



North Eastern Massachusetts Law Enforcement Council (NEMLEC)

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General Considerations

The North Eastern Massachusetts Law Enforcement Council (NEMLEC) recognizes the importance of having a clearly defined organizational structure. This structure is divided into components that delineate the responsibility for coordination, direction and control by function.

Key Terms & Definitions

Term	Definition
Chain of Command	Lines of communication going downward or upward within the organizational hierarchy through each successive level.
Function	General term for the required or expected activity of an organizational component.
Organizational Component	A sub-unit within the organization, such as a Unit, Committee or Board. Every organizational component must have a police chief who serves as the single head of the Unit, Committee or Board.
Unity of Command	The idea that each individual working with or for the organization has only one person to whom he/she reports.
Delegation of Authority	The division of the tasks among the members of the various organizational components.
Control Chief	A Chief of Police chosen by the Executive Board to manage and direct the activities of a particular operational component of NEMLEC.
Assistant Control Chief	A Chief of Police chosen by the Executive Board to provide administrative assistance to the Control Chief of an operational component. In the absence of the Control Chief, the Assistant Control Chief shall act as Control Chief to manage and direct the operational

	component.
Executive Board	Comprised of Chiefs of Police chosen by the NEMLEC members to serve as President, 1 st Vice President, 2nd Vice President, Treasurer, Secretary and Past President.
Standing Committee Chair/Co-Chair	A Chief (or Chiefs) of Police chosen by the Executive Board to manage and direct a permanently established committee authorized by NEMLEC that considers and is responsible for specific areas of policy or oversight.

Procedures

Organizational Structure

- 1.1 The organizational chart attached hereto as Addendum A and the Chain of Command chart attached hereto as Addendum B of this chapter depict the present organizational structure and chain of command of NEMLEC, as the case may be. Each NEMLEC Chief of Police and Associate Member shall be issued copies of these charts. In addition, each Control Chief and Committee Chair shall be responsible for disseminating current organizational and chain of command charts to the officers participating in his/her operational unit or committee at least once annually.
- 1.2 If and when significant personnel or functional changes are made which affect the organizational chart and/or the chain of command chart, each NEMLEC Chief of Police and Associate Member shall be provided with a revised annual chart.
- 1.3 All Chiefs of Police, Associate Members, all officers assigned to a NEMLEC Operational Unit or participating on a Standing Committee or other committee established by NEMLEC, and all consultants and contractors to NEMLEC shall strictly adhere to the chain of command depicted on the organizational chart and as set forth in the NEMLEC Mutual Aid Agreement.
- 1.4 Each member of the Executive Board, as well as each Control Chief, Assistant Control Chief and Standing Committee Chair/Co-Chair as depicted on the organizational chart shall have the commensurate authority required to successfully carry out the responsibilities of the functions or tasks associated with their positions. This authority is derived from the By-Laws and Mutual Aid Agreement of NEMLEC. An Executive Board member, Control Chief, Assistant Control Chief, and Standing Committee Chair/Co-Chair may delegate the authority and execution of certain tasks given to him; provided, however, that he

is accountable for the performance of the person(s) to whom he has delegated his authority and tasks.

1.5 The organizational components and functions of NEMLEC that have been authorized and approved by the Executive Board are as follows:

A. NEMLEC Executive Board

It is comprised of the President, 1st Vice President, 2nd Vice President, Secretary, Treasurer and Past President. The Executive Board is responsible for governing the affairs of NEMLEC.

B. NEMLEC Operational Units

These include the following units:

1. Regional Response Team (RRT)
 - a. Special Weapons and Tactics (SWAT) Unit
 - b. School Threat Assessment and Response System (STARS) Team
2. Regional Communications
 - a. Mobile Command Unit
 - b. Radio System Infrastructure Unit
3. Regional Investigations
 - a. Crime Scene Services Unit
 - b. Computer Crime Unit
4. Regional Traffic
 - a. Motor Unit

C. NEMLEC Standing Committees

These include the following committees:

1. Finance Committee
2. Membership Committee
3. Strategic Planning Committee
4. Technology Committee
5. STARS Planning Committee
6. Standards Committee

Services provided by the Operational Units and/or Standing Committees shall be requested or engaged by any NEMLEC member only after following the formal call out or request for assistance procedures set forth in the NEMLEC Jurisdiction and Mutual Aid policy.

A proposal to establish a new operational unit or committee, or to modify, expand or eliminate any existing operational unit or committee shall be submitted in writing to the Standards Committee, who shall report to the Executive Board with a recommendation for final action on such proposal.

D. NEMLEC Resources

In addition to the operational units and standing committees, NEMLEC departments may make available to all members services, personnel, and/or teams or units of officers who are specially trained in a particular area to assist a member department. These resources are not a formal component of NEMLEC's organizational structure but may be accessed by NEMLEC members on an as-needed basis when available. Information and a listing on these available resources shall be made available to all NEMLEC members from time to time.

Reporting Structure

<i>Position</i>	<i>Reports To</i>
Control Chief	1 st Vice President
Committee Chair	2 nd Vice President
Unit Commander	Control Chief
Executive Officer	Unit Commander
Officer in Charge	Executive Officer
Committee Member	Committee Chair/Co-Chairs
Consultants/Contractors	Executive Board

Organizational Reporting Program

The following includes a listing of all NEMLEC administrative reports that are designed to provide information within NEMLEC on a day-to-day operational basis as well as provide a mechanism to report agency activities outside the immediate structure of the agency. Unless otherwise specifically noted, each of the following documents shall be made available to NEMLEC members on the NEMLEC intranet website.

Report Name	Person Responsible for Report	Purpose of the report	Frequency of the Report	Distribution of the Report
Meeting Minutes	Secretary	To Track organizational activities, plans and decisions	At all monthly meetings; At formal meetings of control chiefs or committee chairs	To membership electronically and available in NEMLEC office

Report Name	Person Responsible for Report	Purpose of the report	Frequency of the Report	Distribution of the Report
After Action Reports	Unit Commander	To document all NEMLEC mutual aid responses	Within ten (10) days of an activation	To Control Chief, Receiving Chief of Police, Standards Committee, NEMLEC membership and NEMLEC Files
Training Records/Reports	Control/Committee Chief, or a designee working under his/her direction	To document training; track commitment	Upon completion of each training	To Control Chief; NEMLEC membership, Standards Committee, NEMLEC Files
Annual Report	Staff, with support of Members, and under the direction of each Control Chief	To highlight accomplishments and educate public	Yearly in March	NEMLEC Members, Member Community Officials, NEMLEC Files, and any other person or agency deemed appropriate
Financial Records and Reports	Treasurer, with assistance from Finance Committee	To Track Financial Status; Measure financial commitment and quantify activities	As required by NEMLEC Financial Management Policy	NEMLEC Members, Independent Auditor, NEMLEC Files
Use of Force Review Reports	Officer involved or Unit Commander if more than 2 officers involved	To document types of force and reasons for use, as well as any injuries	As soon as practical after an incident in which force was used	Unit Commander, Control Chief, Receiving Department Chief, NEMLEC Standards Committee, NEMLEC Files* <i>(*NOTE that these reports will not be available on-line.)</i>

Report Name	Person Responsible for Report	Purpose of the report	Frequency of the Report	Distribution of the Report
Inventory Records and Reports	Staff with oversight by Secretary	To track the purchase and assignment of all tangible property of NEMLEC	Upon the purchase of an item, with a review at least once annually	To Membership and available in the NEMLEC office
Organizational Documents (such as insurance policies, MOU's, contracts, policies and procedures, by-laws, mutual aid agreements)	Staff with oversight by Executive Board	To document all NEMLEC organizational transactions, agreements and policies	As needed	To Membership and available in the NEMLEC office

Annual Review of Reports

Not less than once each year, the Secretary of NEMLEC shall conduct or oversee a review of all reports on file to ensure full compliance with the reporting program detailed above.

Agency Forms

All forms developed for use by NEMLEC members must be placed on NEMLEC letterhead. Each NEMLEC officer or chief, whether as part of an operational unit, committee, or otherwise, that desires to implement a form for reporting information to NEMLEC shall submit the draft form to the Standards Committee for approval. The Standards Committee shall ensure that all NEMLEC forms are standardized.

Agency Goals and Objectives

At least once each quarter, the Strategic Planning Committee shall meet to discuss and develop the organizational goals of NEMLEC. Once goals and objectives are developed for the next year and approved by the Strategic Planning Committee, these shall be presented to the full membership each year at the January meeting for adoption.

Under the direction of the Executive Board, NEMLEC consultants and contractors shall review accomplishments on a quarterly basis to ensure that the adopted goals and objectives are being met and shall make recommendations as needed for actions needed to further those goals and objectives.

Once each year in March, NEMLEC shall issue to its members an annual report which shall highlight the accomplishments made during the previous year.

Planning and Research

Under the direction of the Executive Board, the Strategic Planning Committee shall be responsible for developing a multiyear plan that includes long-term goals and objectives, anticipated workload adjustments, anticipated personnel changes and effect on operational units and committees, anticipated capital improvements and equipment needs, grant and special program initiatives, strategic development and alliances, and provisions for review and revisions as necessary.

Agency Records

NEMLEC recognizes that a recordkeeping function is extremely important and critical for the effective delivery of services and to satisfy legal requirements and responsibilities. The Secretary of NEMLEC shall be responsible for coordination and oversight of the organization's recordkeeping procedures for records maintenance and dissemination.

Record Retention

NEMLEC acknowledges that while it is a non-profit corporation not normally subject to the so-called, Public Records Law, some records in its possession may be deemed to be a "public record" pursuant to the definition in M. G. L. c. 66, §3. As such, it shall be the responsibility of the Secretary to ensure that any legal requirements relating to the retention of records be adhered to for documents that are or may be public records. The Secretary shall supervise and control the process of disposal of these records when necessary. For records not deemed to be public records, NEMLEC shall retain these records for not less than seven (7) years.

Storage and Dissemination of Records

All records of NEMLEC, including but not limited to the list of administrative reports set forth above, whether kept electronically or otherwise, shall be dated and filed as soon as available at the NEMLEC office. These files shall be maintained in a locked file cabinet or cabinets, or stored electronically, under the control of NEMLEC's administrative support personnel and supervised by the Secretary of NEMLEC. These records shall be made available for inspection to any NEMLEC member upon request. Dissemination or inspection of NEMLEC records to or by any non-member, members of the public in general, and the media shall be strictly controlled and supervised by the Secretary of NEMLEC. Prior to such dissemination or inspection, NEMLEC shall review each record to determine if it contains data or information deemed to be

Criminal Offender Record Information ("CORI"), confidential information, or any other information otherwise determined by NEMLEC not to be disseminated or available to the public, and shall take all steps to redact or segregate such data or information.

Computer Records and Files

Electronic records stored in the computer or computer(s) located at the NEMLEC office shall be secured by use of a password, access code or other security device that will maintain the integrity of the system and security of the files in the system. Computer records shall be backed up according to a regular schedule and stored off-site, if possible.

The introduction of outside computer software into NEMLEC-owned computer(s), whether located at the NEMLEC office or otherwise, shall be done only after inspection for virus infection and a review to determine capability of the proposed software with the operating system of the computer(s). The use of a disk in any NEMLEC-owned computer shall also be done only after inspection for virus infection.