pertaining to repairs, supplies and equipment to the Materials Inventory Clerk.

All supplies and equipment must be received by the Equipment/Supply Unit to ensure accountability before delivery to the various departmental components.

The requisition and purchase of all supplies will be in accordance with established city policies (City of Columbia Codes 2-201 and 2-202). All requisitions for equipment will include specifications to the extent that the desired item can be reasonably described by purchasing agents to prospective vendors. Performance specifications are particularly important to avoid acquisition of low quality equipment.

The Internal Requisitioning process is utilized to maintain an adequate inventory of uniforms, supplies, and equipment. The use of the "Internal Requisition Form" (Form 126:92) increases the accountability of departmentally issued items and enables the Equipment/Supply Unit to obtain and order necessary departmental equipment and supplies in an expedient manner. It also is used as a purchasing and inventory control tool to determine recurring needs for each Division for budgeting purposes.

The Internal Requisition can only be initiated by a civilian supervisor, acting Sergeant, Sergeant, or a higher-ranking officer. The form must be completed in full and forwarded up the chain of command to the respective Captain who will forward it to the Major of the Administrative Services Division for review and processing.

Emergency requisitions may be forwarded directly to the Administrative Services Major for review and processing.

Once the review is complete and if the requisition is approved, the order will be purchased and filled by the Equipment/Supply Unit. Arrangements for possible delivery may be made by the individual responsible for initiating the request or they may contact the Equipment/Supply Unit for pick up.

11.2 Emergency Purchases or Rental Agreements

Emergency purchasing or rental agreements will be accomplished through coordination with the City of Columbia Purchasing Department and the approval of the City Manager. Justification for emergency acquisition must be provided and all requests must conform to established city procedures for emergency purchases (City of Columbia Codes 2-204 and 2-205).

11.3 Emergency Appropriations and Funds Transfer

Unforeseen activity may deplete certain accounts before their scheduled termination. When this occurs there are two recognized procedures to correct this situation:

- Transfer of surplus funds from one operational account into the projected deficit operational account. This is accomplished by the Division Commander identifying accounts with projected overage and requesting a transfer, with the approval of the Chief of Police, of a fixed amount of those funds into the deficit account. The City Manager must approve such requests. Normally, only operational accounts are subject to this procedure.
- A supplemental appropriations request must be made to the City Council through the chain of command.

11.4 Audits

An independent audit of the Department's fiscal activities will be conducted by the City's contracted or internal auditor on an annual basis. The audit will be conducted in accordance with the procedures established by the City's Accounting Division.

12.0 PERSONNEL TRANSACTIONS

The Human Resources Unit shall be responsible for maintaining a record of all personnel transactions to ensure that all positions filled or vacant are in accordance with current budget authorization.

13.0 AGENCY-OWNED PROPERTY

The Materials Inventory Clerk is responsible for the distribution of agency-owned property received by the Equipment/Supply unit to authorized personnel within the Department as well as the accountability of all property and ensuring that all property is maintained in a state of operational readiness.

All capital equipment received by the Police Department (excluding vehicles, light bars and cages) will be assigned a control number for accountability purposes. Internal audits will be conducted to determine the serviceability of the equipment.

Vehicles and capital equipment installed in them (light bars and cages) are the responsibility of the City's Fleet Services Division.

Non-capital equipment will be issued to individuals. A control document will be assigned to each individual and every item of equipment issued to him/her will be recorded on the control document. The individual is then responsible for all property issued to him/her. Property control is the responsibility of the Administrative Services Division.

14.0 RECORDS UNIT REVENUES

All members of the Records Unit are bonded by the City of Columbia; therefore all members of the Records Unit may receive money for copies, licenses, and all other services that the Unit provides. There will be two (2) Assistants assigned a cash drawer with a beginning balance of fifty (\$50) each. Each Assistant will be responsible for the money in the drawer as well as the money they collect.

14.1 Accountability of Monies

In order to maintain accountability, two (2) Assistants are assigned a cash drawer each; the cash drawer has a unique key and is to be secured when not in use. The Assistant will be responsible for securing their drawer and no one except the Manager or Supervisor is allowed access to the drawer, as the need arises. Such as a lost key, surprise audit or the window has to be opened for any reason while the Assistant is away. The Assistants will turn in their keys to the Manager each day before leaving for the day. The keys will be kept in a secure area. Each morning they will get a key and their cash to open the drawer for the day.

The Unit Managers will be responsible for managing the entire operation of Records Unit financial transactions. The Unit Manager and Supervisor will conduct random audits of the cash drawers to ensure that all city policies and departmental protocols are being adhered to. They will have access to spare drawer keys in case of emergency. The Managers will monitor and adjust the overall operations as needed.

Assistants will be monitored very closely when dealing with the cash drawers. Assistants assigned a cash drawer will be expected to operate their till with few mistakes. Assistants will be allowed no more than two (2) unexplained shortages per month of two dollars or less and one (1) shortage of over two (\$2) dollars not to exceed five (\$5) dollars. Disciplinary procedures for excessive discrepancies will begin with documented verbal counseling; followed by a written reprimand, followed by a two (2) day suspension, followed by termination after the third shortage. An extreme shortage more than five (\$5) dollars will be handled on a case-by-case basis. All records personnel will be familiarized with the procedures in a training session before being allowed to handle any money.

All Assistants will issue a receipt for all money received. All receipts are kept in a cash receipt book that has

pre-printed numbers on each receipt. Upon receiving money for an item, the Assistant will complete a receipt and give the customer the original copy. The second and third copies remain in the book.

Each morning the Manager or designee will complete a Daily Cash Report. The person responsible for completing the daily cash report will insure that receipts issued by each Assistant correspond to the amount of money received.

The daily cash report will contain the amount of receipts issued, the receipt numbers, and the amount of money collected. The report is reviewed by the Manager and is transported with the money to Collections at 1225 Laurel Street by a uniformed Police Officer. All receipt books will be retained for the current year the filed by year for two (2) additional years. A copy of the cash report is kept on file by month along with the receipt books.

14.2 Fee Schedule

The various fees collected by the Columbia Police Department are collected through the Records Unit and are set by the following governing bodies: City of Columbia, City Council, Ordinance, South Carolina State Law. Fee Schedules are subject to change without notice:

- Incident Reports
 - Victim – Free
 - Anyone Else (within 14 days) - \$3.00

- Accident Reports
 - Everyone (regardless of involvement) - \$3.00

- Permits
 - Parade Permit - \$5.00
 - Special Event - \$5.00
 - Chauffeurs License
 - a. Conditional/New/Renewal - \$30.00
 - b. Duplicate - \$10.00
 - Precious Metal Permit - \$50.00

- Fingerprints
 - a. Concealed Weapons Permit (CWP) - \$5.00
 - b. Financial Industry/Security - \$15.00
 - c. Challenge to Identity – Free
 - d. Internal Employees – free

14.3 Audits

The City of Columbia Internal Audit Division reviews the entire procedure on a regular basis. An outside auditing firm will review the procedure on an annual basis.