

BOARD OF PUBLIC WORKS AND SAFETY

RESOLUTION NO. 21-11

A RESOLUTION OF THE BOARD OF PUBLIC WORKS AND SAFETY OF THE CITY OF GREENWOOD REPEALING POLICE DEPARTMENT PROCEDURE GENERAL ORDERS AND APPROVING AND ADOPTING GREENWOOD POLICE DEPARTMENT STANDARD PROCEDURES MANUAL

WHEREAS, to meet its responsibility to the community and to promote the provision of law enforcement and public safety services in a professional, respectful, efficient and effective manner, it is important for the Police Department to set written standards for its officers and employees regarding performance of duties and the conduct of operations;

WHEREAS, the Police Department has drafted, and the Legal Department has reviewed, the Greenwood Police Department Procedures Manual ("Procedures Manual") attached hereto as Exhibit A;

WHEREAS, the Board of Public Works and Safety has reviewed the attached Procedures Manual and believes it is in the best interests of the City to repeal all current Police Department Procedure General Orders and to adopt the Procedures Manual;

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF PUBLIC WORKS AND SAFETY OF THE CITY OF GREENWOOD, INDIANA THAT:

1. All Police Department General Orders establishing procedures for Police Department employees, and any and all revisions or amendments thereto, are hereby repealed, as are any other documents or portions of documents in conflict with the Greenwood Police Department Procedures Manual attached hereto as Exhibit A.

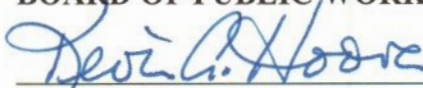
2. The Greenwood Police Department Procedures Manual attached hereto as Exhibit A is hereby approved and adopted.

3. The Greenwood Police Department Procedures Manual shall go into immediate effect upon passage of this Resolution.

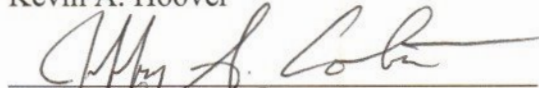
4. The Police Department shall distribute the Greenwood Police Department Procedures Manual to all affected employees and shall obtain a signed acknowledgement of receipt from all said individuals.

PASSED BY THE BOARD OF PUBLIC WORKS AND SAFETY OF GREENWOOD, INDIANA this 8th day of September, 2021, by a vote of 3 ayes, 0 nays.

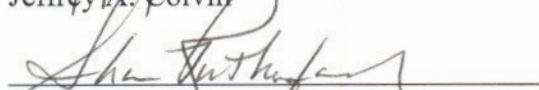
BOARD OF PUBLIC WORKS AND SAFETY



Kevin A. Hoover



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ATTEST:



Amanda Leach, Clerk of the Board of Public Works and Safety

Greenwood Police Department

Procedures Manual

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Chapter 1 - Law Enforcement Role and Authority

Policy Addition and Review Procedure

100.1 PURPOSE AND SCOPE

This procedure provides guidance to the agency for the addition, revision, and review of policies in the manual.

100.2 NEW OR REVISED POLICIES

Anytime a policy is modified a copy of the original policy must be kept on file and maintained by the Chief of Police.

100.3 POLICY REVIEW

The policies of the Greenwood Police Department will be reviewed at least annually to ensure compliance with applicable laws and best practices.

100.4 TRAINING

Each agency member will be required to complete daily training briefs that will be considered continuing education on department policy.

Chapter 3 - General Operations

Use of Chemical Agents Procedure

300.1 PURPOSE AND SCOPE

The purpose of this procedure is to provide guidance to members for the use of chemical agents.

300.2 CHEMICAL AGENTS USE

- (a) Chemical agents may be used as an alternate intermediate weapon in lieu of the expandable baton or Taser in appropriate circumstances and not intended as an absolute replacement for the baton, Taser or firearm.
- (b) The use of chemical agents fall into the category of intermediate weapons and may be used when empty hand techniques are inadequate and deadly force is not warranted.
- (c) Prior to the application of chemical agents, or any force, officers are directed to use loud and repetitive interpersonal communications techniques in an effort to resolve the situation.
- (d) Issued chemical agents may be used by officers when circumstances require the use of lawful force, i.e., attempting to subdue an attacker, about to be physically assaulted or a physically resisting offender.
 1. Chemical agents shall not be used indiscriminately.
- (e) Department issued chemical agents shall be applied as necessary to control and/or restrain unlawful or violent behavior. At no time shall officers apply more chemical agents than reasonable to effect an arrest.
- (f) Officers assigned to the SWAT team and authorized to dispense chemical agents shall do so upon the command of the SWAT commander, his designee, or a ranking supervisor. Circumstances for dispensing chemical agents shall include, but not be limited to the following.
 1. Minimize unlawful behavior;
 2. Control violent behavior;
 3. To disperse crowds;
 4. Control crowd movement;
 5. Barricaded subject(s) and/or;
 6. Hostage situations.
- (g) Chemical agents may be used to effect the removal of offenders who have confined themselves in closed vehicles and refuse to emerge only when authorized to do so by a supervisor using the following guidelines:
 1. Removal of an offender from a vehicle shall be accomplished as quickly as possible after introducing the chemical agent to the interior of the vehicle.
 2. Officers will be aware that offenders may exit a vehicle into the path of on coming traffic. Officers will take every precaution to protect the offender from that traffic

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Use of Chemical Agents Procedure

including; blocking and stopping traffic from proceeding past the incident as chemical agents are being introduced into the vehicle.

3. Officers applying chemical agents to any offender in a vehicle shall, prior to introduction of the chemical agent, instruct the subject to exit the vehicle from the side offering the greatest measure of safety.
 - (h) Officers should attempt to refrain from deploying chemical agents in the immediate vicinity of infants, small children, or the obvious elderly person.
 - (i) Chemical agents may be used against aggressive animals in lieu of deadly force.
 - (j) A fire extinguisher used in the same manner as irritant spray is considered a chemical agent.

Patrol Rifle Qualifications Procedure

301.1 PURPOSE AND SCOPE

The purpose of this procedure is to provide guidance to members qualifying with the patrol rifle.

301.2 QUALIFICATIONS

- (a) Officers who pass the initial training and qualification course and are issued a patrol rifle shall then qualify with that same rifle a minimum of once every calendar year. The directive states that the qualification standard will be a minimum of 70% to pass.
- (b) Qualifications will be a combination of range drills from this training.
 - 1. There will be: marksmanship, manipulation, and tactical drills during each qualification.
 - 2. The drills will be picked prior to the qualification by the Firearms instructors.
- (c) The Chief of Police or his designee may decertify a Patrol Rifle operator for any of the following:
 - 1. Substandard performance.
 - 2. Failure to successfully complete required training.
 - 3. Failure to attend program training sessions.
 - 4. Any documented willful and deliberate mistreatment, neglect, unauthorized modifications or improper use of the Patrol Rifle.
 - 5. Failure to satisfactorily complete a shooting proficiency evaluation and subsequent remediation.
 - 6. Exhibiting a pattern of unsafe tactics during actual Patrol Rifle deployments.
 - 7. Failure to comply with the provisions of this order.

Report Preparation Procedure

302.1 PURPOSE AND SCOPE

To establish guidelines on computer use and a standardized reporting procedure for any incident involving the Greenwood Police Department.

302.2 SECTION TITLE

- (a) Officers shall enter the following types of reports into the computer:
 - 1. All arrest reports on the computer, including P.C. and information.
 - 2. All Search Warrant and Arrest Warrant P.C.'s.
 - 3. All reports that are transferred to Investigations.
 - 4. All required Supplemental Reports (i.e., Use of Force; Log of Persons Entering Crime Scenes).
 - 5. All involvements to an incident.
 - 6. In the event that the Spillman System is not working, each officer shall write a complete report, using the Department Report Form.
- (b) The responsible Officer shall be responsible for the complete report.
 - 1. Each responding officer shall be responsible for their supplemental report.
 - 2. Officers may in their discretion use the narrative guides when entering reports, unless otherwise instructed by their Supervisor.
- (c) Officers do not need to do a narrative on VIN checks or Lockouts.
- (d) In order to protect the identity of complainants, witness, and suspects, the Department will comply with I.C. 5-14-3-5 ©, no names of individuals shall be listed in the narrative unless it is the victim and or the arrested person. The narrative shall contain the crime or alleged crime, factual circumstances surrounding the incident, and a general description of any injuries, property, or weapons involved.
 - 1. NAMES OF JUVENILES AND VICTIMS OF SEX CRIMES SHALL NOT BE LISTED IN THE NARRATIVE.
- (e) Officers may enter digital pictures of crime scenes, property, field interviews, and vehicles, into the computer.
 - 1. Officers will only have enter and view privileges for digital pictures.
 - 2. Modifications of these pictures shall only be as set forth by law, court decisions, prosecutors review, or guidelines from the Criminal Justice Institute.
 - 3. Supervisors shall check all electronic reports for accuracy and completeness.
 - 4. Reports shall be checked at the end of each shift, or at the beginning of the next same shift.

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Report Preparation Procedure

5. Reports that need to be sent to Investigations need to show the Investigations Commander as the responsible officer and left active.
 6. Reports that need to be sent back to the Uniform Division need to show the responsible officers supervisor as responsible and left active.
 7. The Shift Supervisor shall then assign the report to the Officer, by showing that Officer as the responsible officer.
- (f) Security and Access
1. Officers shall have limited access and abilities to enter, modify, and/or delete, any information, entered into the computer. Only the Chief of Police or his designee will granted this access.
- (g) Modification and Deletion of Information
1. SPECIAL NOTE: Modification and/or deletions of information will only be made with the approval of the Chief of Police or his designee, or by Court Order.

Information Technology Use Procedure

303.1 PURPOSE AND SCOPE

To establish guidelines on computer use for any computer of the Greenwood Police Department.

303.2 PROCEDURE

- (a) Items which are subject to theft, such as laptop computers, require extra diligence in safeguarding them when they are removed from the confines of the Department building. The following are guidelines to be followed when a laptop is carried outside of the Department.
 - 1. Always carry the laptop in its specially padded carrying case if furnished.
 - 2. When traveling by air, always carry the laptop on the airplane. NEVER check the laptop as baggage and never put the laptop inside another case checked as baggage. The only exception to this is that a laptop can be shipped in a special shipping container with padded foam for shipping sensitive items. That case is specifically constructed and designed to house sensitive electronic equipment.
 - 3. Always carry the laptop when traveling to and from the airport. Don't put it in the trunk of a cab or in the rack of an airport shuttle.
 - 4. Always make sure that there is not a disk in the CD/DVD drive while traveling as this could cause damage to the computer.
- (b) Laptops shall be removed from the vehicle while it is parked off- duty for extended periods of time or when the Officer is out of town.

Conducted Energy Devices Procedure

304.1 PURPOSE AND SCOPE

The purpose of this procedure is to guide members in conducting the use and care of conducted energy devices approved for member use in your agency.

304.2 PROCEDURE

The Taser is a less-than-lethal electronic control device that uses propelled wires to conduct energy to a remote target, thereby controlling and overriding the body's nervous system. It uses neuro-muscular incapacitation (NMI) to stimulate the peripheral nervous system by causing direct stimulation of motor nerves contracting muscles. This causes an uncontrollable contraction of the muscle tissue, allowing the Taser to physically debilitate a target regardless of pain tolerance or mental focus. At a high level, stun systems affect the sensory nervous system whereas the NMI systems affect the motor nervous system and muscles causing direct physical incapacitation.

The Taser fires two (2) probes up to a distance of thirty-five (35) feet from a replaceable cartridge. These probes are connected to the weapon by high voltage insulated wire. When the probe makes contact with the target, the Taser transmits electrical pulses along the wires into the body of the target, through up to two (2) inches of clothing.

The Taser also has contact probes at the front of the unit that allows a back-up drive stun. The Taser has a data port that stores the time and date when it was fired. This data protects the officers from claims of excessive use of force by providing complete and accurate documentation of each firing.

The Taser is a defensive weapon listed in the Use of Force policy after "Verbal and Physical Directions or Commands". The decision to use the Taser depends on the actions and the critical distance of the threat.

304.3 OPERATION OF THE TASER

- (a) Keep hands away from the front of the unit at all times unless the safety slide is forward and the Taser is deactivated. Never place your hands in front of the cartridge at any time after placement on the weapon.
- (b) Use verbal commands and point laser light at subject prior to firing.
- (c) Have a second air cartridge present or a second Taser ready to fire in case of a miss or malfunction.
- (d) Unless the situation requires the immediate use of force to protect the officer or a third party, always have a backup officer present in any direct confrontation.
- (e) Use available distance to ensure officer safety. Optimum range is seven (7) to fifteen (15) feet.
- (f) The Taser is programmed to give a 5-second electrical charge. While the charge is being applied, do not touch the probes; make contact within two inches of the probe,

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Conducted Energy Devices Procedure

or between the probes in order to avoid receiving the same “electrical current” as the target. Avoid stepping on or tripping over the wires.

- (g) Watch for thick and/or loose clothing. If probes hit clothing, the electrical current can only penetrate a maximum of two (2) inches.
- (h) Use the shortest duration of Taser exposure objectively reasonable to accomplish lawful objectives, and reassess the subject’s behavior, reaction, and resistance before initiating or continuing the exposure. If a Taser deployment is ineffective in incapacitating a subject or achieving compliance, consider alternative control measures in conjunction with or separate from the Taser.
- (i) The Taser will automatically introduce five-second energy current with each single pull of the trigger. The operator can extend the time length by holding down the trigger, or shorten the time by turning off the weapon via the safety lever.
- (j) The arrest team can touch and handcuff the suspect while the Taser is being fired. The incapacitation caused by the Taser greatly enhances the officer’s ability to control the suspect.
- (k) Each time the probes are deployed or re-energized, Officers shall consider this a separate use of force incident, including the drive stun technique. Following the use of a Taser, the employing officer must complete a Use of Force Report.

304.4 SUPERVISOR RESPONSIBILITY

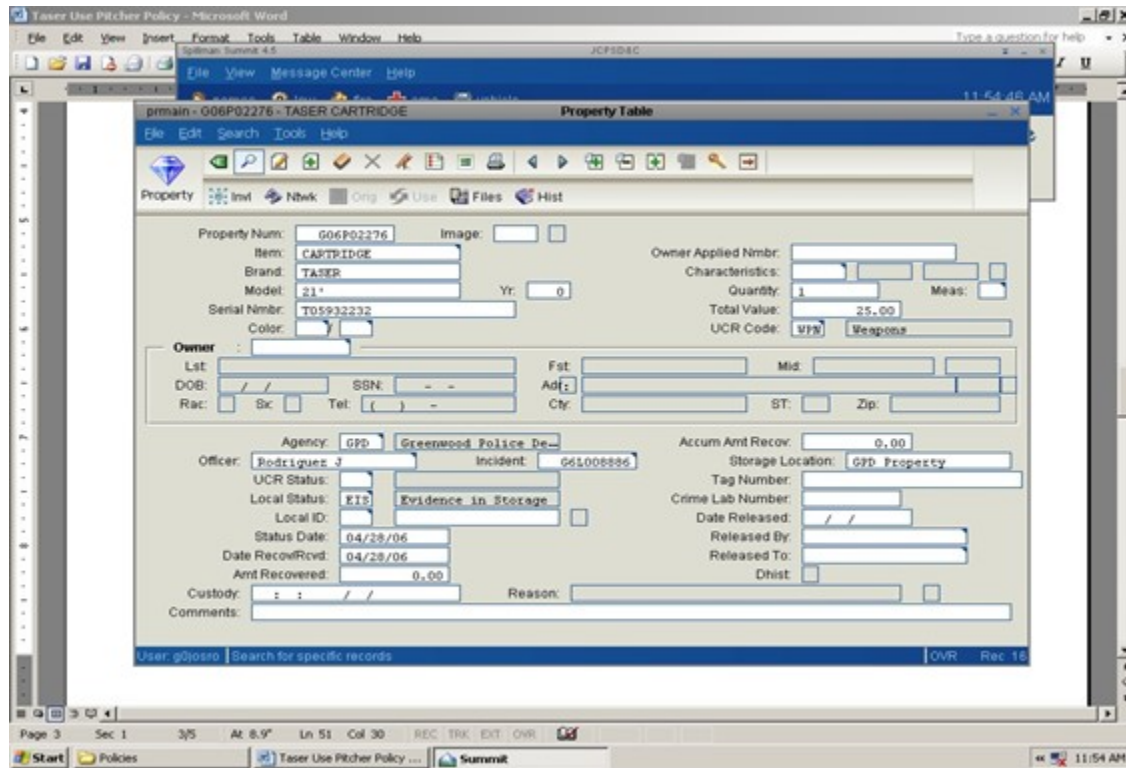
The cartridge shall be entered into the Spillman property as follows:

- Item= cartridge
- Brand= Taser
- Model= 35’ (or the length of the cartridge being entered)
- Serial number= serial number on back of Taser
- Cartridge

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Conducted Energy Devices Procedure



304.5 MEDICAL TREATMENT

- Once the target is under control, the officer shall advise communications that a person has been subjected to the Taser.
- Anytime a taser is used on an individual they must be checked by medics prior to transport.
- If the probes penetrate the skin, then removal should be by a trained officer or medical staff. Officers should wear gloves when removing the probes from the subject and observe universal precautions when dealing with potential blood exposure. Medics should clean and bandage the wounds if necessary.

304.6 CARE OF THE TASER

- The Taser is a sensitive electronic product and costly device that should be stored in its protective case when not in use. Care should be taken to avoid dropping the unit and to assure that it is adequately secured at all times. Defective Taser's and Taser cartridges should be turned into Taser Coordinator.
- Spark test recommended prior to start of shift for both M-26 and X-26.
- Always replace air cartridges by their expiration date and use expired cartridges for training purposes only.

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Conducted Energy Devices Procedure

304.7 SECTION TITLE

Domestic or Family Violence Procedure

305.1 PURPOSE AND SCOPE

The purpose of this procedure is to provide guidance to members for the handling of domestic and family violence incidents.

305.2 RESPONDING TO DOMESTIC SITUATIONS

- (a) It is suggested the officer attempt to separate the individuals involved. Once the situation is under control, the officer must determine if probable cause exists for an arrest. Some factors to consider include, but are not limited to:
 - 1. Visible signs of injury or impairment to the victim
 - 2. Use of any objects or weapons
 - 3. Knowledge of prior assaults by the alleged offenders
 - 4. Threats overheard by the officer or relayed to the officer by the victim.
 - 5. Evidence of a struggle or fight, broken furniture, broken dishes, torn clothing etc.
 - 6. Statements made by witnesses: neighbors, children, etc.
- (b) Officers must be mindful of situations where self-defense is alleged as a reason for the violent act. Officers must consider whether the response was reasonable with regards to the violent act committed. There will be some situations where the officer should consider arresting all parties involved. However, officers must weigh all factors before making decisions calling for such drastic measures.
- (c) Additional Factors to be considered in determining probable cause of continuing domestic violence are:
 - 1. History of calls to a particular address involving the same individuals
 - 2. Persons involved is in violation of a court issued order
 - 3. Previous violations of court issued orders
 - 4. Prior history of assaults by the offender
 - 5. Statements from the victim indicate a history of physical abuse towards the victim

305.3 WHEN ARRESTS ARE MADE

- (a) When an arrest is made, the arrest will be handled as any other criminal arrest with respect to the preservation of the crime scene and evidence collection.
- (b) If the officer determines that probable cause exists for an arrest on a misdemeanor criminal act, the officer will complete the incident report, fill out any affidavits necessary, and send the case to the prosecutor's office for prosecution. The arrested person will be processed and remanded to the Johnson County jail. The prosecutor's office will determine if charges are to be filed.

Range Use Procedure

306.1 PURPOSE AND SCOPE

The purpose of this procedure is to provide members guidance in the safe use of the agency range.

306.2 SCHEDULING RANGE USE

Range usage shall be scheduled through the Training Supervisor and cleared with the on-duty supervisor.

Anytime the range is used a firearms instructor must be present.

A minimum of two people including a firearms instructor must be present to use the range.

306.3 SAFETY PROCEDURES

All members entering and or using the range shall follow all safety rules posted on the range wall.

Eye and ear protection must worn at all times while on the range.

Only authorized firearms and ammunition may be fired on the range.

306.4 RANGE MAINTENANCE

The range shall be cleaned and free of any loose ammunition, shell casings, or equipment after each usage.

Routine range maintenance shall be preformed by the training supervisor, hired contractor, or city of Greenwood maintenance personnel as necessary.

306.5 STORAGE

All non-issued department firearms and ammunition shall be kept in the armory.

The department armory shall remained locked and under video surveillance when not in use.

306.6 REPORTING DAMAGE TO THE RANGE

Any damage to the range shall be reported to the training supervisor or a member of the command staff.

Drug-Endangered Children and Dependent Adult Procedure

307.1 PURPOSE AND SCOPE

The purpose of this procedure is to provide guidance for members who discover children younger than 18 or dependent adults endangered by exposure to drug labs or the trafficking of narcotics other drugs.

307.2 PROCEDURE

Anytime a member of this agency has reason to believe that a child is in need of service the member shall immediately report the incident to the Department of Child Services. The member shall also take all lawful and reasonable actions to ensure that the child does not remain in the unsafe environment.

Anytime a member of this agency has reason to believe that a dependent adult is in need of service the member shall immediately report the incident to Adult Protective Services. The member shall also take all lawful and reasonable actions to ensure that the dependent adult does not remain in an unsafe environment.

Missing Persons Procedure

308.1 PURPOSE AND SCOPE

The purpose of this procedure is to provide guidance to members for the handling of missing persons incidents.

308.2 RESPONSE

Officers of the Greenwood Police Department shall upon request take a missing persons report regardless of the missing persons last known location or residency.

308.3 INITIAL INVESTIGATION

Officers taking a missing persons report should:

- (a) Obtain all applicable complainant information.
- (b) Obtain all applicable missing person information.
- (c) Complete a missing person supplemental report.
- (d) Enter the missing person into NCIC.
- (e) Forward the missing person report to the Investigations Division.

308.4 FOLLOW-UP INVESTIGATION

All active missing persons reports should be regularly follow-up on by the investigating officer.

All changes in status and/or updates should be documented in a supplemental report.

Upon the missing person being located, dispatch should be notified to remove the NCIC entry.

Chapter 4 - Patrol Operations

Handling of Intoxicated Persons Procedure

400.1 PURPOSE AND SCOPE

To establish a uniform procedure for handling intoxicated persons.

400.2 PROCEDURE

This procedure outlines the necessary steps that must be followed when dealing with intoxicated persons, specifically, how to recognize that the person is intoxicated and not having a diabetic reaction

400.3 OFFICER RESPONSIBILITIES

Officers shall note all observations leading to the suspicion that the person is intoxicated or in need of medical treatment.

- (a) Officers shall recognize, and report physical appearance, behaviors and attitudes, during face to face contact with the person, that provide indications that the person is intoxicated. Observations include, but are not limited to:
 - 1. Odor of breath, either alcoholic beverage or an acetone smell.
 - 2. Nystagmus
 - 3. Manual dexterity in retrieving identification.
- (b) Officers shall select, administer, and record the results of any appropriate field sobriety tests used to assess intoxication such as, but not limited to:
 - 1. Eye gaze Nystagmus
 - 2. One Leg Stand
 - 3. Walk and Turn
 - 4. PBT
- (c) Officers shall document any voluntary statements made by the person as well as any answers to questions asked by the officer during the investigation regarding topics such as:
 - 1. Drinking: what, where, how much, etc.
 - 2. Eating
 - 3. Medications
 - 4. Physical impairments
 - 5. Asking if the person is a diabetic.
- (d) If a person's PBT test results show .25% or higher, or the test shows .00 and the person is exhibiting signs of Intoxication, the officers shall request medical personnel be dispatched to the scene.

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Handling of Intoxicated Persons Procedure

- (e) Officers who find people passed out or in such an impaired state that they cannot talk, or stand up, shall request immediate medical assistance.
- (f) Based upon the above described observations and analysis, officers will determine whether an arrest, release for medical treatment, or release to a responsible adult is appropriate.
- (g) A release to a responsible adult will not be made when there is a reasonable belief that the person to be released is a hazard to himself, or others. (i.e., extremely intoxicated, belligerent, confrontational, verbally abusive, etc.)
- (h) If a person under 18 years of age is transported to a medical facility, it will be either the responsible officer or the Shift Supervisor's responsibility to contact the parent or guardian.

Portable Audio/Video Recorders Procedure

401.1 PURPOSE AND SCOPE

The purpose of this procedure is to provide department procedures for the security, storage, and access of audio and video files created by members during the performance of their duties.

401.2 SECURITY AND MANAGEMENT

- (a) During shift, the officer will:
 - 1. Activate the BWC and record as outlined in GENERAL PROCEDURE above; NOTE: The TASER Axon Flex camera system is configured with a 30 second pre-event video buffer recording. When the BWC is activated, the preceding 30 seconds of video (no audio) will be captured and become part of the event recording. Audio recording will begin at the time the BWC is activated.
 - 2. Not allow citizens to review BWC recording in the field. Citizens requesting to view BWC recording will be referred to the Office of the Chief of Police.
 - 3. Continue to record for a short period after the event to demonstrate clearly to a subsequent viewer that the incident has concluded and the officer has resumed other duties or activities.
- (b) All BWC recordings will initially be unlabeled and uncategorized and will be auto-deleted by the system unless the officer does one of the following:
 - 1. If a recording needs to be retained the recording officer will label the recording with the case number in the "ID" field. The recording will then be categorized by one of the following:
 - (a) Arrest Felony – 5 Year retention
 - (b) Arrest Misdemeanor – 3 Year retention
 - (c) Homicide – Indefinite retention
 - (d) Non-Criminal Case – 1 Year retention
 - (e) Officer Injury – Indefinite retention
 - (f) Pending Review – Indefinite retention
 - (g) Traffic Citation – 1 Year retention
 - (h) Training Demo – 190 Day retention
 - (i) Use of Force – 5 Year retention
 - (j) Vehicle Crash Property Damage – 190 Day retention
 - (k) Vehicle Crash with Injury – 3 Year retention
 - 2. If a recording needs to be retained, either for the officer's reference or for investigative or follow-up purposes, the officer shall put the case number in the "ID" category and label the recording "Pending Review". If applicable, the officer

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Portable Audio/Video Recorders Procedure

is then responsible to contact the appropriate detective, investigative detail or specialized unit to advise them that a recording exists.

- (c) Whether a BWC recording is a public record will depend on several factors. Additionally, the character of a recording may change from non-public to public. As general guidance for release of video/audio please note the following:
1. Evidence is not a public record.
 2. Video recordings (photographs) of juvenile offenders are confidential pursuant to State law.
 3. Video/audio recordings obtained within a non-public area (home or non-public area of a business) are not public record.
 4. Video/audio recordings obtained depicting a victim of sexual assault in such a way that their identity may be ascertained is not public record.
 5. Any other laws making the identity of the person(s) depicted confidential.
 6. Any other privacy concerns giving the person(s) depicted a legitimate privacy interest in not having video/audio data released.

Field Training Procedure

402.1 PURPOSE AND SCOPE

The purpose of this procedure is to guide members in the application of the field training program adopted by the department. The Goal of the Field Training Program is to prepare the Officer in Training to be able to function as a Solo Officer.

402.2 TRAINING PHASES

The FT program will be divided into phases, which the new officer will be required to pass. The phases of the Field Training Program are outlined below.

Academy Phase is only required for those probationary officers who are not already ILEA certified. FTOs will periodically check on the status of the new officer while he is attending the ILEA Academy and an FTO will attend the new officers' graduation from the Academy.

Phase One:

Phase Two:

Phase Three:

Phase Four:

A Probationary Officer may progress through the phase program at an accelerated rate.

This decision will be up to the FTO Training Coordinator. The FTO Officers will also be asked for their input to the decision. The FTO Training Coordinator will review the Probationary Officer's past training record and any Law Enforcement Academy records in making this decision.

402.3 ONBOARDING TASKS

- Station Orientation
- Administrative Forms
- Locations
- Uniform Traffic Ticket
- Radio/Mobile Data Computer use
- Spillman System
- Arrest Procedure
- OWI Arrests
- Accident Reports
- Shoplifting Arrests
- Traffic Stops

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Field Training Procedure

- Property Submissions
- Neighborhood Patrols
- Community Contacts

402.4 PHASE ONE TRAINING

Phase One: The probationary officer will be assigned to a specific shift and FTOs during the period of this phase. This phase is primarily instructional. During this phase the probationary officers will be instructed on the use of all departmental paperwork, General Orders, use of equipment, building searches, felony vehicle stops, and other necessary skills. This will be instructed by the FTOs.

To pass Phase one the new officer will be required to receive acceptable scores on all required categories of the DORs, complete all of the assigned Tasks for the phase. If a probationary officer is incapable of completing the phase in the time allotted then the probationary officer may be extended within the phase to address problem areas. If a probationary officer is excelling in the phase after a phase extension, the probationary officer may advance to the next phase with approval from the Training Coordinator.

402.5 PHASE TWO TRAINING

Phase Two: The probationary officer will be assigned to a specific shift and FTOs during the period of this phase. This phase is primarily instructional. To pass Phase two the probationary officer will be required to receive acceptable scores on all required categories of the DORs, complete all of the assigned Tasks for the phase. If a probationary officer is incapable of completing the phase in the time allotted then the probationary officer may be extended within the phase to address problem areas. If a probationary officer is excelling in the phase, after a phase extension, the probationary officer may advance to the next phase with the approval from the Training Coordinator.

402.6 PHASE THREE TRAINING

Phase Three: The probationary officer will be assigned to a specific shift and FTOs during the period of this phase. This phase is primarily instructional. To pass Phase three the probationary officer will be required to receive acceptable scores on all required categories of the DORs, complete all of the assigned Tasks for the phase. If a probationary officer is incapable of completing the phase in the time allotted then the probationary officer may be extended within the phase to address problem areas. If a probationary officer is excelling in the phase, after a phase extension, the probationary officer may advance to the next phase with the approval from the Training Coordinator.

402.7 PHASE FOUR TRAINING

Phase Four: The probationary officer will be assigned to a specific shift and FTOs during the period of this phase. This phase is primarily an observation/evaluation phase. The probationary

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Field Training Procedure

officer will be operating at a 100% level and the FTO's responsibility is to override the probationary officer only in the event of an emergency. To pass Phase four the probationary officer will be required to receive acceptable scores on all required categories of the DORs, complete all of the assigned Tasks for the phase. If a probationary officer is incapable of completing the phase in the time allotted then the probationary officer may be extended within the phase. If a probationary officer is excelling in the phase, after an extension, they may advance to the next phase with approval from the Field Training Unit.

402.8 DAILY OBSERVATION REPORT

The Report is designed to provide a valid, job related, post-Basic Training Academy evaluation of probationary law enforcement officer performance. The Process utilizes a standardized and systematic approach to documenting of probationary law enforcement officer performance.

402.9 PERFORMANCE CATEGORIES

- Stress Control
- Decision making / Problem Solving
- Driving Skill / Moderate Stress/Emergency
- Field Performance / Non-Stress Conditions
- Field Performance / Stress Conditions
- Officer Safety: Contact/Cover/Pat-Down
- Prisoner Control or Investigative Detention : Verbal/Physical/Search
- Location: Response Time/Route/Map
- Self-Initiated Field Activity
- Vehicle/Pedestrian Stops: Tactics/Techniques
- Interview/Interrogator Skills
- Driving Skills: Normal/Speed Control
- Radio: Transmission/Reception/ Procedures/MDT
- Report Writing: Accuracy/Organization
- Arrest: Laws/PC/Explanation/Disposition
- Accident Investigation: Procedures/Policies/Techniques
- Knowledge of Departmental Policies and Procedures
- Knowledge of Criminal Code
- Knowledge of Vehicle Code
- Knowledge of Patrol Procedures

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Field Training Procedure

- Acceptance of Criticism/Feedback
- Attitude Towards Police Work
- Relationship with Citizens
- Relationship with Department Members
- General Appearance

402.10 FTO SELECTION

The position of Field Training Officer (FTO) is an assignment and at the discretion of the Training Coordinator (TC). New FTOs will be chosen for their leadership, teaching, and patrol skills.

The process for assigning new officers to the FTO program will consist of:

- The officer requesting an assignment to the FTO program will make notification to the TC. This notification should contain the officer's request for the assignment along with any specific information regarding the officer's ability to carry out the assignment, such as prior experience as a FTO or courses taken in preparation for becoming a FTO.
- A recommendation from the officer's immediate supervisor detailing the officer's performance as a solo patrol officer and any observations regarding his ability to conduct training.
- New FTO's can be assigned by the Chief of Police or his designee.

Chapter 5 - Traffic Operations

Police Vehicle Crashes and Damages Procedure

500.1 PURPOSE AND SCOPE

The purpose of this procedure is guide members in handling police vehicle crashes or damage.

500.2 CRASHES WITHIN THE GREENWOOD CITY LIMITS

- (a) The following procedures shall be used whenever a vehicle under the control of the Greenwood Police Department (including leased or confiscated vehicles) driven by Department employees is involved in a Motor Vehicle Crash within the City of Greenwood:
 - 1. The Communications Center shall be notified immediately of the crash, location, conditions, and persons involved.
 - 2. The Communications Center shall dispatch all necessary personnel and assistance.
 - 3. The on duty supervisor shall be notified and will respond to the scene. The supervisor will assess the situation and determine if an accident investigator needs to be called to the scene. In the event that an accident investigator is not needed or available then it will be the responsibility of the on duty supervisor to complete an accident report.
 - 4. The investigating officer and/or on-duty supervisor shall administer a portable breath test to the agency member involved in the accident.
- (b) The vehicle should not be moved unless specifically directed by the accident investigator, supervisor, or if the vehicle is in a position to cause immediate further damage.
- (c) When injuries are involved:
 - 1. If injured and under arrest, civilians must be sent to a hospital for treatment. Individuals refusing treatment should be requested to sign a medical release.
 - 2. Sworn police personnel will be sent to St. Francis Hospital South, unless medical personnel determine otherwise.
- (d) All communication and transactions between parties involved in the crash should be exchanged through the supervisor or accident investigator.
- (e) It will be the responsibility of the investigating officer to issue any appropriate summonses, and to include that information on his/her report.

500.3 DAMAGE TO A POLICE VEHICLE WITHIN THE GREENWOOD CITY LIMITS

Whenever a police vehicle is involved in a situation that would qualify it as a damage to police vehicle incident within the City of Greenwood as classified above, the following personnel must remain at, or report to, the scene and the following reports will be prepared:

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Police Vehicle Crashes and Damages Procedure

500.4 CRASHES AND DAMAGE TO POLICE VEHICLES OUTSIDE THE CITY OF GREENWOOD

- The local law enforcement agency of the applicable jurisdiction will conduct the investigation and any necessary reports.
- The involved Officer will ensure that the Communication Center is notified as soon as possible. The Communications Center will then make notification to the Officer's supervisor.
- The involved Officer must obtain the case number and contact information from the local agency investigating the crash and forward it to his or her supervisor.
- The involved officer's supervisor will complete an incident report using a GPD case number and any other special reports. The supervisor will ensure that necessary photographs are taken by GPD personnel with a camera whenever possible.
- The investigating officer or on-duty supervisor should administer a portable breath test to the member involved in the accident.

500.5 TRAINING EXERCISES - INVESTIGATIVE RESPONSIBILITIES

The training staff is responsible for completing the initial investigation, completing all special reports, and taking appropriate photographs with a camera of any crash or damage to a police vehicle that occurs at a designated training site.

500.6 ESTIMATE OF DAMAGE

Damage estimates for equipment associated with the police vehicle shall be included with the report sent to the City Fleet Supervisor.

500.7 DISTRIBUTION OF REPORT

- All completed reports shall be submitted to the Records Division.
- Copies of all reports shall be submitted to the Officer's Supervisor and Human Resources. The supervisor shall review all reports, provide an injury report to Human Resources if the officer is injured, and then forward copies of all reports to the Deputy Chief of Police in a timely manner. The Deputy Chief shall also forward copies to the City Fleet Supervisor in a timely manner.
- The Deputy Chief of Police shall review all reports.

Chapter 6 - Investigation Operations

Asset Forfeiture Checklist Procedure

600.1 ASSET FORFEITURE CHECKLIST WITHOUT COURT ORDER PROPERTY SEIZED WITHOUT COURT ORDER

		Initials
	Date of seizure	
	Date counsel provided notice of seizure	
	Date counsel provided reports of seizure	
Notifications	Identified owners or interest holders	
	Documented check for co-owners or lien holders	
	Documented how owners or interest holders were identified	
	Documented that all identified owners or interest holders received notice of seizure	
	All identified owners or interest holders received notice and information regarding process for seeking its return	
	State agencies requiring notification of seizure	
Hardship/Innocent Owner	Documented and communicated to counsel any known unreasonable hardship on a third party or the possibility of an innocent owner	
Valuation(s)	Obtained and documented any valuation, including method of valuation	
Waivers	Documented any waiver of rights to property by owners or potential owners, or interest holders	
	Documentation of any waiver forwarded to counsel	

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Asset Forfeiture Checklist Procedure

Forfeiture Action	Documented date of forfeiture order, if any	
	Placed forfeiture order in file, if applicable	
	Returned property, if forfeiture action failed	
	Documented return and date of return, if applicable	
	Placed court order denying forfeiture in file, if applicable	
Property Transfer	Property transferred by court order	
	Property dispersed by court order	
	-	

600.2 ASSET FORFEITURE CHECKLIST WITH COURT ORDER PROPERTY SEIZED WITH COURT ORDER

		Initials
	Date of seizure order	
	Expiration date of seizure order if applicable	
	Date of seizure	
Hardship/Innocent owner	Documented and communicated to counsel any known unreasonable hardship on a third party or the possibility of an innocent owner	
Waivers	Documented any waiver of rights to property by owners or potential owners, or interest holders	
	Documented any waiver forwarded to counsel	
Forfeiture Action	Documented date of forfeiture order, if any	
	Placed forfeiture order in file, if applicable	
	Returned property if forfeiture action failed	

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Asset Forfeiture Checklist Procedure

	Documented return and date of return, if applicable	
	Placed court order denying forfeiture in file, if applicable	
Property Transfer	Property transferred by court order	
	Property dispersed by court order	

Chapter 7 - Equipment

Agency Inventory and Control Procedure

700.1 PURPOSE AND SCOPE

The purpose of this procedure is to assist members in managing the inventory and control of property according to department policy.

700.2 ISSUING AUTHORITY

The Deputy Chief of the Uniform Division shall be responsible for distributing, maintaining, and logging all agency issued equipment.

700.3 INVENTORY PROCEDURE

Annually, the Deputy Chief of the Uniform Division will conduct an equipment audit and make any necessary updates to the appropriate spreadsheet.

700.4 ISSUE AND RETURN OF AGENCY PROPERTY

The Deputy Chief of the Uniform Division shall be responsible for the issuance of new equipment, and replacement /disposal of old equipment,

Any member returning equipment to the agency for any reason shall make arrangements with the Deputy Chief of the Uniform Division at least 48 hours in advance to do so.

700.5 DAMAGED, LOST, OR STOLEN PROPERTY

Members shall immediately notify their immediate supervisor and the Deputy Chief of the Uniform Division any time that agency owned property is damaged, lost, or stolen.

Chapter 9 - Custody

Transport Procedure

900.1 PURPOSE AND SCOPE

This procedure is intended to provide guidance to members for the safe transportation of prisoners.

900.2 GENERAL PROCEDURES

- (a) All prisoners will be cursory searched prior to being placed into a vehicle.
- (b) all prisoners shall be handcuffed when transported anywhere. The handcuffs should be double locked to ensure that they don't tighten up while being transported.
- (c) All prisoners will be placed in a seat belt (When possible).
- (d) Injured prisoners will be medically checked out and cleared prior to transporting them to the Johnson County Law Enforcement Facility.
- (e) Officers transporting prisoners will not stop while en-route to their destination (unless an emergency exists)
- (f) Officers will not transport more prisoners than he/she can effectively handle.
- (g) Once at the jail, the officers will remain with the prisoner until the jail personnel take custody of the prisoner.
- (h) Any personal property of the prisoner not placed into the property room, will be transported with the prisoner to the jail and turned over to jail personnel.
- (i) Prisoners of the opposite sex, adults and juveniles will not be transported together unless they are placed in a situation where they can be separated. Exact beginning and ending mileage will be given to the communications center.
- (j) Officers transporting prisoners should utilized either their body worn cameras or the jail van mobile camera during the transport.

Chapter 10 - Personnel

Uniforms and Civilian Attire Procedure

1000.1 PURPOSE AND SCOPE

The purpose of this procedure is to provide guidance relative to the authorized uniforms and attire for department members.

1000.2 CLASS A UNIFORM

- (a) Trousers - The trousers are navy blue with a one-inch flat black stripe is sewn on the outside seam of each leg for both genders. Trouser creases are pressed, not sewn.
 - 1. Trousers are worn with a black leather belt.
 - 2. Motorcycle officers wear standard police trousers or breeches that are altered to fit into the motorcycle boot.
- (b) Shirt - The Class A Uniform shirt is a dark navy blue dress shirt that is worn tucked in. It has two pleated breast pockets and epaulets on each shoulder. It also has badge reinforcement eyelets.
 - 1. The Summer Uniform shirt is short sleeved and worn with an open collar. A white crew neck T-shirt shall be worn underneath the uniform shirt when working day shift. Officers assigned to night shift may wear a black crew neck T-shirt, except when they are assigned a day shift. The T-shirt shall not extend past the sleeve of the uniform shirt.
 - 2. The Winter Uniform shirt is long sleeved and may be worn with a necktie or black turtleneck underneath the uniform shirt.
 - 3. Department badge, ILEA Academy pin (Silver for Patrolman and gold for Sergeants and above) Years of Service pin or Firearms pin if not eligible for Years of Service pin, American Flag pin and nameplate with black engraving are displayed on the uniform shirt and are the minimum required at all times. Nameplates shall be worn on the left pocket and Academy pin, Years of Service pin or Firearms pin if not eligible for Years of Service pin and American Flag pin shall be worn on the right pocket. All pins shall be worn in the center of the pocket with the top of the pin even with the top of the pocket. If an officer should choose to wear multiple award pins, that officer shall use the authorized Commendation Award Bar (CAB) slide holders provided by Blackinton to display the award pins. The CAB holder shall be centered on the pocket with the top edge of the bottom row even with the top edge of the right pocket. All cloth ribbons representing Medals shall be worn on the left side of the uniform as described above. Except for the Medal of Valor, if an officer has been awarded two or more of the same Medal, the cloth ribbon will be worn with a gold star centered on the ribbon for each additional award. In the case of more than one Medal of Valor, the officer may wear the cloth ribbon centered above the CAB award pins on the right pocket. For ceremonies as directed by the Chief of Police, Medals will be worn centered on the left pocket with the top edge of the Medals even with the top edge of the pocket. The nameplate would then be moved above the Medals, centered between the top edge of the Medals and the bottom edge of

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the badge. No other award pins are authorized for wear on the left pocket. This area of the uniform is reserved as a place of honor for Medals earned and their corresponding cloth ribbons. All Award Pins and Medals for the Class A Uniform, will be purchased at Steven R. Jenkins Company.

4. Uniform shoulder patches will be provided by the department. No special colored or individually designed patches are authorized for wear, regardless of assignment to a specialty unit. The GPD shoulder patch is sewn onto each shoulder of the uniform shirt ½" down from the shoulder seam.
 5. Metal rank insignia for all ranks, as well as Sergeant sleeve chevrons, will be displayed on the uniform shirt as described below.
 6. Metal buttons are worn on the front closure and pockets of the Summer and Winter Uniform shirts, as well as the cuffs of the Winter Uniform shirt. Gold buttons and brass shall be worn by Sergeants and above.
 7. Uniform necktie must be a clip-on or hook and loop fastening type for officer safety purposes. This applies to Patrol Officers, Sergeants, and Lieutenants. A regular fastening necktie for administrative personnel is optional. Neckties are navy blue. A silver (Patrol Officer) or gold (Supervisor) metal tie bar shall be worn. The tie bar shall be worn on the tie even with the metal pocket buttons. No other tie tacks or bars are authorized.
 8. Uniform turtle or mock turtleneck is black and may not have a brand name or logo on the collar or embroidered on the neck. It is approved for wear under the Class A Uniform shirt during the Winter Uniform months. Officers have the option of wearing either the approved turtleneck or a necktie. Deputy Chiefs and above are not authorized to wear a turtleneck.
 - (a) When the turtleneck is worn; metal buttons must be worn on the front of the shirt normally covered by the necktie.
 - (b) Turtlenecks are not approved for wear at formal events, such as award ceremonies, funerals and review board hearings.
 - (c) Turtlenecks are not authorized for wear by officers holding appointed ranks.
- (c) Gun Belt – The gun belt for the Class A Uniform shall have a Clarino finish and shall be of good quality and manufacture. The gun belt is worn with the following authorized accessories:
1. Firearm holster (Required).
 2. Ammunition holder (Required).
 3. Handcuff case (Required).
 4. Baton/side handle baton holder (Optional).
 5. Radio holder (Required).
 6. CS Repellent case and canister (Optional).
 7. Taser holster (any Taser issued to an officer must be carried).

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Uniforms and Civilian Attire Procedure

8. Minimum of two belt keepers (Required).
- (d) Head gear
1. Uniform hat is optional, unless the officer is directed to do so by a Supervisor for visibility, directing traffic, working a special event, or for other purposes.
 - (a) The preferred headgear of the Greenwood Police Department is the campaign style cap. Officers in Class A Uniform may either wear the dark navy blue campaign style uniform cap or a dark navy blue or black watch cap. The straw style of felt style campaign hat may be worn. A gold band with acorns will be worn by Sergeants and above and a silver band will be worn by Patrol Officers and Detectives. The campaign hat will have a gold miniature Greenwood Police badge for Sergeants and above and a silver miniature Greenwood Police badge for Patrol Officers and Detectives.
 - (b) Watch cap is a plain dark navy blue or black knit cap.
 - (c) Helmet must be department-approved and must be worn by all officers operating a department motorcycle or riding a department bicycle, whether on-duty or off-duty.
 - (d) Baseball Hat must be department approved with the approved hat badge patch.
- (e) Footwear
1. Officers may wear either:
 - (a) Black, standard military-style, low-quarter shoes, and constructed from smooth leather or high gloss poromeric material; or
 - (b) Black leather, black leather and Cordura, or a similar style nylon law enforcement boot.
 2. Motorcycle Officers wear over-the-calf, black leather, laced instep motorcycle patrol boots.
 3. Shoes and boots have black laces and are polished at all times. They are worn with black crew length (or longer) socks.
 4. Black rubber overshoes may be worn during periods of rain or inclement weather.
- (f) Sweater – A dark blue, V-neck, commando type uniform sweater is approved for wear with the Class A Uniform during the Winter wearing period, at the officer's option. The badge, nameplate with black engraving, and shoulder patches are displayed on the sweater. Metal rank insignia for Sergeants and above are worn on the epaulets. The seasonal Class A Uniform shirt is worn under the sweater. Turtlenecks are authorized for wear under the uniform shirt when the sweater is worn.

1000.3 CLASS B UNIFORM

The Class B Uniform is a dark navy blue, two-piece, utility-style uniform.

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Uniforms and Civilian Attire Procedure

- (a) Trousers - The Class B Uniform pants shall be BDU style cargo pants.
- (b) Uniform Shirt - The Class B Uniform shirt shall be BDU style.
 - 1. The Summer Uniform shirt is short sleeved; the Winter Uniform shirt is long sleeved. Both are worn with an open collar.
 - 2. The department-authorized cloth badge will be worn on the uniform shirt; silver for patrol officers and gold for supervisors.
 - 3. Metal or embroidered rank insignia are worn on the collars of officers holding the rank of Sergeant and above with approved chevrons on the sleeves of Sergeants to be worn in the same manner as specified on the Class A uniform.
 - 4. The shirt has a 5" x 1" navy blue cloth strip sewn above the right pocket with the words "Greenwood Police Department", an identical cloth strip is sewn above the left pocket embroidered with the officer's last name only. The embroidery will be silver for patrol officers and gold for supervisors.
 - 5. GPD shoulder patches will be the standard style GPD patch sewn on both sleeves (as described for the Class A Uniform). The SWAT patch may be worn for SWAT training and SWAT call-outs.
 - 6. A black turtleneck or mock turtleneck is approved for wear under the Class B Uniform shirt during Winter Uniform months.
 - 7. A black crew neck T-shirt will be worn underneath the uniform shirt. The T-shirt shall not extend past the sleeve of the uniform shirt.
- (c) Footwear - Black leather, black leather and Cordura, or similar style nylon law enforcement boots are worn with the Class B Uniform. Tennis shoes or low-quarter oxford style uniform shoes will not be worn. Black crew length (or longer) socks are worn.
- (d) Gun Belt - Officers in Class B Uniform wear the black nylon gun belt containing the same accessories outlined for the Class A Uniform. The gun belt accessories are secured using hook and loop closures or snaps, which are hidden or black in color.
- (e) Headgear - Officers in the Class B uniform may wear one of the following caps at their option:
 - 1. Dark navy blue baseball caps are permitted for wear with the Class B uniform only. The department-authorized cloth badge patch will be centered on the front of the hat; silver for patrol officers and gold for supervisors.
 - 2. Watch Cap – As specified for Class A Uniforms.

1000.4 OUTERWEAR - CLASS A AND B UNIFORMS

- (a) Authorized Outerwear:
 - 1. Winter jacket is waist-length and is dark navy blue or black in color. The jacket is worn with a cloth or metal badge and standard GPD shoulder patches.
 - 2. Leather jacket is constructed of top grain domestic cowhide. It is black in color, with a front zipper.

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Uniforms and Civilian Attire Procedure

3. Raincoat is blue, black, or a combination of those colors, and may be mixed with hi-visibility red or green. The raincoat may be worn with a metal or fabric badge.
- (b) A cloth or metal badge will be worn on all outerwear. Nameplates will not be displayed on the authorized raincoat.
- (c) Authorized shoulder patches are sewn onto each shoulder of the winter jacket and windbreaker, 1/2" down from the shoulder seam.
- (d) Rank Insignia:
 1. Leather Jackets: Metal rank insignia are worn on the shoulder epaulets for Sergeants and above.
 2. Winter Jackets: Metal rank insignia are worn on the shoulder epaulets of Lieutenants and above; cloth chevrons are worn by Sergeants on the jacket sleeve, directly below the shoulder patch.
- (e) Gloves - Black leather gloves may be worn while wearing the winter uniform and any jacket.

1000.5 PROTECTIVE EQUIPMENT

External vest carriers that closely mimic the look of the uniform shirt may be worn while wearing the Class A and Class B uniform. The vest carrier must meet the requirements of the Class A and Class B uniform shirts without shoulder patches.

The approved Greenwood Police Department load bearing vest is the black Point Blank Endeavor ODC. Load bearing vests may only be worn with the Class B uniform. Officers wearing load bearing vests must display POLICE ID placards on the front and back of the vest, affix a cloth or metal badge and a cloth name tag to the front of the vest, and have GPD shoulder patches visible on both sleeves of the navy uniform shirt. All Molle pouches must be constructed from black nylon or black kydex. Officers are limited to no more than eight accessories per vest. Officers are not permitted to carry any firearm on the load bearing vests. All firearms must be carried in traditional fashion, in a department approved hip mounted or drop-down holster.

1000.6 AUTHORIZED RANK INSIGNIA

- (a) Patrol Officers do not wear any type of collar brass on the authorized Class A or Class B Uniforms.
- (b) Sergeants - display the authorized gold $\frac{3}{4}$ inch open-stripe chevron insignia on the collars of the shirts of the Class A Uniform. On the Summer Uniform, the insignia are placed centered on the collar one inch from the bottom of the collar point. On the Winter Uniform, the insignia are placed centered horizontally, $\frac{3}{4}$ inch from the front edge of the collar.
 1. Fabric Sergeant chevrons are sewn on the sleeve of uniform shirts and jackets directly below the GPD patch.
- (c) Lieutenants - display gold $\frac{1}{4}$ inch by $\frac{3}{4}$ inch Lieutenant bar insignias on the collars of the uniform shirts. On both the Summer and Winter Uniforms, the insignia are placed

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Uniforms and Civilian Attire Procedure

centered horizontally on the collar, $\frac{3}{4}$ inch from and parallel to the front edge of the collar.

- (d) Deputy Chiefs - display a gold eagle insignia on the collars of the uniform shirts. Insignias are centered on both Summer and Winter Uniform collars.
- (e) Assistant Chief of Police - displays one gold star on the collars of the uniform shirts. Insignias are centered on both Summer and Winter Uniform collars.
- (f) The Chief of Police – displays two gold stars on the collars of the uniform shirts. Insignias are centered on both Summer and Winter Uniform collars.

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COLLAR RANK INSIGNIA PLACEMENT All rank insignia shall be gold in color.

Patrolman

Summer

Winter



Sergeant

Summer

Winter



Lieutenant

Summer

Winter



Captain

Summer

Winter



Commander

Summer

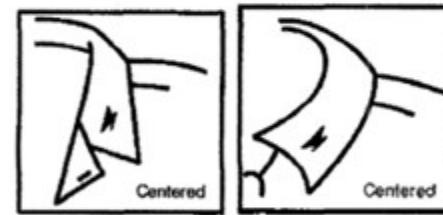
Winter



Deputy Chief

Summer

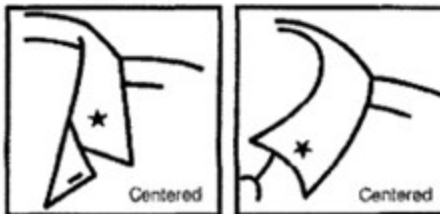
Winter



Assistant Chief

Summer

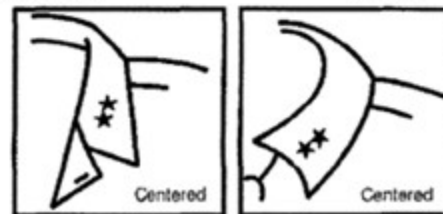
Winter



Chief

Summer

Winter



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1000.7 AUTHORIZED BADGES / PATCHES



(Image of badge, jacket/uniform shirt, hat, and sergeant stripes)



(Image of Class A/B and SWAT Training/Callout patches)

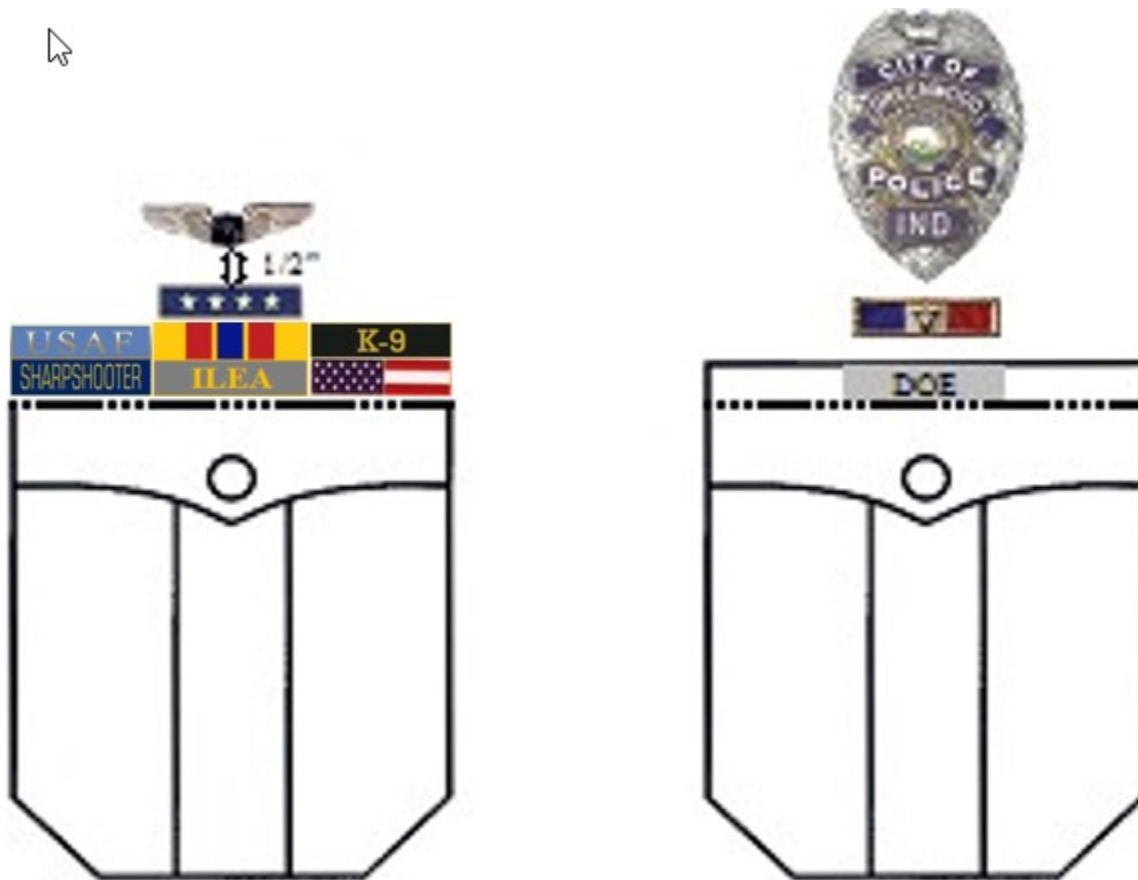
1000.8 AUTHORIZED RIBBONS AND CITATION BARS

The following ribbons and citation bars are authorized for wear with the GPD uniform. Other ribbons or citation bars will not be worn without the written approval of the Chief of Police. Citations worn after the Flag pin shall be worn in alphabetical order as listed below. Specialty Pins may be worn only while the officer is assigned to the specialty, or after the officer has left it in good standing. If an officer rates more than one specialty pin, they shall be worn in order of historical creation: Honor Guard, K-9, Motorcycle, SWAT (in descending order). Current Honor Guard members and past Honor Guard members with ten or more years of Honor Guard service shall wear the Honor Guard pin with two stars. Former Honor Guard Members with less than ten years of Honor Guard service shall wear the blue Honor Guard pin with no stars. Current K-9 members and past K-9 members with ten or more years of service shall wear the K-9 pin with two stars. Former K-9 members with less than ten years of K-9 service shall wear the K-9 pin with no stars. Current Motorcycle officers and past officers with ten or more years of Motorcycle service shall wear the authorized GPD Motorcycle Wings. Past members with less than ten years of service will wear the light blue Motorcycle pin. The Motorcycle Wings shall be centered placed ½ inch above the citation group. Current SWAT Team members and past SWAT Team members with ten years of service or more shall wear the green, red and gold SWAT pin. Former members with less than ten years of SWAT service will wear the black SWAT pin with silver letters.

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1000.8.1 RIBBONS AND COMMENDATION AWARD BARS (CAB)

[See attachment: Ribbons and Commendations Award Bars Legend.pdf](#)

All CAB Commendation Bars must be ordered from Steven R Jenkins Company on East 21 Street in Indianapolis. These bars are specific to GPD and cannot be ordered elsewhere. Each commendation bar has been assigned a number for ordering purposes. A complete list of all GPD approved decorations and their corresponding numbers has been provided in this document. The CAB bar holders will hold three commendation bars per holder. The holders can be soldered together for multiple rows of bars, up to fifteen bars. Officers will need to know how many bars they wear and order the bar holder appropriate for their number of decorations.

1000.9 GPD MEDALS AND CAB BARS

[See attachment: GPD Medals and CAB Bars.pdf](#)

Performance Evaluation Procedure

1001.1 PURPOSE AND SCOPE

The purpose of this document is to provide a performance evaluation procedure for members.

1001.2 EVALUATION FORM

AGENCY

NAME IN THE
HEADER

MEMBER NAME:

BADGE NUMBER:

RANK:

EVALUATION PERIOD:

1001.2.1 RATINGS

Exceeds standards - Performance is better than demonstrated by a competent employee. It is performance superior to what is required but is not of such nature to warrant a rating of outstanding.

Meets standards - Performance of a competent employee. It is satisfactory performance that meets the standards required of the position.

Below Standards- Performance is less than that expected by a competent employee. Improvement in this category is needed.

1001.2.2 EVALUATION CATEGORIES

1. **Volume of Acceptable Work**- Amount of work required to meet job standards.
 - (a) Rating:
 - (b) Comments:
2. All rankings of exceeds standards or below standards must have a detailed description of why this rating was given in the comments section.
3. Use the example above to include categories that are appropriate for your agency.
4. After you have included the categories, include a signature block as indicated below.

1001.2.3 SIGNATURE BLOCK

Employee

Signature

Date: _____

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Performance Evaluation Procedure

Supervisor

Signature

Date: _____

Division

Commander

Signature:

Date:

Promotional Process Procedure

1002.1 PURPOSE AND SCOPE

The purpose of this procedure is to assist members in determining the elements necessary for developing a promotion process.

1002.2 PROMOTION PROCESS

All provisions of this procedure are governed under the Greenwood Police Department Merit Commission Rules and Procedures #6.

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Attachments

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Departmental Directive Sample.pdf

DEPARTMENTAL DIRECTIVE GUIDANCE

Lexipol recognizes the tremendous strain placed on first responders due to a major emergency. We also realize that a major emergency may necessitate operational changes. Operational changes should generally be addressed through a change in policy. Many agencies have protocols in place that allow for temporary modifications to policies, which are often referred to as directives, temporary orders, or policy addendums.

In many cases, the breadth of changes needed cannot be accomplished under the demands many agencies face. The recommended policy changes contained below represent a small sample of an expansive policy review that would need to be conducted by the agency.

While this list is not exhaustive, we believe it will provide a starting point for your internal review and ultimately result in a more efficient use of your time. You should review the following information carefully and adjust it to fit the needs of your agency.

If you do not have a departmental directive format, we have provided a template and a sample of a departmental directive that you may adapt for your use.

Law Enforcement Departmental Directive Framework

[Date]

To: [all members, police officers/deputies, telecommunicators]

From: [name of authorizing member]

[directive number]

Effective immediately, due to [insert issue prompting directive]-related operational changes, the [insert policy number and name] shall be modified as follows:

- [insert new policy language; or explain operational change by providing as much detail as needed if no policy currently exists]
- [list each change within the same policy by providing as much detail as needed]

This directive is in effect until further notice.

Respectfully,

[Agency Head]

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LAW ENFORCEMENT ROLE AND AUTHORITY

Law Enforcement Authority

You should keep abreast of any amendments to law enforcement authority granted by your state (e.g., executive order, legislative action). As the number of persons impacted by the emergency situation expands, your authority could change.

ORGANIZATION AND ADMINISTRATION

Organizational Structure and Responsibility

You should be prepared for the number of absences to increase in your sworn members. Consider expanding your succession of command to account for increased absences. Consider reviewing your unity of command to address reassignment to a task force or consolidation of protective services.

Emergency Management Plan

This is a good time to review any previously written plans and consider digitally distributing your Emergency Operations Plan so that members have access to it remotely.

Training

Due to potential absences, you should consider suspending nonessential training. Remote training options such as PoliceOne Academy are useful in that officers/deputies can fulfill requirements individually. You may want to determine which PoliceOne Academy courses are accepted for credit by your state certifying body and determine whether any training requirement exemptions will be granted.

Retiree Concealed Weapons

You should consider suspending providing firearms qualifications until the emergency is abated.

Global Procedure Guide Sheet.pdf

INTRODUCTION

This Procedure Guide is intended to assist your agency in customizing procedure content to meet your agency's unique needs. For each procedure, we have provided a Guide Sheet that includes background information and customization guidelines.

The next step is to review the Lexipol procedure content carefully. Although we have provided best-practice, and federal content, it is necessary that you actively participate in the customization of your agency manual by reviewing each of the procedures and making changes, additions, and deletions where needed to ensure that each procedure conforms to your agency's practices.

On each Guide Sheet, we have indicated which sections warrant your close attention because they are most likely to require your input. In addition, we have indicated those sections where you should exercise caution when making alterations. This is usually because such sections contain content based on federal regulations.

The following are some points to consider when using the Guide Sheets to customize your procedure content:

- Please review all procedure content carefully. The Guide Sheets provide additional specifics on certain sections, but that is not intended to imply that you should limit your review to those sections.
- The appearance of a citation in a procedure indicates that some or all the preceding content was supported by federal regulations and you should exercise care if you choose to customize this material. You should confirm that your agency's practice meets those legal requirements.
- If customization of a procedure is necessary, refrain from creating mandatory duties (using "shall" rather than "should") where they are not already imposed by law and in situations where you cannot accurately predict every possible outcome (e.g., vehicle pursuits).
- Lexipol has created a Style Guide and a Citation FAQ document that are available in the Resources section of KMS. These guides may be useful to you when you are adding agency-specific content. They can help ensure that the content you add is consistent in style, grammar, punctuation, etc. with the other content in the manual.
- Procedures that do not apply to your agency can be manually deleted through KMS. If you see a Guide Sheet for a procedure that doesn't appear in your draft manual, the procedure has been removed as a result of your answers to the Questionnaire. Deleted procedures can be added back at any time.

Although it is up to each agency to determine how to complete the Procedure Manual customization process, our experience is that the formation of committees tends to slow the process dramatically. We recommend that you either assign one or two key individuals to the entire process or assign policies to individuals who have expertise regarding specific subject matter.



Law Enforcement Procedure Guide

If you feel compelled to submit the draft Procedure Manual to a large group of staff members, we recommend that this occur only after a limited group has completed 90 percent or more of the review process. Even at that point, any large group of reviewers should be discouraged from simply contributing their “two cents,” but instead should be encouraged to limit their input to major issues.

Your finalized manual will ultimately need to be approved and adopted by your chief executive. It is also important to recognize that certain procedures may require you to meet and confer with your affected bargaining or employee groups if the procedures create any substantive changes in terms and/or conditions of employment. If you modify portions of the manual to any significant extent, please consider having your legal counsel review those alterations.

We recognize that the customization process will require significant work on your part. However, the initial customization effort will save countless hours of future staff time and assist you in maintaining the most current procedures for years to come as you receive ongoing updates from Lexipol with your continuing subscription. We are committed to assisting you throughout the customization process and to helping you achieve a completed and issued manual as efficiently as possible. Please don't hesitate to call or email us if you have any questions or if we can provide additional assistance.

Lexipol Customer Service
customersupport@lexipol.com

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Chapter 1 – Law Enforcement Role and Authority

GUIDE SHEET

Policy Addition and Review Procedure

While this guide is generally directed at policy addition, revision, and review, it may also be applied to procedures. You should refer to your Policy Manual section of your agency manual while developing this procedure and adjust the sections as required to add procedure review.

A policy may be initiated, removed, or amended under the following circumstances:

- When required due to changes in law, training, Lexipol updates, or best practices.
- When a member submits a memorandum for a recommended change to their supervisor for review and it is approved through the chain of command.
- At the direction of the agency head.

Please review the following guide sheet sections carefully and adjust to meet your agency's practice. You may want to consider these additional areas for customization of this procedure:

- The specific document structure for policy creation or revisions.
- The identification of any review committees involved in the process.
- The addition or amendment of policies required for accreditation or state rules and regulations.

NEW OR REVISED POLICIES

In this section, you will identify procedures for creating new policies or revising your current policies. A new policy or policy revision procedure should include the following steps:

- Document the proposed policy or policy revision in an approved memorandum and forward it to an immediate supervisor for review and comment. The memorandum may include necessary attachments, such as supporting documentation.
- After review by the immediate supervisor, the memorandum should be forwarded through the chain of command for additional review and comment.
- The agency head may:
 - Review and reject the proposed new policy or policy revision.
 - Review and return the policy or policy revision through the chain of command to the original author with comments for changes and resubmission.
 - Approve the suggested policy or policy revision.
 - Forward the policy or policy revision to legal counsel or, if applicable, to any advisory committee for further review and possible changes.
- Upon approval of the policy or policy revision, the agency head or the authorized designee will create the new policy or revise the current policy in the appropriate manual.

If the policy requires an immediate change, an interim directive may be issued.

POLICY REVIEW

You will want to establish a method and a timetable to review your policies. This review should include the following:

- Changes to the applicability of the policy to current operations
- Changes made to titles, personnel, or references to other bureaus or sections internal or external to the agency
- Changes to local rules, regulations, or ordinances not reflected in the policy
- Changes to forms or technology
- Changes to writing style

TRAINING

You should determine how you will train members on new or revised policies. Training on new or revised policies should include the following:

- Roll call training
- In-service or academy training
- Daily Training Bulletins (DTBs)

Chapter 2 – Organization and Administration

GUIDE SHEET

Emergency Management Plan Procedure

An emergency management plan is often largely determined by federal, state, and local statutes and regulations. Most are based upon the Incident Command System (ICS) included in Federal Emergency Management Agency guidelines. You should thoroughly research any federal or state requirements, consult with your agency's legal counsel regarding any mutual aid compacts or agreements, and refer to your emergency management plan policy. The emergency management plan should include procedures for active threats, riots, and crowd control as well as disasters. If your agency has already developed an emergency management plan, you should review the following elements in case you want to include any in your current procedure.

RESPONSIBILITIES

This section is where you will identify the responsibilities for positions, units, and assignments. The following items should be covered in responsibilities:

- The unit name or outside agency in charge of an incident, depending on the size and nature of the situation.
- The position in the unit or agency directing the coordination of resources and operations.
- Any agency position acting as the Incident Commander.
- Delineation of chain-of-command responsibility and transfer of command.
- The position responsible for planning emergency response, reviewing and updating plans, and acting as a liaison to federal, state, and local agencies.
- The position responsible, usually the training commander or emergency operations manager, for training members on the ICS.

PLANNING FUNCTION

This section is where you should review or develop your agency's planning function.

- The position responsible for the planning function should:
 - Prepare a documented incident action plan.
 - Collect and disseminate information and intelligence.
 - Assist in preparing a Continuity of Operations Plan and Continuity of Government Plan.
 - Plan for post-incident demobilization.

EMERGENCY MANAGEMENT PLAN

The Emergency Management Plan section should be customized for your agency's size, capabilities, equipment, mutual aid agreements, state statutes or local regulations, and special areas of concern (e.g., chemical plants, special hazards). The plans should include but are not limited to the following:

- **Initial Response**
 - The first officer on scene should:

- Evaluate the incident.
- Advise dispatch of the situation.
- Request necessary assistance.
- Start the incident command.
- Additional responding officers should:
 - Evacuate persons if necessary and appropriate.
 - Set up a perimeter and control access.
- The initial supervisor on the scene should:
 - Assess the current situation at the scene and any actions already taken by the responding officers.
 - Advise dispatch of the updated incident assessment.
 - Request necessary resources.
 - Ensure a perimeter is properly established.
 - Supervise members at the scene.
 - Establish or designate a member as the Incident Commander.
- The Incident Commander should:
 - Review and assess the situation.
 - Request outside agency assistance, additional members, and other agency units as needed for immediate response.
 - Establish a command post and staging area.
 - Start evacuations, if necessary.
 - Request maps and incident site information.
- Dispatch should:
 - Notify the agency head or the authorized designee.
 - Notify command staff.
 - Notify any members authorized for call-out and provide staging area location information.
 - Make any other notifications requested by the Incident Commander.
- **Secondary Response**
 - Command post considerations
 - Location for joint operations, if applicable
 - Secure and safe (“cold zone”) location
 - Parking
 - Shelter
 - Restroom facilities
 - Staging area considerations
 - Close or connected to the command post
 - Briefing area
 - Alternate staging areas as needed
 - Control of perimeter, entrances, and exits
 - Transportation, processing, and confinement of any arrestees
 - Traffic control
 - Personnel mobilization
 - Public and agency member information

- Designated press liaison or news media relations unit
 - Coordinates with Incident Commander or agency head and should handle:
 - Community relations
 - Media requests
 - Injury and death reports
 - Response to rumors
 - Agency supervisors should provide updated information to members
- Member mobilization
 - The agency head or the authorized designee should evaluate and determine number of members required for response, any additional hours to be worked, and cancellation of days off or vacation time.
 - You may want to consider involving human resources for documentation and scheduling assistance.
 - Members should report with all required equipment, and you should assign a person or position with the responsibility to supply members with any additional equipment needed for the incident.
 - If the incident is a civil disturbance situation and protective gear is issued, identifying numbers should be marked on helmets and documented to allow for easier identification of members.

- **Logistics**

Here is where you are going to plan for the management of the logistics function. Those plans should include the following:

- Transportation
 - Members should respond to the scene in agency vehicles.
 - The Incident Commander should be advised if enough agency vehicles are not available for member use.
 - If the incident requires emergency mobilization, it should be determined if members should respond in personal vehicles or how other transportation methods can be arranged.
- Specialized units, equipment, or supplies
 - Should be available by request.
 - If units or equipment are only available from outside agencies or suppliers, the Incident Commander should be notified to arrange for response.
- Communications
 - At least one designated communication channel should be used for the incident.
 - If multiple agencies are involved, a joint channel should be used if available.
 - Plain speak should be used when multiple agencies are involved.
- Medical support as needed

- **Administration and Human Resources**

In this section, you are going to identify the responsibilities and tasks related to overseeing administration. Those should include:

- Recording personnel work time.
- Procuring additional resources.
- Recording expenses.
- Documenting injuries and liability issues.
- Preparing appropriate reimbursement documents, if applicable.

- **Declaration of State of Emergency**

This area will require you to research local, state, and federal declaration procedures, and you should consider consulting with your agency's legal counsel. You should consider including the following in the procedure:

- Legal support from agency counsel
- Service levels needed for areas not affected by incident to ensure proper coverage and how calls for service will be handled
- How member work time will be recorded, how supplies and resources will be procured, and which position or person will be responsible for documenting these areas
- Any procedures for the activation of mutual aid.

- **Demobilization**

In this section, you will identify procedures for demobilization. Those should include but are not limited to:

- The return of any evacuees.
- Any long-term road closures.
- Return to normal services.
- Any need for continued assistance to outside agencies.
- The continuation of media releases.
- The continued assignment of members to certain locations.

- **After-action Report**

An after-action report should be prepared and forwarded to the agency head for review. You should develop a report specific to both your agency and the event. The report should include but not be limited to the following:

- Type of incident
- Description of the agency actions
- Injuries and/or deaths
- Liability issues
- Training or procedural issues
- Policy issues
- Recommendations, if any
- Expenses
- Equipment disposed of/used
- Equipment damaged/destroyed
- Staff members used and their roles

EQUIPMENT INVENTORY

Here is where you will develop a procedure for conducting an inventory of your equipment. Those procedures should include:

- Assigning a person or position responsible for an emergency equipment inventory and condition assessment to be conducted at least quarterly.
- Reporting, which should include but is not limited to:
 - Location(s) of equipment
 - Type of equipment
 - Total equipment numbers
 - Overall condition of the equipment
 - Repairs or replacements needed

TRAINING

Training is a critical component of your Emergency Management Plan. In this section, you should identify the type of training your members receive and how it will be documented.

The training manager should ensure affected members receive training:

- Annually on the Emergency Management Plan.
- Annually on active threats.
- Periodically on crowd control.
- Biennially at a tabletop or full-scale exercise for the agency's utilization of the ICS and the Emergency Management Plan.

GUIDE SHEET

Departmental Directive Procedure

Departmental directives temporarily revise agency policies and procedures. They are used to modify your operations in response to an emergency, natural disaster, event, or other incident that is not expected to create the need for a permanent policy change.

PROCEDURE

Departmental directives typically arise from a need to modify a policy or procedure for a short time to meet a unique demand on agency resources. The need may be identified by any member, but a departmental directive shall only be issued by the agency head or the authorized designee. You should refer to your departmental directive(s) policy and consider the following steps for creating and issuing a departmental directive:

- Determine which policy or procedure requires a temporary change.
- Identify the policy or procedure by name and number.
- Determine the duration for the changes to remain in force.
 - May be indefinite
 - If rescinded, members or employees should be notified
 - If the required duration is known, include an automatic expiration date in the departmental directive (e.g., an order covering one special event)
- Write policy or procedure language to create the temporary changes and identify the specific policy or procedure section that the language is intended to replace.
- Create a written departmental directive to outline the temporary changes (see the example at the link under resources).
- Include the new language in the departmental directive.
- Identify the members or employees affected by the departmental directive.
- Send the departmental directive to the affected members or employees.

RETENTION

A copy of any departmental directive that is issued should be retained with your policy manual for the period that the directive is active:

- You may use a folder on a network drive; or
- If you maintain a printed copy of your policy manual, retain a printed copy of the departmental directive in the front of binder.
- Remove and archive the departmental directive when it expires.

RESOURCES

The link below contains an abbreviated sample of a departmental directive that Lexipol has provided to our clients. You may adopt it for your use or create your own, but the departmental directive format should be standardized.

GUIDE SHEET

Training Plan Procedure

The purpose of this procedure is to provide guidance for your agency in the development of a training plan. A training plan helps ensure all members receive training required by the federal, state, or local government, as well as your state's law enforcement certification agency. Additional training not required for certification but otherwise provided to members should also be covered in the training plan. You should refer to your training policy in developing this procedure.

You may want to consider including the following for your training plan.

TRAINING CLASSES

This is where you should identify classes you will offer your members. You should review your state requirements for member training because they may change from year-to-year. Classes should include the following:

- In-service training
- Training classes for civilian members
- Recruit training (if your agency has an academy or must supply funding for attendance)
- Specialized training
- Training for supervisors or managers
- Training open to outside agencies

TRAINING SCHEDULE

Here is where you should develop your training schedule for your agency. The schedule should include the following:

- Location of training (e.g., at the agency, non-agency location)
- Training dates
- Number of instructors required for each class
- If the location is a non-agency location, whether it is reserved
- Anticipated number of personnel attending
- Any transportation requirements

EQUIPMENT AND SUPPLY REQUIREMENTS

In this section, you should identify the various equipment and supplies needed to support your training classes. It may be helpful to consult with your staff and review instructional materials to complete the list. The list should include but not be limited to the following:

- Vehicles
- Defensive tactics equipment
- Firearms
- Ammunition
- Books, notebooks
- Fans or heaters
- Drinking water
- First-aid kit
- Rented or reserved facilities
- Uniforms for recruits, if supplied

BUDGET

In this section, you should list the funding needed for training. The list should include the following:

- Personnel costs (if not already included in a separate budget)
- Outside instructor fees
- Equipment and supply costs
- Facility costs
- Vehicle expenses (e.g., maintenance, gas, fees for rentals if used)
- Any fees collected from outside agencies
- Training material expenses

GUIDE SHEET

Administrative Communications Procedure

There are usually several different types of administrative communications within any agency. It is useful to have a procedure to ensure conformity in the format of those communications. This procedure is not an exhaustive list of all possible administrative communications. In many cases, the following formats may be used for additional types of orders, memorandums, or correspondence. You should review your administrative communications policy as you complete your procedure.

PERSONNEL ORDERS

Personnel orders direct a personnel change in status and may apply to the entire agency or only to a specific bureau or unit.

In this section, you will identify the orders specific for your agency. Those orders should include the following:

- Hiring of new personnel
- Assignment of personnel
- Promotions
- Demotions
- Transfers within the agency
- Return to duty from military or medical leave
- Assignment to specialized unit within or outside the agency
- Retirements
- Suspensions
- Terminations

PERSONNEL ORDERS FORMAT

Here is where you will identify the format you will use for the personnel orders. Personnel orders should have the following format:

- Sequential numbering, including the year issued (i.e., 2020-01 for the first order of 2020)
- Whether it is a general agency personnel order or specific to a bureau or unit
- Date of issue
- Effective date of the order
- Range of effective date (if known) if a temporary personnel order
- Signature and title of the agency head or the authorized designee

SPECIAL ORDERS

Special orders apply to special events or circumstances that are temporary in nature (e.g., parades, traffic construction, special assignments due to an event). You should identify the event or circumstances and develop a consistent format for the orders.

SPECIAL ORDERS FORMAT

Special orders should have the following format:

- Sequential numbering, including the year issued
- Description of the event and location
- Effective date
- End date for the event or circumstance
- Signature and title of the agency head or the authorized designee

MEMORANDUMS

Memorandums are issued to publish information or instruction to agency members. This may include but not be limited to information about events of interest, additional information or clarification regarding orders previously issued, or training information or schedules. Bureau or unit commanders, if applicable to your agency, may be authorized to issue memorandums that apply specifically to their members. If your agency uses letterhead memorandums, adjust the format section as needed.

MEMORANDUMS FORMAT

In this section, identify the format for your memorandums. The memorandum format should include the following:

- Date
- To – Covered members
- From – Issuing authority
- Subject
- Initials of typist
- Titles, if any, and names of individuals or agency bureaus receiving copies

CORRESPONDENCE

Official external correspondence should be on agency letterhead with the content approved by the agency head or the authorized designee. Unofficial correspondence not requiring approval by the agency head or the designee may use the same format.

CORRESPONDENCE FORMAT

In this section, identify the format your agency will use for correspondence. You may want to consider providing examples of what is considered official or unofficial correspondence. The correspondence format should include the following:

- Date
- Name and address of addressee
- Salutation
- Content
- Closing
- Signature
- Typed name and title
- Agency name and address
- Initials of typist
- Titles, if any, and names of individuals or agency bureaus receiving copies

ADMINISTRATIVE COMMUNICATIONS RETENTION

You should review the records retention schedule required by your state or local jurisdiction related to administrative communications, as well as designate the responsible member for the retention and storage of all administrative communications.

GUIDE SHEET

Budget Management Procedure

The budget process for most agencies is largely dictated by state or local government. You should carefully research your jurisdiction's requirements for a budget submission, including but not limited to the budget calendar, budget format, and required documents or attachments. You should also refer to your budget policy.

If you already have a procedure for the development of your budget, continue to review this Guide Sheet to determine if this document can further supplement your process. If your existing budget procedure isn't already in KMS, you may want to add it to the procedure manual.

PERSONNEL SERVICES

For most agencies, at least 80% of the budget is personnel expenses. You should evaluate the following for your personnel projection:

- Manpower allocation
 - Ensure this projection is as accurate as possible to maintain credibility for requests for additional personnel
 - Analyze changes or potential changes in your jurisdictions:
 - Population increases
 - Changes in jurisdictional boundaries
 - Adding or losing population due to annexation
 - Additional commercial or residential construction, such as a stadium, bar district, large apartment complex, or recreation complex, that may lead to the need for additional personnel
- Salary and benefits

Your jurisdiction should have the information to calculate the total cost of each member of your agency, including benefits or any cost of living or merit increases.

- Review your agency's rate of turnover, and if you are losing personnel to another agency, consider including a comparison of your agency's salary and benefits with those of the other agency.
 - Compare the job tasks, not the position title, because titles may vary between agencies.
 - Compare benefits to include work schedule, take-home vehicle, bonuses, and educational or wellness incentives.
 - Consider including the length of service for the personnel leaving for other agencies given the considerable loss of experience and training when those members leave the agency.
- Anticipate overtime, compensatory, and sick time expenses, though all need close oversight due to the increased stress on the overall budget.
- Include any personnel grants, especially if the funding is ending during the budget cycle.

CAPITAL EXPENDITURES

Capital expenditures budgeting is useful in planning purchases and replacements over time. Some items are not usually purchased every year, such as property or buildings. Planning for items that need to be purchased more often, such as vehicles or computers, may be spread out over multiple years to reduce the yearly budget for these items.

- Include the following in capital expenditures:
 - Physical assets
 - Items that have a life expectancy of over one year
 - Items that exceed the cost established for routine purchases by the agency
- You should conduct an inventory of your agency's equipment and expected timeline for replacement to allow you to plan for the purchase or replacement of equipment.
- You should expect to provide the priority and justification for each expenditure. The justifications may include safety, increase in personnel hired during the fiscal year needing the equipment, a new program requiring the equipment, or anticipated increase in cost of the item making it less expensive to purchase sooner rather than later.
- Although grant or asset forfeiture funds may be used for one-time capital expenditures, you should carefully research this area and consider consulting with your agency's legal counsel prior to an expenditure.

OPERATING BUDGET

The operating budget covers the daily supplies, services, and equipment used by your agency. Reviewing the previous year's budget will provide a guide for the upcoming budget year, though costs may have changed. Recurring annual expenses may include the following:

- Vehicle maintenance
- Fuel
- Ammunition
- Uniforms
- Maintenance contracts
- Internet
- Training

Chapter 3 – General Operations

GUIDE SHEET

Firearms and Conducted Energy Devices Inventory and Inspection Procedure

This guide covers inventory and inspection procedures for firearms and conducted energy devices commonly issued or approved for members to carry. Your agency may want to include other weapons or devices issued or carried by members of specialized units.

If your agency does not issue conducted energy devices, you may delete those sections. Your agency may want to consider including the following sections for this procedure:

FIREARMS AND AMMUNITION INVENTORY

When working on this section you should develop procedures for a firearms and ammunition inventory, which may include the following:

- Name of member issuing or receiving the firearm
- Date of issue
- Date of return
- Make
- Model
- Serial number
- Condition of the firearm
- Additional accessories (e.g., lights, optics), including any serial numbers

Here is where you identify the procedure for the inventory of firearms not issued to members, which should be conducted at least monthly and may include the following:

- Name of member conducting the inventory
- Date of inventory
- Make
- Model
- Caliber
- Serial number
- Total numbers of each type of firearm

In this section you should include procedures for ammunition inventory, which should be conducted on a monthly or quarterly basis and may contain the following information:

- Name of member conducting the inventory
- Date of inventory
- Manufacturer
- A box or case count

- Caliber

FIREARMS INSPECTIONS

You should carefully review the manufacturer's instructions for any firearms you issue to your members. They will usually include information to ensure proper care and maintenance, plus the time frame needed for the inspection of the firearm. The inspection procedures should include the following:

- Initial functionality check when the firearm is received from the manufacturer
 - Upon return after repairs or maintenance
 - When turned in by a member upon separation or any other reason
- Document inspections of agency-authorized firearms, whether the inspections are conducted periodically or during scheduled events such as qualification or in-service training.
- Inspections should include the condition of duty gear:
 - Holster
 - Holster security features
 - Proper location of attachment to the belt
 - Condition of the magazines and ammunition
 - Attachments such as lights or optics
 - Carry slings if the firearm is a patrol rifle or shotgun
- Document overall condition, damage, deficiencies due to lack of care or maintenance, and any repairs or maintenance conducted.

CONDUCTED ENERGY DEVICE INVENTORY

In this section, you should develop a procedure to conduct an inventory of all conducted energy devices and associated equipment stored or issued to members. The inventory log should contain the following:

- Make
- Model
- Serial number
- Condition of the device
- Whether held in inventory or issued to a member
 - If issued to a member, document member's name and date issued or returned

If your agency's conducted energy device has cartridges with serial numbers, you should also keep a log of the following when issued to a member:

- Member issuing the cartridge
- Date
- Serial number
- Total number of probe cartridges issued to member

CONDUCTED ENERGY DEVICE INSPECTIONS

You should carefully review the manufacturer's instructions for any conducted energy devices you issue to your members. They will usually include information to ensure proper care and maintenance, plus the time frame needed for inspection of the devices. The procedure should include the following:

- Conduct and document an inspection and functionality check of all conducted energy devices initially received by the agency, or when returned to the agency after repairs or maintenance.
- Perform and document inspections of agency-authorized conducted energy devices and whether the inspection is conducted periodically or during scheduled events such as in-service training. The inspections should include the following:
 - Overall condition of the device
 - Any damage noted
 - Deficiencies due to lack of care or maintenance
 - Any repairs or maintenance conducted
 - Condition of any cartridges and expiration dates
 - Condition of the battery
 - Condition of the device holster and security features
 - Proper location of attachment to the belt
- Add device download procedures if the device is to be repaired or sent to the manufacturer.

INVENTORY AND INSPECTION REPORT REVIEW

Here is where you will develop a procedure for the review of inventory and inspection reports, which should include the following:

- Any damage to or lack of proper maintenance and care of a firearm or conducted energy device should be documented in a memorandum or appropriate agency form. The document should contain the following:
 - Type and amount of damage
 - Name of member involved, if the cause of the issue or a witness to the damage
 - Circumstances of how the damage occurred
 - Description of the lack of maintenance or care issue
 - Repair or replacement cost, if available
 - Any recommendations, as appropriate for the circumstances
- If damage is found, the inspection report should be forwarded through the chain of command for review.
- Command staff or authorized designees should review the inventory and inspection reports periodically.

TRAINING

You should implement specialized training for members expected to inspect, repair, or service the firearms or devices, as well as any maintenance training for members carrying the firearms or devices.

If inspections are conducted during roll call sessions, you should train members who will conduct the inspections. Additionally, you should institute specific procedures to ensure safety.

GUIDE SHEET

Range Use Procedure

This procedure is intended for agencies that own or control their own ranges. If you use a consolidated or privately owned range, defer to the applicable memorandum of understanding or contract. Consideration should be given to possible variations in procedures between indoor and outdoor ranges.

Please review the following sections carefully and adjust to meet your agency's practice. You may want to consider these additional areas for customization of this procedure:

- Qualification procedures
- Procedures for outside agency use and training
- Range maintenance procedures
- Civilian use of the range
- Firearm storage and security
- Rangemaster and instructor training

RANGEMASTER

In this section, you will identify responsibilities of the rangemaster or the authorized designee. Those responsibilities should include but not be limited to the following:

- Ensuring all members acting as firearms instructors or range safety officers are properly certified
- Requiring all members using the range to sign the range-use log
- Maintaining the range-use schedule
- Keeping a current inventory of firearms and ammunition
- Maintaining safe range operations
- Maintaining range equipment
- Documenting and notifying command staff of safety violations by members

SCHEDULING RANGE USE

The rangemaster should ensure a range-use calendar is established and kept up to date. You should review this section and adjust as needed to meet your agency's practice:

- All requests for range use should be submitted through the chain of command to the rangemaster.
- The request should include a description of intended use, requested day, and duration of use.
- The rangemaster or the authorized designee should evaluate requests by priority, giving agency-authorized qualifications or training priority over any off-duty or outside agency use.

SAFETY PROCEDURES

In this section, review your agency's range safety procedures. These should include but not be limited to the following:

- Strict discipline shall be maintained at all times on the range. For officer safety, no horseplay will be tolerated.
- The range has all appropriate signage posted to conform to federal, state, and local safety requirements. The rangemaster shall ensure that appropriate first-aid equipment, including a trauma kit, is stocked and accessible.
- Any member using the range receives a safety briefing. If a rangemaster is not present, members should review and sign a range safety rules and agreement form before range use.
- All participants are wearing authorized eye and ear protection on the firing line.
- At least one instructor has immediate access to a phone or a monitored agency radio.

RANGE MAINTENANCE

In this section, you will identify the necessary maintenance procedures to be completed by the rangemaster or the authorized designee, including but not limited to:

- Conducting weekly inspections of range target systems, safety equipment, bullet traps, lighting equipment (if present), and barriers for any damage or failure to operate.
- Ensuring used targets are removed and shell casings are picked up by members and placed in provided containers.

STORAGE

Here is where you will describe the procedures for storing firearms and ammunition kept at the range. Those procedures should include the following:

- Check weekly to ensure enough is available for upcoming training or qualification.
- Store separately in a secure location.
- Inventory monthly and document on a log.

REPORTING DAMAGE TO THE RANGE

This section applies to your agency's reporting procedures if property damage occurs at the range. The report should include the following:

- Type and extent of the damage
- Circumstance of how the damage occurred
- Type of repair needed
- Estimated cost of the repair, if known

The report should be forwarded to the range supervisor for review and recommendations.

RANGE STAFF TRAINING

You should carefully examine the state or local requirements for rangemaster and range staff training. Range staff should receive training prior to assignment, and training should include but not be limited to:

- Safety procedures
- Medical response
- Department-required or state-mandated in-service training for range operations and firearms instruction

GUIDE SHEET

Drug-Endangered Children and Dependent Adult Procedure

Drug labs and narcotics trafficking pose significant health and safety risks for children and dependent adults when present in their environment. Many states have statutes that require members to report children or dependent adults to the appropriate social service agency when they are discovered during these investigations. You should familiarize yourself with your state statutory requirements and modify this procedure accordingly.

You should also meet with other agencies (e.g., social services, fire department, prosecutor, hazardous material removal) that may be called to respond to agree on a protocol before you need support. Also familiarize yourself with the agency that is responsible for remediation of clandestine drug labs and know how to initiate a response.

PROCEDURE

When encountering a child younger than 18 or a dependent adult in a location where narcotics trafficking or drug manufacturing is occurring, the first consideration is their health and safety. As soon as practicable, separate the child or dependent adult from the hazard, but not necessarily from the location. Social services should make the decision to remove children or dependent adults if circumstances permit.

As soon as practicable, you should enact your response plan. If you don't have a response plan in place, you should create one in consultation with the appropriate stakeholders. A response plan would commonly include the following actions:

- Notify the appropriate social services agency.
- Seek medical treatment for the child or dependent adult.
- Inform medical providers of potential contamination.
- Conduct interviews of the child or dependent adult in accordance with the applicable policy.
- Do not remove anything from the location as it may be contaminated.
- Do not allow children or dependent adults to remove anything from the location other than the clothes they are wearing.
- Complete a thorough report describing the incident.

RESOURCES

Bureau of Justice Assistance-Developing a Strategy for a Multiagency Response to Clandestine Drug Laboratories (<https://www.ncjrs.gov/pdffiles/clan.pdf>).

GUIDE SHEET

Missing Persons Procedure

The appropriate forms should be collected, duplicated, and distributed to any member who may take a report of a missing person. Please review the following sections and make any changes required to match your practice.

RESPONSE

Subject to availability of personnel, the following actions should be considered in response to a missing person report:

- Respond quickly.
- Search the residence of a missing child repeatedly and thoroughly.
- Set a perimeter when searching for a missing person on foot.
- Consider the relative walking speed of the missing person when setting the perimeter.
 - Larger perimeters should be utilized for adults, smaller for young children.
 - Dementia patients can quickly cover a surprising distance.

INITIAL INVESTIGATION

When investigating a report of a missing person, members should attempt to gather relevant information that will assist in locating the missing person. Members should collect and document in the incident report the following information on the missing person to the degree possible:

- Name, including any aliases
- Date of birth
- Identifying marks (e.g., birthmarks, mole, tattoo, scar)
- Height and weight
- Gender, race
- Hair color or style at the time of the disappearance and, if applicable, the natural hair color
- Eye color
- Prosthetic devices, surgical or cosmetic implants
- Physical anomalies
- Blood type
- Driver's license, recent photograph
- Clothing, jewelry, or other accessories
- Any reason to believe that the missing person may be in danger
- Vehicle description

Members should also collect and document in the incident report information concerning:

- The person with whom the missing person was last seen
- Any possible abductor

- The date of last contact with the missing person
- Email addresses, cellular telephone numbers
- Why the person submitting the report believes that the missing person is missing
- Name and location of school or employer
- Names of dentist and physician
- Reason to believe disappearance was not voluntary
- Any other information that will assist in locating the missing person

FOLLOW-UP INVESTIGATION

After gathering the description of the missing person and the circumstances of their disappearance, members should:

- Notify the shift supervisor.
- Provide communications the description and other pertinent information.

Depending on the circumstances, members should consider taking the following actions:

- Check the immediate area
- Visit locations the missing person is known to frequent
- Notify other law enforcement agencies
- Request additional resources
- Contact friends and family if indicated
- Ensure detectives are notified
- Notify local media
- Alert the public through social media

GUIDE SHEET

Public Alert Activation Procedure

All public alerts have threshold criteria that must be met before an alert can be issued. Before writing your procedure, you should determine which alerts are available in your state, familiarize yourself with the criteria, and consider a checklist for collecting key information during related investigations.

All 50 states have an AMBER Alert plan in place. You should familiarize yourself with the plan in your state and adjust this procedure as required.

Blue Alerts are available in most states, but not all. You should determine whether your state issues Blue Alerts and adjust this procedure based on your findings.

Silver Alerts are available in some states. You should determine whether your state uses Silver Alerts or something similar. Adjust this procedure based on your findings.

CONSIDERATIONS

The following list is not exhaustive, but rather a starting point. When developing your procedure, you should consider:

- Who issues alerts in your jurisdiction
- The criteria for each alert available in your state
- If you have obtained or created criteria checklists
- If you have distributed checklists to applicable members
- What training is required

ALERT ACTIVATION

Upon receiving a report of a missing or abducted person, members should:

- Respond quickly to the location.
- Meet with the reporting party to determine whether an alert is appropriate.
- Contact the supervisor early in the investigation to open communication.
- If criteria are met for a specific alert, assign members to field tips via social media and telephone.
- Issue the alert.
- Enter the information into the National Crime Information Center (NCIC) database and any similar state database.
- Deactivate the alert when it is no longer needed.

GUIDE SHEET

Victim and Witness Liaison Procedure

Many states have either amended their constitutions or have passed laws intended to protect the rights of crime victims. You should coordinate with the prosecutor in your jurisdiction to determine whether there are responsibilities for which your agency is needed. Also, refer to your victim and witness assistance policy as you develop this procedure.

CRIME VICTIM LIAISON DUTIES

You should determine the duties that you expect the liaison to perform and document them here. The duties may include but are not limited to:

- Maintaining regular office hours for victim convenience.
- Publishing contact information for the office.
- Ensure the availability of victim handouts.
- Providing transportation to court.
- Explaining court procedures.
- Attending court proceedings to lend support.
- Speaking to employers or family members at the request of crime victims.

WITNESS LIAISON DUTIES

Generally, witness liaison duties are similar to those of the crime victim liaison. You should determine the duties that the witness liaison is expected to perform in this section. Witness liaison duties may include but are not limited to:

- Familiarizing witnesses to court procedures.
- Maintaining contact with witnesses as the case progresses.
- Providing transportation for court appearances.
- Advising on any available financial reimbursements for travel and the procedures required to make claims.
- Attending court to provide support for witnesses.
- Advising witnesses regarding personal safety or witness protection options, if applicable.

GUIDE SHEET

Media Relations Procedure

This document covers guidelines for developing a procedure for media relations. If your agency already has a media relations procedure, you may want to consider reviewing the following elements for inclusion in your existing procedure. You should also review your media relations policy while developing this procedure.

PUBLIC INFORMATION OFFICER

Here is where you describe the responsibilities of your agency's Press Information Officer (PIO), or any member acting as a PIO for your agency. The responsibilities of a PIO may include but are not limited to the following:

- Responding to incident locations that may be of public concern or are potentially newsworthy
 - Include the types of incidents requiring notification of the PIO
- Preparing written news releases and social media releases related to agency incidents or activities
- Releasing agency information as directed by the agency head or the authorized designee
- Releasing authorized information to the news media about investigations, arrestees, suspects, victims, and agency personnel
- Coordinating agency news conferences
- Responding to media requests for incident information and agency matters

MEMBERS AUTHORIZED TO RELEASE INFORMATION

In this section, you should describe the members authorized to release information to the media and under what circumstances. You should include the following:

- If it is an active law enforcement scene
- If the PIO is not available or able to respond to the scene
- If the information involves an active investigation
- If the case is closed and the release of information is allowed by law

MEDIA CREDENTIALS

Describe the acceptable form of credentials to be displayed by members of the media, if applicable. If your agency issues media credentials, you should include the following:

- Requirements for members of the media to apply for credentials
- Definition of a member of the media (e.g., broadcast journalist, print journalist, news organization affiliation, blogger)
- Application process for credentials
- Display of the credentials
- Process for renewal if there is an expiration date

- Cause for revocation of credentials and appeal

ON-SCENE MEDIA ACCESS

In this section, cover the procedure for media access to incident scenes. You should consider the following:

- Protecting areas that may not be appropriate for media or public viewing
- Establishing a media staging area
- Handling any media violations of a secured area

RELEASING INFORMATION TO THE MEDIA

Since media relations usually involves releasing information, you should research applicable federal, state, and local statutes and consult with your agency legal counsel before developing this procedure. Elements to consider as part of this section include but are not limited to the following:

- Information that may be released
- Information that may not be released
- Information regarding juvenile offenders
- Information involving other agencies

NEWS CONFERENCES

News conferences can take several different formats. They can be scheduled or impromptu and held at your agency or at another location. Measures you should consider for news conferences include but are not limited to the following:

- Coordinate with your agency head or the authorized designee regarding the details of the news conference
 - Subject of the conference
 - This information may also be a possible news release
 - Date and time of the conference
 - Location of the conference
 - Expected speakers and any outside agencies involved
 - Document each speaker's name with accurate spelling, pronunciation, agency affiliation, and professional title
 - If any displays will be used, or if audio/video equipment is needed
- If it is a scheduled news conference, send emails as early as possible to alert the media outlets and request a response for planned attendance
- Arrange for any equipment or tables needed for displays
- If the news conference is held in an indoor location, check for adequate space, chairs, air conditioning or heat, and proper lighting
- Set up a podium and check that any audio or video equipment to be used functions correctly
- If held remotely or impromptu, attempt to find a location with a background free of distractions and with minimal ambient noise
- When possible, allow approximately two hours for the broadcast and radio media to set up their equipment

NEWS RELEASES

News releases not only provide information to the media but can provide valuable information for the public through the appropriate use of social media and related outlets. In this section, include the following:

- The process for authoring and obtaining approval of a news release
 - Examples of incidents that might prompt a news release
 - Individuals authorized to write a news release
 - Agency's process for authorizing a news release and the outlets to receive the release
 - Consider the use of agency-authorized social media for the release of information to the public, including news releases

TRAINING

You should consider including the appropriate level of media relations training for agency PIOs, command staff, supervisors, and members.

GUIDE SHEET

Facility Evacuation Procedure

These procedures cover emergency evacuations for agency facilities. These procedures will require a great deal of adjustment given the variety of facility types under your agency's control and the particular hazards you may have in your jurisdiction (e.g., earthquakes, wildfires). Lexipol recommends you review any applicable Occupational Safety and Health Administration requirements under 29 CFR 1910.389(c), any state and local safety requirements, and your facility security policy.

Your agency may want to consider including the following for this procedure.

EVACUATION CONDITIONS

- A description of conditions necessitating an evacuation.
- A description of conditions better suited to shelter-in-place.

EVACUATION COORDINATORS

- Establish a designated chain of command and identify persons authorized to order an evacuation.
- Duties of the evacuation coordinators (e.g., overseeing the evacuation, contacting and coordinating with outside agencies, directing any facility equipment shutdowns).
- Your agency may want to include contact information for local officials or outside entities that may need to be notified by coordinators.
- Periodic evaluation of the procedure and facilities.

MEMBER RESPONSIBILITIES

In this section, you should consider identifying the member responsibilities, which may include the following:

- Directing visitors evacuating the premises.
- Assisting persons with disabilities, as required.
- Evacuating persons in custody.
 - Procedures for secure movement.
 - Location of secure assembly area.

EVACUATION ROUTES

For this section, you will want to carefully examine diagrams of your buildings and exits to determine the following:

- Routes and exit locations for evacuation. You may want to include maps and diagrams with this procedure.
- Evacuation procedures for multi-story buildings, if applicable.
- Evacuation routes for persons with disabilities.
- Evacuation routes for persons in custody, if applicable.

POST-EVACUATION OPERATIONS

- Location of assembly areas.
- Method for accounting for employees after an evacuation.
- After-action report of incident.

TRAINING

Here is where you will determine the frequency of member and coordinator training on evacuation procedures.

GUIDE SHEET

Community Relations Procedure

The goal of a community relations program is to increase communication between law enforcement and key stakeholders in the community for the purpose of preventing and solving crime. Communication can be increased when your agency becomes more accessible. Your agency can increase accessibility through regular attendance and participation in neighborhood association meetings, business coalitions, and other functions wherever the community may gather.

Additional benefits may be realized by inviting the community to get to know your agency through citizen academies, tours of police facilities, ride-alongs, and other informal functions that open your facilities to the community.

The goal is to allow the community to become familiar with your members so they may be comfortable asking the agency for assistance in solving problems and be more willing to assist in solving crimes. Your community may also be more forgiving of mistakes if they know your members. One word of caution here: While engaging with your community to solve problems, you must be reserved when making promises. In any relationship, dependability is important, and your members should only make promises that can be kept.

If your agency is large enough, you may consider assigning members to this function on a full-time basis. Otherwise, many community relations functions can be accomplished by members as part of their normal duties.

The suggestions contained here are not exhaustive. These are basic suggestions intended to get you started building your own community relations procedure. Your procedure should be based on your current practices, your community relations policy, and the needs of your community while considering how much free time your members can devote to this task. It takes time to build community relations, and this should be viewed as a long-term commitment.

You may want to consider the following for your procedure.

BUSINESS PARTNERSHIPS

Effective partnerships between law enforcement and businesses generally exist to address specific problems experienced by businesses in your community. Common problems businesses experience that may be addressed by law enforcement include but are not limited to:

- Shoplifting
- Burglary
- Robbery
- Vagrancy
- Alcohol-related issues (e.g., public drunkenness, violence)
- Quality-of-life crimes (e.g., graffiti, vandalism)

To begin building a business outreach procedure for your agency, you may want to consider the following steps and adjust the list to meet your agency's need. Those steps include but are not limited to:

- Selecting a meeting location that is convenient for business owners (e.g., library, community center, one of the involved businesses).
- Selecting a meeting date (allow plenty of lead time).
- Inviting the affected business owners and managers (e.g., personally deliver an invitation, send invitation by mail).
- At the meeting, you should be prepared to offer possible solutions.

If your agency is unable to commit a full-time position to community relations, there are other activities that may increase interaction between your agency and the community. These activities are the type that can be implemented by members during gaps in their regular patrol duties. You should review these tasks carefully and adjust for your preferences or practices. Those tasks include but are not limited to the following:

- Personal contact with businesses (e.g., officers visit businesses on their beat and meet the people working there). Officers should also collect or refresh owner contact information and leave business cards if appropriate.
- After-hours business checks (e.g., checking building security when the business is closed to make sure doors and windows are intact).
- Contacting business owners when something is amiss.

NEIGHBORHOOD OUTREACH

Neighborhood associations can be a valuable resource for collecting intelligence or distributing crime prevention information. Your agency should maintain a list of the neighborhood associations that are active in your jurisdiction and consider interacting with them regularly. Additionally, you should know how to contact the people who occupy leadership positions in these associations.

The neighborhood outreach may be conducted by full-time community relations members or other members as part of their regular patrol duties. You should use the list below as a resource for selecting the neighborhood outreach activities that are most appropriate for your agency. Neighborhood outreach activities include but are not limited to the following:

- Attendance at neighborhood association meetings (e.g., attend and ask to speak about neighborhood safety and security)
- Attendance at neighborhood watch meetings
- Participation with nonprofit and faith-based groups
- Regular neighborhood patrols (e.g., active neighborhood patrol includes rolling down windows and talking to people)
- Foot patrol of neighborhood parks
- Consider social media applications (e.g., Nextdoor)
- National Night Out (www.natw.org)
- National Association of Police Athletic/Activities Leagues (www.nationalpal.org)
- National Neighborhood Watch (www.nnw.org)

GENERAL COMMUNITY RELATIONS

There are other community relations practices that are less targeted to a specific audience but are still valuable in building community support for your agency and are considered valuable experiences for participants. As you build your procedure, you should select the activities that are best suited to your agency. Possible activities include but are not limited to the following:

- Anonymous crime reporting programs (e.g., www.wetip.com, www.crimestoppersusa.com)
- Ride-alongs (see the Ride-Alongs Policy)
- Facility tours for community groups
- Citizens academies
- Drug drop-offs

Chapter 4 – Patrol Operations

GUIDE SHEET

Crime and Disaster Scene Procedure

Members who are responsible for managing disasters and/or crime scenes should consider each suggestion and adjust based on local practice. Some plans may already be in place. Refer to your crime and disaster scene integrity policy. Determine where the plans are stored, review the plans, and conduct further planning where required.

DISASTER SCENE RESPONSE

Learn the hazards that exist in your jurisdiction. Plan a response for incidents that can result in disasters or mass casualties. Response plans usually include but are not limited to the following incidents:

- Weather-related incidents (e.g., floods, earthquakes, tornados, wildfires)
- Transportation-related incidents (e.g., airplane crashes, train crashes)
- Hazardous material incidents (Resources: CHEMTREC, Emergency Response Guidebook)

Planning considerations may include but are not limited to the following:

- Create a call-out procedure for off-duty members and train dispatch in its use.
- Know how to contact agencies that respond to disasters (e.g., Federal Emergency Management Agency, Federal Aviation Administration, Homeland Security, National Transportation Safety Board).
- Build relationships with local disaster relief agencies (e.g., Emergency Management, Red Cross)
- Build relationships with other first responders (e.g., fire department, Emergency Medical Services, outside law enforcement agencies).
- Consider equipment needs and learn who owns such equipment.
- Consider that emergency shelter may be required for displaced persons.

CRIME SCENE RESPONSE

Here is where you will describe the crime scene response preferred by your agency. The response should include the following.

Members should assume each crime scene is active upon arrival. Members should approach cautiously, control any threats, and watch for the following:

- Vehicles or people leaving the scene
- Vehicles or people at the scene that may be involved
- Victims or witnesses

To the extent practicable, minimize the impact to the crime scene made by any Emergency Medical Services (EMS) personnel entering the scene to treat victims.

After making the crime scene safe, the following actions should be considered:

- Establish the boundaries of the crime scene.
- Pay attention to possible entry or exit points of suspects.
- Secure the scene with physical barriers (e.g., crime scene tape, officers, police vehicles).
- Control the flow of people into and out of the crime scene.
- Maintain a crime scene log that includes the name of each person who enters or leaves the crime scene and the time of entry or exit.
- Protect or preserve evidence against environmental factors (e.g., wind, rain).
- Protect evidence from other first responders (Fire, EMS).
- Do not smoke, chew tobacco, eat, use the bathroom, or take any other action that could introduce your DNA into the crime scene.
- Summon properly trained evidence technicians as soon as the crime scene is rendered safe.

GUIDE SHEET

Crisis Response Unit Procedure

Whether your agency has a crisis response unit (CRU) or is conducting research toward starting one, the considerations contained in this guide are prompts to help you create procedures. Lexipol uses the generic term crisis response unit to describe teams also known as special weapons and tactics (SWAT) or special response team (SRT).

This guide is not exhaustive. Differences in state law and local practices require procedures that are written specifically for your unique jurisdiction.

Additionally, CRUs have varying responsibilities, training, and capabilities. Crisis response units are often categorized by levels based on the types of calls to which they respond and the level of expertise of the assigned members.

Although procedures should be written taking into consideration the unique makeup of your agency and location, the subject areas to consider are somewhat consistent across jurisdictions. The goal of this guide is to point out those areas of consideration that are consistent and to provide resources for additional research to assist you in creating procedures.

Many professional organizations maintain procedures for operating a crisis response unit (e.g., National Tactical Officers Association, Texas Tactical Police Officers Association, Illinois Tactical Officers Association). You should consult these organizations for guidelines and detailed information on procedures. You should also consult with other agencies in your area to research their procedures. Often you can find good material that will work for your agency with minor adjustments.

As you process the information contained below, you should decide what is best for your agency and use the provided framework to record procedures that are appropriate for your jurisdiction. You should also refer to your crisis response unit policy as you develop your procedure.

ORGANIZATIONAL CONSIDERATIONS

Please review this section carefully and adjust to meet your agency's specific need. Response considerations should include but are not limited to the following:

- Hostage situation
- Barricaded suspect
- High-risk warrant service
- High-risk arrest
- High-risk escort (e.g., transporting drugs for disposal)
- Suicidal person
- Civil unrest
- Area search
- Rescue situation
- Dignitary protection
- Threat assessment (e.g., target hardening, schools, churches)

When deciding to field a crisis response unit, the agency should consider:

- Whether the crisis response unit is a full-time or a part-time assignment.
- Probable need for mutual assistance (mutual aid).
- Whether the agency can maintain a full crisis response unit or should participate in a regional group.
- Objective and subjective criteria for selection and retention of members (e.g., physical agility testing, peer and supervisor evaluations, work ethic, cohesiveness with the unit, maintenance of physical conditioning, firearms skill, written testing).
- Availability and need for specialized training.
- Budget availability for training, vehicles, equipment, and overtime for skill and readiness maintenance.
- Development of a written decision-making standard to determine when deploying a crisis response unit is appropriate, and the tactics authorized.
- Identification of key leadership positions (e.g., administrative leader, field leader, subordinate field leaders).

OPERATIONAL CONSIDERATIONS

Preparation through training is a primary consideration for operation of a crisis response unit. This section is where you develop your training procedure. The following should be considered:

- Scheduling regular training (weekly or monthly)
 - Including scenario-based training.
 - Scenarios should be based on the incidents most likely to occur in your area.
- Emphasizing personal responsibility for physical fitness and testing it regularly.
 - Including some physical fitness task at every training exercise (exposes weakness).
- Training on duty and specialized firearms as a team and emphasize personal responsibility for skill maintenance.
- Emphasizing tactical communication during training.
- Emphasizing safety.
- Debriefing after every training session.

Operation planning skills are generally developed and honed by mentoring. For that reason, all crisis response unit members should be included. Here is where you identify your agency's operation planning procedure, which should include but is not limited to the following:

- Scouting the target location
 - Gathering intelligence (e.g., prior calls, blueprints, location of utilities)
- Planning for the unexpected
- Documenting the plan in writing
- Ensuring members understand their assignments
- Deploying and completing the operation
- Debriefing and learning from the operation

REPORTING

Here is where you will describe the reporting requirements for your agency. Generally, an annual report is compiled and sent to the agency head detailing the activities of the crisis response unit. You should consider including the following:

- Callouts (e.g., nature of the callout, actions, results)
- Arrests
- Injuries
- Training
- General readiness
- Inventory of CRU-specific equipment (e.g., firearms, vehicles, munitions)

GUIDE SHEET

Rapid Response and Deployment Procedure

This document is a guideline for planning and preparing for an active shooter response. Preparation includes securing the proper training and equipment for such a response. Resources for training and equipment are also included. It is critically important that law enforcement agencies plan and train before they are called to respond to potential mass casualty events.

Identification and intimate knowledge of the locations known to attract active shooters (e.g., churches, schools) are paramount in preparation to respond to these events. Whenever practicable, active shooter training should be held in the actual locations that you identify as potential targets in your jurisdiction. Key stakeholders should also be identified and invited to participate in training to prepare them to react appropriately to a law enforcement response in an active shooter situation.

These guidelines are not exhaustive. Tactics and training vary by school of thought. You should adjust your procedures to conform with your training, your rapid response and deployment policy, and the unique circumstances of your jurisdiction.

You may want to consider the following for your procedures.

PLANNING

This is where you create your procedure for planning an active shooter response. Steps for planning for an active shooter event include but are not limited to:

- Form a planning team that includes key stakeholders, as appropriate:
 - Law enforcement
 - School personnel (e.g., administrators, teachers, coaches, parents, students)
 - Management (if a private business is a target)
 - Clergy (if religious institutions are targets)
 - Fire Department
 - Emergency Medical Services (EMS)
- Identify threats and hazards as a team.
- Identify the risk posed by the threats and hazards.
- Determine goals and objectives of the plans.
- Prepare plans to meet the goals and objectives.
- Record the plans in writing.
- Implement the plans through training.

TACTICS

The tactics utilized in an active shooter incident are dependent on the training of your agency and the equipment available for your use. This is where you identify procedures for implementing

tactics approved by your agency. When developing tactics, you may want to consider the following:

- How do you want members to conduct the initial response?
 - Do you want immediate action on confirmation of active shooter (e.g., first arriving member enters to stop shooter)?
 - Are members trained and authorized to deploy rifles for entry?
 - What is the radio protocol?
 - What are the duties of later arriving members (e.g., secondary entry if shooter remains active, form rifle teams of three or four members)?
 - When should removal of injured begin (e.g., when shooter is down, when shooter is isolated, consider cold zones or hot zones)?
 - How are the injured removed (e.g., pair EMS with rifle teams, move the injured to staging area)?
 - How are the injured evacuated from staging area?
 - What is the role of armored vehicles, if available?
- When should members activate mutual aid?
- How and when should inner and outer perimeters be set (e.g., contain shooter, prevent entry to the active scene)?
- How is incident command assumed or assigned?
- When and where will a command post be established?
- How should we establish a staging area (e.g., safe place for media, out of sight of active scene)?
- How will arriving parents or family members be managed?

RESOURCES

- Advanced Law Enforcement Rapid Response Training (ALERRT, training)
- ALICE Training Institute (training)
- Defense Logistics Agency Law Enforcement Support Office (equipment, firearms, vehicles)
- Federal Bureau of Investigation Active Shooter Resources (planning guidance)
- Federal Law Enforcement Training Centers (training)
- National Tactical Officers Association (training)
- PoliceOne.com (training resources, articles)

GUIDE SHEET

Field Training Procedure

This procedure covers the field training program. It should be developed to comply with your field training policy. Generally, a field training program consists of an onboarding procedure and three phases of training. Each phase of training is typically four weeks long, for a total of 12 weeks. This guide is not exhaustive.

Training standards or performance expectations should be based on the trainee's level of experience at the beginning of field training. In some cases, field training may begin before trainees have completed state-required certification, and as such the expectations should be lower for these trainees. Any phase of training may be extended or repeated with the approval of the Field Training Officer (FTO) Coordinator. A trainee should not progress to the third phase until state-required certification is successfully completed. A trainee should never engage in solo patrol prior to state-required certification.

TRAINING PHASES

In this section, you will identify the training phases for your field training procedure. Your agency may want to consider including the following information.

A field training program usually consists of three phases of training that begin after an onboarding process. After onboarding, the FTO Coordinator assigns the trainee to an FTO to begin the first phase of training. The trainee is assigned to a different FTO for each phase of training.

At the conclusion of each phase, a written report is forwarded to the FTO Coordinator to summarize the trainee's performance. The FTO Coordinator maintains the end-of-phase reports for use in a final report to the agency head or the authorized designee with a recommendation to release or retain the trainee at the conclusion of training.

The duration of each training phase is generally four weeks or 160 hours with an option to extend each phase for up to two weeks (80 hours) to correct deficiencies. With the agency head's approval, the duration of each phase may also be reduced for trainees with previous experience. This is a guideline and should be adjusted to meet the needs of your agency.

ONBOARDING TASKS:

This is where you identify your agency's onboarding procedures. You may want to consider including the following:

- Oath of office
- Fitting and purchasing uniforms
- Issuing equipment
- Issuing and familiarization of the policy manual.
- Completing preliminary tasks to prepare for state-required certification
- Completing human resources tasks
- Issuing the field training manual, which should contain:

- Orientation material
- Sample daily observation report
- Performance category descriptions
- Expectations
- Training briefs
- Code of ethics

PHASE ONE TRAINING

In this section, you will identify your agency's first phase of training. You may want to consider the following:

- Orientation to jurisdiction (e.g., streets, businesses, neighborhoods)
- Basic patrol (e.g., traffic patrol, crime detection, foot patrol, business checks)
- Traffic direction
- Introduction to peripheral services (e.g., courts, prosecutor, dispatch, social services, jail)
- Basic call-taking procedures (e.g., information collection, evidence preservation, interaction with suspects and witnesses, traffic crashes)
- Arrest procedures
- Report writing

The trainee builds basic competence in patrol work during this phase. At the beginning, the trainee can complete no calls, and at the end, the trainee can complete minor calls with little assistance.

PHASE TWO TRAINING

In this section, you will identify your agency's second phase of training. You may want to consider the following:

- Trainee begins with good orientation skills and can handle minor calls for service without assistance.
- Intermediate patrol (e.g., drug investigations, violent crimes, interviewing).
- Notifications (e.g., when to contact detectives or crime scene technicians).
- Courtroom (e.g., building good cases, witness conferences, testimony).

At the end of this phase, the trainee can complete most calls without assistance.

PHASE THREE TRAINING

In this section, you will identify your agency's third phase of training. You may want to consider the following:

- Trainee begins with the ability to handle most calls.
- FTO may work in plain clothes during this phase (if appropriate for your agency).
- Trainee handles all calls, and FTO assists only when required.
- FTO intervenes only for safety or to prevent serious errors.
- At the end of this phase, the trainee should be able to handle all calls except for complex or prolonged investigations.

DAILY OBSERVATION REPORT

You should document your agency's daily observation report (DOR) in this section. Please review the following material carefully and adjust to meet your agency's practice. DORs should include but are not limited to the following:

- Specific performance categories.
- Rate and record job performance for the trainee.
- Be reviewed with the trainee at the end of each shift.
- Be compiled and reviewed by the FTO and trainee weekly.
- Be compiled and used for end-of-phase report to the FTO Coordinator.

PERFORMANCE CATEGORIES

Here is where you will describe your agency's performance categories and ratings to be used to complete DORs. These categories contain specific tasks for which a score is given, and may include the following:

- Uniform appearance
- Attitude
- Job knowledge
- Job performance

Under each category, there may be subcategories:

- Acceptance of feedback
- Knowledge of laws and policy
- Driving
- Interaction with victims or suspects

FTO SELECTION

Here is where you will describe how your agency selects FTOs. You may want include the following:

- Application process
- Interviews
- FTOs should be selected from your best patrol officers, who possess the following traits:
 - Consistently top producers of activity
 - Extensive job knowledge (e.g., statute, policy, procedure)
 - Self-motivated
 - Enthusiastic
 - Mature

GUIDE SHEET

Portable Audio/Video Recorders Procedure

This guide is intended to provide direction and resources to assist the audio/video coordinator in creating a procedure for managing and storing files. The coordinator responsible for managing audio and video recordings should begin by researching the laws in your state to determine the specific requirements governing these files.

Many states have laws that create a local or state office for managing and releasing public records. The state or local records management office personnel may also be a good resource for legal requirements. If your state has not created a records management office, you should consult with your city or county attorney before creating your procedures. Due to variation in state laws and local practices, in addition to differences in the systems used by agencies to create recordings, it is not possible to write universal procedures.

The suggestions listed below are widely used and are intended to provide writing prompts to help you create unique procedures consistent with your local practice. Your procedure should also comply with your portable audio/video recorders policy. Digital video or audio recordings generally require different procedures than files saved on DVD or other media storage devices.

Removable physical media such as video or recordings (e.g., DVD, non-volatile memory card) can generally be managed as evidence through your Property Bureau Policy; otherwise, digital recordings can be managed with a software system or records management system.

SECURITY AND MANAGEMENT

This section is where you develop your security and management procedures. These should address the following:

- Only agency-owned equipment may be utilized.
- Files are used strictly for official purposes (e.g., investigations, report writing, prosecution).
- Members should follow manufacturers recommendation for uploading files.
- Recordings should be appropriately tagged for retention (e.g., case number, member name, date, reason).

STORAGE

Digital video files require large-capacity storage. The ongoing costs associated with storing digital video files are a major budget consideration. This is where you develop your storage procedures. You may want to consider the following:

- Whether digital files are stored on secure servers or in a cloud
- Method by which members upload files (e.g., when, how)
 - May be accomplished via docking stations or a secure wireless link

ACCESSING DATA AND RECORDINGS

Here is where you describe your agency's procedure for accessing data and recordings. You may want to consider the following:

- Access is restricted to preserve chain of custody.
- Copying or editing files should be restricted to a few members with proper authorization and documentation.
- Limiting member access only to files they upload.
- Whether supervisors need greater access (e.g., adjudication of complaints, monitoring job performance).
- Management of public record requests (state law dependent).
- Any recordings are released only according to your state law for public records access and with proper authorization.
 - Evidence is not a public record (check your state law).
 - Files containing juveniles are subject to restrictions per state laws.

LOGGING AND AUDITING ACCESS

This is where you document your procedure for tracking access to your secure storage system. The system used for file storage should be configured to log access attempts. The logs should be audited frequently to ensure that authorized users are following established policy and procedure and to detect any attempts at unauthorized access. The log may include but is not limited to the following:

- All authorized and unauthorized attempts to access the system (e.g., name, date, time)
- Specific files accessed by individual users
- Specific activity conducted (e.g., upload, download, edit attempts)
- Administrative functions (e.g., changes in configuration, disabled logging)
- Network communications

RESOURCES

- Bureau of Justice Assistance, National Training and Technical Assistance Center (bja.gov)
- PoliceOne (policeone.com)
- National Institute of Standards and Technology Cloud Computing Program (nist.gov)
- Criminal Justice Information Services Division Recommendations for Implementation of Cloud Computing Solutions (https://www.fbi.gov/file-repository/cjis-cloud-computing-report_20121214.pdf/view)

Chapter 5 – Traffic Operations

GUIDE SHEET

Traffic Manual Procedure

The process of writing a traffic procedure manual is an exercise in collecting your processes (procedures) for the various traffic enforcement activities that you conduct and recording them in one location (a manual). In some cases, the procedures used will vary substantially depending on the jurisdiction. Other times, there is some consistency among agencies. To the extent possible, those areas of consistency are included in this guide. Where procedures are heavily dependent on local practice, we have provided suggestions regarding the material you may wish to include.

This guide is intended to assist you in creating a traffic procedure manual suited to your agency. You should ensure your procedure complies with your traffic policy. The material here is not exhaustive. You should adjust any of the material to match your training and the requirements of your jurisdiction.

TRAFFIC ENFORCEMENT PROCEDURES

OPERATING UNDER THE INFLUENCE OF ALCOHOL OR DRUGS

- Field Sobriety Tests
 - Identify approved tests (e.g., field sobriety tests, portable breath tests, drug recognition expert).
- Chemical Tests
 - Implied consent warning.
 - Identify the approved chemical tests (e.g., blood, breath, urine).
 - Identify the approved method for administering each test.
 - What is the process for refusal (see your agency's impaired driving policy, supervisor notification, forced blood draw tactics)?
- Arrests
 - Identify arrest criteria (when to arrest)
 - Processing
 - Vehicle towing (see the Vehicle Towing Policy)
 - Report preparation (see the Report Preparation Policy)

OPERATING WITH A SUSPENDED OR REVOKED LICENSE, OR NEVER LICENSED

- Identify all possible violations (e.g., suspended infraction, misdemeanor, habitual)
- Identify the appropriate processing for each violation (e.g., cite and release, promise to appear, incarcerate)
- Consider vehicle towing (see the Vehicle Towing Policy)
- Prepare necessary reports (see the Report Preparation Policy)

GENERAL ENFORCEMENT PROCEDURES

Many traffic violations can be managed using the same procedure. These violations include but are not limited to:

- Speeding and hazardous operations (e.g., ignoring stop signs, traffic signals, traffic control devices)
- Non-hazardous violations (e.g., registration violations)
- Off-road vehicle (some states allow use on or beside roadways)
- Public vehicle or commercial carriers (generally a state police function)
- Pedestrian and bicycle

Identify the following for your procedure:

- Initial traffic stop (e.g., police vehicle positioning)
- Vehicle approach (e.g., left or right side, recommended tactics)
- General script (e.g., how officers identify themselves, interaction with violator)
- Database checks (e.g., NCIC, state equivalent, local warrant database)
- Decision-making (e.g., warnings, citations)
- Fine schedule (e.g., identify appropriate schedules)
- Courts (e.g., identify appropriate court for each violation)
- Voiding citations

Identify any special procedures for the following:

- Non-residents of the agency's jurisdiction
- Juveniles
- Legislators
- Foreign diplomats and consular representatives (see the Foreign Diplomatic and Consular Representatives Policy)
- Active military members

ROADSIDE SAFETY CHECKS

Also known as sobriety checkpoints in some jurisdictions, roadside safety checks are constitutionally permissible enforcement activities under Supreme Court decision (*Michigan Dept. of State Police v. Sitz*, 110 S.Ct. 2481 (1990)). However, some states do not permit the practice. If your state does not permit this method of impaired driving enforcement, you should remove this section from your procedure.

If your agency decides to use roadside safety checks, it is critically important that you research and understand the law governing these activities in your state before writing your procedure. We suggest that you contact your agency attorney or the prosecutor responsible for your jurisdiction for advice. In addition, the National Highway Traffic Safety Administration has created procedures that may be helpful.

HIGH- AND UNKNOWN-RISK TRAFFIC STOPS

High-risk traffic stops are those stops in which an officer has received information that the occupant(s) of the vehicle are suspected of a felony crime. The type of crimes for which you may use high-risk traffic stop tactics include but are not limited to:

- Violent felonies (e.g., robbery, murder, aggravated battery).
- Felony warrants.
- Vehicle pursuits.

Procedure

High-risk traffic stop tactics are dependent on your training. The primary consideration when writing this procedure is that you have a documented practice and members are trained on it. The provided suggestions are not exhaustive. You should adjust the material to match your training. We have included training resources under the Resources section. The following list includes some common considerations for conducting high-risk traffic stops:

- Radio communication (e.g., vehicle description, license plates, occupants).
- Assembling backup
 - Notify others of your intent to use high-risk tactics.
 - Plan the location of the stop (e.g., away from traffic, safety of bystanders).
- Make the stop
 - Position police vehicles appropriately.
 - Maintain cover.
 - Give instructions to driver.
- Remove occupants
 - Begin with driver (e.g., order the driver to exit from your position of cover, one member gives direction).

Unknown-Risk Traffic Stops

Most traffic stops are unknown-risk stops. This procedure is the same as that listed under General Enforcement Procedures. Members usually receive this training as part of their basic certification. Additionally, there are advanced courses available in most states to supplement any knowledge or training gaps.

ESCORTS

The primary considerations for developing a police escorts procedure include but are not limited to:

- Identify which police escorts your agency will conduct (e.g., funerals, dignitaries, abnormal cargo).
- Identify legal requirements under which emergency response is allowed (e.g., lights and sirens).
- Identify approval process for requests.
- Identify approved tactics for leading, trailing, and blocking for a procession.

TRAFFIC DIRECTION AND CONTROL

Whether you have specific traffic direction and control procedures in your agency, or you are creating them for the first time, you may want to consider the following:

- Identify legal authority and responsibility to manage traffic flow (e.g., statute, policy).
- Identify conditions that warrant manual traffic direction (e.g., crashes, special events).
- Identify approved methods for manual traffic direction:
 - Hand signals used in roadway.
 - Manual operation of traffic signals (e.g., remote control signal box, computerized remote control).
 - Law enforcement vehicle positioning.
- Identify safety equipment (e.g., reflective vest, reflective gloves, flashlight, traffic baton, whistle).
- Stress officer safety in procedure.

HAZARDOUS HIGHWAY CONDITIONS RESOLUTION

If your agency responds to calls for service on a highway, you should plan for the various incident types you may be called to manage. Planning involves communication with other agencies that will be called to assist during these events (e.g., towing, fire, EMS, Department of Transportation).

Due to the volume and speed of traffic on highways, officer safety should be considered. Your procedure should stress that members should not jeopardize their safety to resolve any condition that is not life threatening to motorists. The following considerations are commonly addressed in this type of procedure. The list is not exhaustive, and you should adjust for your specific circumstances.

You may want to consider the following for your procedure:

- Preference should be for quick clearance of obstructions to the degree practicable.
- Identify the preferred methods for restricting a lane of travel.
 - Number of law enforcement vehicles required
 - Distances between law enforcement vehicles
 - Visibility required for early warning of motorists
 - Equipment (e.g., electronic signs, flares)
- Identify the conditions for which a highway should be closed.
- Identify the process of closing a highway.
 - How to choose and implement a detour
 - Whom to notify
 - How to notify the public

ROADBLOCKS

If your department authorizes the use of roadblocks, we recommend members receive training and practice before implementation. The Vehicle Pursuits Policy describes roadblocks and legal considerations. Roadblocks may be construed as a use of force, and your agency should discuss with your legal advisors before authorizing their use. If your agency decides to authorize roadblocks, you may want to consider the following for your procedure:

- Identify the type of roadblocks allowed by your agency (e.g., boxing-in, stationary).
- Identify the specific circumstances for which roadblocks are authorized.
- Identify the approval process required for use.
- Identify the specific tactics that are authorized.
- Explain how to deploy the authorized roadblocks.

RESOURCES

The following is a partial list of available training courses. The information is intended to serve as an example and is not exhaustive:

- Strategies and Tactics of Patrol Stops (S.T.O.P.S.)
 - Tennessee Highway Safety Office
 - Indiana Law Enforcement Academy
 - Numerous private training companies (e.g., STOPS USA)
- Vehicle Pullovers (CA POST)
- PoliceOne (Policeone.com)
- Federal Highway Administration (<https://ops.fhwa.dot.gov>)

Chapter 6 – Investigation Operations

GUIDE SHEET

Investigative Procedure

This guide covers items and areas applicable to most types of investigations. While developing this procedure, you should refer to your Investigation and Prosecution Policy.

RESPONSIBILITIES

This section is for defining the different areas of your investigation bureau and their responsibilities. The following are examples of common investigative areas in an agency:

- Major Crimes
- Burglary
- Vice
- Special Victims Unit
- Juvenile Crimes
- Sex Crimes
- Intelligence
- Homeland Security
- Auto Theft
- General Theft
- Fraud Unit
- Narcotics
- License and Permits
- Pawn Desk
- Cold Case Squad
- Robbery
- Crime Scene Investigations

RESPONSIBILITIES OF INVESTIGATION BUREAU MEMBERS

In this section, the responsibilities for the bureau positions are defined.

- Management and supervisory positions
- Investigator positions
- Nonsworn positions
 - Clerical positions
 - Investigative aides

OPERATING HOURS AND ON-CALL SCHEDULE

This section describes the operating hours of the bureau sections.

The on-call schedule describes the rotation of members and establishes how often the schedule is distributed to other areas of the agency (e.g., daily, weekly, monthly). If your on-call schedule

is determined by a collective bargaining agreement or contract, you should defer to the contract language in this section.

The agency head or bureau commander has discretion regarding:

- Staffing hours, including emergencies, call-out, or workload changes to on-call schedule
 - Rotation of members on schedule
 - Distribution of call schedule to bureaus

ROLL CALL BRIEFINGS

You should conduct briefings, which should be provided periodically to other agency bureaus. The briefings should include but not be limited to the following:

- Information about wanted suspects or other lookouts
 - Crime patterns
 - Criminal activity
- Documentation of briefings
 - Record keeping

DEVELOPING INFORMATION

In this section, are possible sources for developing investigative information, which may include the following:

- Supervisory review of reports to detect crime trends, patterns, and intelligence
- Agency resources
 - Incident reports
 - Intelligence bulletins
 - Interviews
 - Inter-agency meetings
 - Media
 - Accident reports
 - Photo and fingerprint records
 - Traffic and accident reports
 - Pawn records
 - Juvenile records
 - Crime analysis and mapping
 - Arrest records
 - Social media
 - Other agency bureaus
 - Databases (e.g., Citizen Law Enforcement Analysis Reporting, records maintenance system)
- Outside agency resources
 - Real estate records
 - Tax records
 - State and NCIC criminal history
 - Court records

- Motor vehicle records
- Driver's license records
- Business license records
- Postal records
- Social service records
- Probation and parole records
- Federal agencies
- State agencies
- Other Resources
 - Telephone companies
 - Banks
 - Utility companies
 - Social and neighbor contacts
 - Banks

INTERVIEWS AND INTERROGATIONS

This section may have several applicable state statutes or case law that will affect the procedures. You should carefully review your state statutes and case law or consult with your agency attorney for this section and adjust as needed. These procedures should include the following:

- **Miranda Rights and Waiver**
 - Read *Miranda* warning from an agency standard form or card.
 - Read *Miranda* again even if the suspect was previously advised of *Miranda* by another investigator or uniformed officer.
 - *Miranda* warning should be at top of a statement form if the suspect agrees to make a written or recorded statement.
 - If the waiver of rights and statement are not being recorded, a second member should be present to witness the waiver.
 - You should include a waiver of counsel to be signed by the suspect and included with the statement.
 - Suspects should sign each page of the statement.
- **Audio and Video Recordings**
 - Audio or audiovisual recordings should be done whenever possible for any statement, admission, or confession.
 - The original recording or any copies should be stored as directed by state statute or agency policy.
- **Interview Rooms and Conditions**
 - Interview rooms should be used to interview all suspects and arrestees whenever possible.
 - The interview room should be clean and contain only the necessary items.
 - The interview room and suspect should be searched before the suspect enters the room.
 - Firearms should not be worn in an interview room.

- Alert another member before entering the interview room with a suspect or witness.
- Investigators should have their portable radios available in the interview room during any interview or interrogation.
- A maximum of two investigators should be present during any interview, whether it is with a witness, victim, or suspect.
- Investigators should provide interview subjects with reasonable access to water and restrooms and allow them reasonable breaks.

COLLECTION OF EVIDENCE

In this section, you should consider listing the tasks that need to be done for the collection of evidence, including but not limited to the following:

- Initial scene preservation by the uniformed officer.
- The role of the lead investigator in directing the collection of evidence.
- If your agency has a crime scene unit and it is part of the investigative unit, you will want to include the following:
 - Coordination of collection of evidence between the lead investigator and the crime scene technician.
 - Responsibilities of the crime scene technician (e.g., location and preservation of evidence, crime scene photography, scene sketches, reports).
 - Hours of operation for the crime scene unit and on-call schedule.

PRELIMINARY INVESTIGATION

Here is where you will identify your procedures for the preliminary investigation, which may include the following:

- Initial investigation handled by uniformed officer
 - List examples of investigations that may be handled by a uniformed officer without the response of an investigator.
 - If an investigator responds to the scene, whether the investigator is acting as an adviser or assuming full responsibility for the incident.
- Notify dispatch for an investigator and crime scene response, whether by officer on the scene or by a supervisor.
- Type of incidents requiring the response of an investigative supervisor or commander.
- Responsibilities of the uniformed officer or the responding investigator handling the incident.
 - Investigative priorities and decisions regarding:
 - Witnesses
 - Suspects
 - Recording statements
 - Evidence collection
 - On-site arrests
 - Warrants
- If the investigator assumes full responsibility for the preliminary investigation, the following steps should be taken or directed by the investigator:

- Determine if medical attention is needed by any parties
- Determine any investigative steps already handled
- Broadcast of lookouts
- Crime scene preservation
- Proper collection and documentation of evidence
- Crime scene sketch

FOLLOW-UP INVESTIGATION

Responsibilities of the primary investigator or assigned investigator in the follow-up phase may include but are not limited to:

- Reviewing incident reports.
- Canvassing scenes.
- Interviewing witnesses, victims, complainants, and suspects.
- Locating additional witnesses.
- Maintaining contact with witnesses as needed.
- Conducting background checks on victims, witnesses, and suspects as appropriate.
- Identifying, locating, and arresting suspects.
- Conducting criminal history checks on suspects following all legal and departmental regulations.
- Interrogating suspects regarding current crime or possible involvement in other crimes.
- Checking for suspect involvement in other crimes through fingerprints, crime analysis records, and other records or reports.
- Conducting further interrogations as warranted.
- Preparing suspect composites or arranging for lineups.
- Updating supervisor of investigation and requesting assistance for surveillance, polygraph, voice stress analyzer, and other similar special situations.
- Planning and organizing searches and evidence collection.
- Delivering and documenting evidence not collected by crime scene investigators to the property section or outside lab or examiner.
- Preparing search and arrest warrants.
- Attempting to locate additional information with other sources, including other investigators, officers, citizens, and outside agencies.
- Checking relevant records such as a driver's licenses, motor vehicle records, real estate files, and publicly available sources.
- Processing firearms for evidence and a background trace as required.
- Ensuring information about wanted suspects, stolen vehicles, or stolen property is entered into the appropriate crime information network.
- Preparing and distributing bulletins on wanted suspects, vehicles, or information requests.
- Assisting prosecution in case preparation.

INVESTIGATION DOCUMENTATION

Here is where you will describe the documentation system your agency uses for investigations. You should include the following:

- Describe the type of case management system your agency uses for documentation of the investigation. You may want to use a generic term for your case management system to prevent the need for an update to your policy or procedure in the event of a system change.
- Describe the documents to be kept in the case file, which may include the following:
 - Statements
 - Photographs
 - Crime scene sketches
 - Intelligence developed during the investigation
 - Information gathered as a result of a court order
 - Any other relevant documentation

INVESTIGATIVE AIDS

If polygraphs, voice stress analyzer, surveillance, wiretaps, or audio and video recordings are used, you should research any relevant state statutes or contact your agency legal adviser.

- Polygraph or voice stress analyzer procedure
 - If agency-owned:
 - Obtain supervisor approval if required.
 - Contact and schedule with the unit or bureau that has the equipment.
 - Collect and document the results of the voice stress analyzer and polygraph.
 - If an outside agency or company is used:
 - Obtain supervisor approval.
 - Contact and schedule the voice stress analyzer with the agency or company.
 - Collect and document the results of the voice stress analyzer and polygraph.
- Surveillance
 - Surveillance details requiring multiple officers.
 - Obtain supervisor approval.
 - Contact the appropriate unit or bureau for assistance.
 - Develop a surveillance plan and document for the case file.

ARREST WARRANTS

Review your procedures for processing and serving arrest warrants, which may include the following:

- Arrest warrants
 - Supervisor review and approval, if needed.
 - Arrest warrants automatically sent to another unit to be served, if required (e.g., homicide or other high-risk warrants).
 - Serving the warrant.
 - Coordination with officers or other agency units.
 - Briefing.

- If the suspect is not located:
 - If forwarded to a fugitive unit or other agency:
 - Time limit warrant is held by investigator.
 - Documentation and information required regarding suspect(s) to be forwarded to fugitive unit or another agency.
 - Extradition from outside of the state.
 - Extradition from within the state.

CASE SCREENING

In this section, you should describe your case screening process. You should include the following:

- Report Processing
 - Identify what unit or bureau and the personnel responsible for screening the reports (e.g., records, investigative aide, uniform or investigation supervisors).
 - Identify the person and position responsible for assigning the cases for investigation.
 - Identify the crimes or incidents that require assignment.
 - Identify the crimes or incidents that require immediate follow-up.
 - Identify the crimes or incidents that will not require immediate follow-up investigation.
- The investigative supervisor should evaluate minor cases not normally assigned for absence of solvability factors, no investigative leads, or lack of victim cooperation to determine if the case should remain active or classified as inactive.
- Master file
 - Master file should contain all preliminary reports (originals should be kept in the Records Bureau), statements, evidence reports and chain of custody, and all records needed for case prosecution.
 - The master file should be in a chronological and logical order
 - Supervisor review of investigator files.
 - Master files access should be limited to the investigator and supervisor.
 - The master file should be kept in the investigation unit until closed, then transferred to the Records Bureau.

TRAINING

In this section, review the training required for investigations and the process for acquiring the training. Members assigned to investigations should receive training, including but not limited to:

- Constitutional and state arrest, search, and warrant requirements.
- Unit or bureau documents and documentation.
- Evidence policy and procedures.
- Interviews and interrogations.
- Investigative resources.
- Case file requirements.

GUIDE SHEET

Asset Forfeiture Checklist Procedure

Asset forfeiture procedures are quite complex, with several relevant federal and state statutes related to the seizure of money or property and forfeiture reporting requirements. Your Asset Forfeiture Policy will also contain pertinent information. A checklist will assist the forfeiture reviewer meet all deadlines and ensure all required documentation is complete.

ASSET FORFEITURE CHECKLIST

Your agency should have an asset forfeiture checklist available for use by your forfeiture reviewer and kept with their asset forfeiture file. Checklists have been provided with this guide for you to review and modify to meet the needs of your agency. Additional space has been included to add more items to the list if required.

Asset Forfeiture Checklist

Property Seized Without Court Order

		Initials
	Date of seizure	
	Date counsel provided notice of seizure	
	Date counsel provided reports of seizure	
Notifications	Identified owners or interest holders.	
	Documented check for co-owners or lien holders.	
	Documented how owners or interest holders were identified.	
	Documented that all identified owners or interest holders received notice of seizure.	
	All identified owners or interest holders received notice and information regarding process for seeking its return.	
	State agencies requiring notification of seizure.	
Hardship/Innocent owner	Documented and communicated to counsel any known unreasonable hardship on a third party or the possibility of an innocent owner.	
Valuation(s)	Obtained and documented any valuation, including method of valuation.	
Waivers	Documented any waiver of rights to property by owners or potential owners or interest holders.	
	Documentation of any waiver forwarded to counsel.	

Asset Forfeiture Checklist

Property Seized With Court Order

		Initials
	Date of seizure order	
	Expiration date of seizure order if applicable	
	Date of seizure	
Hardship/Innocent owner	Documented and communicated to counsel any known unreasonable hardship to a third party or the possibility of an innocent owner.	
Waivers	Documented any waiver of rights to property by owners or potential owners or interest holders.	
	Documented any waiver forwarded to counsel.	
Forfeiture Action	Documented date of forfeiture order, if any.	
	Placed forfeiture order in file, if applicable.	
	Returned property if forfeiture action failed.	
	Documented return and date of return, if applicable.	
	Placed court order denying forfeiture in file, if applicable.	
Property Transfer	Property transferred by court order.	
	Property dispersed by court order.	

GUIDE SHEET

Warrant Service Procedure

RISK ASSESSMENT

This procedure interacts with your warrant service and operations planning and deconfliction policies. To successfully utilize those policies, you should prepare a risk assessment form and ensure that it is readily available to members who are assigned to serve warrants as part of their regular duties. A risk assessment form can be used to objectively determine the level of risk presented by serving a search or arrest warrant to ensure that the proper resources are present at the time of service.

Generally, warrants for property crimes absent any violence (e.g., theft) are lower risk than violent felonies (e.g., robbery, homicide). Additionally, a small apartment may be secured with fewer members than a multi-story structure. The idea is to assign a score to each bit of information to determine an overall score, or threat assessment.

This guide is a very basic view of a complex subject matter. We recommend that you secure proper training in risk assessment. You may also want to consult with other agencies in your area for advice or to obtain a risk assessment form that may work for your agency with minor modification.

You may want to consider the following information for your risk assessment form.

RISK ASSESSMENT CRITERIA

The criteria considered for risk assessment in search warrant or arrest warrant service are similar. The criteria may include but is not limited to the following:

- Information contained in warrant affidavit
 - Nature of the crime:
 - Property offense?
 - Lower score
 - Violent crime?
 - Higher score
 - Firearms likely or used in the crime?
 - Higher score
 - Knowledge of the target location
 - One-room apartment
 - Lower score
 - Two-story, three-bedroom house
 - Higher score
 - Criminal history of suspects
 - No previous criminal history
 - Lower score
 - Lengthy history of violent crime

- Higher score
- Threats to resist from suspect
 - Higher score
- Children, dependent adults, or uninvolved parties present?
 - Higher score

RISK ASSESSMENT FORM

A simplified example of a risk assessment form is contained in the procedure framework. It is intended only as an abbreviated sample to prompt further thought. You should add or subtract categories based on the needs of your agency. When creating a threat assessment form, you should decide which score totals are required for a particular response. For example, a total score of 0-5 may require members to handle the warrant service as part of their normal duties. Following this logic, a very high score would require service by a crisis response unit. You must make these decisions for your agency taking your training, experience, and research into consideration.

RISK ASSESSMENT FORM REVIEW

After completing the risk assessment form, it should be presented to a supervisor and/or the operations director for review. The supervisor or operations director should consider the risks identified and determine the appropriate response. See the Operation Planning and Deconfliction Policy.

RESOURCES

Risk assessment forms are available from various sources. You may want to consult the following:

- National Tactical Officers Association (www.ntoa.org)
- Kentucky Tactical Officers Association-Model Policies (www.kentuckytacticalofficersassociation.org)
- California Commission on Peace Officer Standards and Training (www.post.ca.gov)

WARRANT SERVICE

The Warrant Service Policy describes two categories of warrant service, high risk and lower risk. High-risk warrants will usually be served by the crisis response team. High-risk warrant service procedure is described in your operations planning and deconfliction policy. Remaining to be covered is lower-risk warrant service. These warrants are usually served by regular members during their normal duties. The procedure is substantially similar as it requires attention to specific best practices in order to protect the safety of members. You may want to consider the following for your procedure:

- Scout the location to identify entry and exit points.
 - Use other sources of intelligence as available.
 - Photos
 - Maps
 - Members who may have been inside the location and can describe the floorplan
- Conduct research on any known suspects (e.g., criminal history, history of weapons violations).

- Assign officers to specific tasks and points on the perimeter (e.g., front door, rear door, windows).
- Meet for a briefing to share information and plans.
 - Check equipment at the briefing (e.g., radios, firearms, vests, identification).
- Proceed to the warrant location quietly.
 - Arrive or travel in non-emergency mode.
 - Avoid all cars taking the same route.
- Park out of sight of the location and approach on foot.
- Contact the suspect or resident.
 - Handcuff before searching.
- Process arrestees as required.
- Document any damage caused during warrant service.
- Turn the location over to investigators for further processing, if appropriate.
- Meet afterward to debrief and share lessons.

GUIDE SHEET

Unmanned Aerial System Procedure

The federal government has adopted regulations for the operation of an unmanned aerial system (UAS) (14 CFR 107). The Federal Aviation Administration (FAA) has also issued guidelines for the operation of a UAS (Advisory Circular 107-2). You should research these sources before writing your procedure. Your state may also have legal requirements for the use of a UAS. Additionally, operation of a UAS presents constitutional questions (e.g., privacy, curtilage) that must be considered when writing a deployment procedure. You should consult with your legal advisor for advice on these issues and ensure that your procedure complies with your unmanned aerial system policy. Finally, the suggestions contained below are not exhaustive. You should adjust as required by your state law and local practice. You may want to consider the following information for your procedure.

FAA CERTIFICATE OF WAIVER OR AUTHORIZATION

Before operating a UAS, a FAA Certificate of Waiver or Authorization (COA) is required. The FAA maintains a website to facilitate the application process. Navigate to the FAA COA application website and complete the application.

AUTHORIZED OPERATORS AND REQUIRED OBSERVERS

You may want to include a selection process for UAS operators as part of this procedure or include it in your Special Assignments and Promotions Policy. You should also consider the following:

- Authorized operators should obtain a FAA remote pilot certificate before operating a UAS (14 CFR 107.12).
- The use of a visual observer is described by FAA regulation (14 CFR 107.12).

DEPLOYMENT AND USE

In this section, you should document the criteria you will use to determine the incidents for which you will deploy, and how you will use, your agency's UAS.

- In consultation with your agency head, determine the type of incidents for which the UAS may be deployed (e.g., missing persons, criminal investigations, surveillance, warrant services).
- When creating a deployment protocol based on incident type, you should consider:
 - Who can authorize deployment
 - The agency head or the authorized designee should provide written permission for a deployment that may require a warrant (e.g., surveillance, warrant service, investigations)
 - What tactics are approved for criminal justice use.
 - Criteria to be met before requesting permission for deployment
 - Whether agency head may authorize a designee to grant permission for non-criminal justice or emergency deployment (e.g., missing persons)
 - How the public will be notified of a UAS deployment (e.g., social media, press release)

- You should consider creating a preflight inspection checklist that should be completed and retained as a record. The preflight checklist may include but is not limited to:
 - Check for temporary flight restrictions.
 - Weather conditions and visibility are suitable for UAS operation.
 - Flight itinerary is in place.
 - UAS is fit for flight:
 - Batteries are charged.
 - UAS in good repair (per manufacturer guidelines).
 - Camera is operational.
 - Digital storage space is available.
 - Lost link programming is in place.
 - Licensed pilot is available.
- Operational control of a UAS is covered by FAA regulation (14 CFR 107.31). These protocols include but are not limited to:
 - Maintaining line-of-sight control of UAS during flight.
 - Observing for other air traffic or hazards.
 - Protecting life and property during flight.
- Maintain a record of each deployment, including:
 - Reason UAS deployed
 - Location where deployed (e.g., physical address, GPS coordinates)
 - Result of deployment
- Compile the records of each deployment for reporting purposes:
 - Some states require annual reports of UAS activity to a specific agency.
 - Research your state law to determine specific reporting requirements.
 - Where state law requires no reporting, an annual report should be compiled and forwarded to the agency head. The report to the agency head should contain but not be limited to the following:
 - Number of UAS deployments
 - Nature of each UAS deployment
 - Outcome of each deployment
 - Suggested changes in policy or procedure
 - Suggested safety enhancements

MAINTENANCE

- The UAS should be regularly maintained according to the manufacturer's recommendations.
- You should create a checklist for regular maintenance, inspection, and repair.
- The checklist should be retained as a record of ongoing maintenance, inspection, and repair.
- Some extra UAS parts may be kept on hand for field repairs (e.g., propellers, landing gear, external lights).

EVIDENCE

- All downloaded media should be stored in a secure area with access restricted to authorized persons.
- A recording needed as evidence should be copied to a suitable medium and booked into evidence in accordance with established evidence procedures and the Property Bureau Policy.
- All actions taken with respect to retention of media shall be appropriately documented to preserve chain of custody.
- The recorded media and documents should be retained in accordance with the established records retention schedule.
- Any records related to a UAS deployment (e.g., checklists, flight plans), and recordings or other media collected by a UAS should be maintained, purged, or released in accordance with the appropriate records retention schedules and the Records Maintenance and Release Policy.

Chapter 7 – Equipment

GUIDE SHEET

Agency Inventory and Control Procedure

This guide covers inventory and control procedures for all property owned by your agency, including property that has been issued to agency members. If your agency already has requirements in place for inventory and inventory control, you should review the following elements in case you want to include any in your current procedure. You should also refer to your agency-owned and personal property policy.

ISSUING AUTHORITY

This is where you will list the agency property to be included in the inventory and the issuing authority. The following table shows examples of possible property types and issuing authorities; fill in and adjust to meet your agency's needs:

Property Type	Issuing Authority
Firearms	<i>(e.g., Agency firing range)</i>
Body armor	<i>(e.g., Central Supply)</i>
Uniforms	<i>(e.g., Central Supply)</i>
Radio and charger	<i>(e.g., Communications)</i>
Laptop computers	
Electronic control devices	
Batons	
OC/pepper spray	
Keys	
Identification cards	
Audio/video recorders	
First aid equipment	
Riot gear	

INVENTORY PROCEDURE

The inventory procedure should address but not be limited to the following:

- Bureau or unit member responsible for coordinating and reviewing the inventory documentation, if applicable
- Divisions or units required to perform an inventory
- Required form of inventory documentation
 - You should include a check of the operational condition of the equipment or property as part of the inventory process
- Inventory frequency
 - You may want to consider more frequent inventories for items such as firearms, computers, or electronic control devices.

- You should review whether the inventory should be done according to a fixed schedule or should always be up to date, depending on the nature of the supplies or equipment.
- Process for reconciling an inventory that has a discrepancy and the required supervisor notifications

ISSUE AND RETURN OF AGENCY PROPERTY

In this section, you should describe the process and documentation for issuing and returning agency property. You may want to have a separate form for agency supplies that are issued, such as copy paper or cleaning supplies. You should consider including the following:

- Process and person or position authorized to approve the issuance of property or supplies
- Documentation that will be used for issuing and returning agency property, to include the following information:
 - Name of the member issuing the property
 - Name and signature of the member receiving the property
 - If the property is to be issued to a division or individual
 - The signature can be electronic, if applicable
 - Date of issue
 - Description and quantity of the property issued, including make, model, and serial number, if applicable
 - Date of property return
 - Name and signature of the member returning the property
 - The signature can be electronic, if applicable
- Process for the collection of agency property if a member is injured, suspended, or terminated

DAMAGED, LOST, OR STOLEN PROPERTY

This is where you should describe your process for handling damaged, lost, or stolen agency property. It should include but not be limited to the following:

- Initial report of damage to or loss of property
 - Contacting an outside agency if the theft or damage occurred in a different jurisdiction
 - Documenting format for the damage, loss, or theft
- Replacement of the damaged, lost, or stolen property
 - Whether the loss was the result of member negligence

GUIDE SHEET

Personal Protective Equipment Use Procedure

SELECTION OF PERSONAL PROTECTIVE EQUIPMENT

Federal regulations provide guidance for the selection and use of personal protective equipment. Everything contained in the referenced federal regulations will not apply to law enforcement. However, federal regulations are a starting place, and you should refer to the regulations cited in this document when writing your procedure. You may want to consult with fire departments, a local emergency management organization, or other law enforcement agencies in your area for advice or procedures that are suitable, with slight modification, for your agency. You should also refer to your personal protective equipment policy as you develop your procedure.

The Personal Protective Equipment Policy contains the necessary information regarding hearing, eye, head, and body protection. Additionally, your state may maintain standards for the selection and use of this equipment. You should check these references when developing your procedure. The information contained here is intended to inform your efforts to write your procedure. It is not exhaustive. General requirements for personal protective equipment are found in the Code of Federal Regulations (29 CFR 1910.132).

RESPIRATORY PROTECTION PLAN

Lexipol's Personal Protective Equipment Policy requires the creation of a respiratory protection plan and outlines the requirements of the plan. The goal for this procedure is to direct your agency to the appropriate standards that should be met. To begin the process of creating a plan, your agency should select a person to manage the plan and then have that person trained. You may also want to consider the following.

EQUIPMENT SELECTION

- You should select respiratory equipment that is approved by the National Institute for Occupational Safety and Health (NIOSH). Those may include:
 - Perimeter hazardous material (HAZMAT) incidents:
 - Full facepiece (NIOSH approval TC 14G) Chemical, Biological, Radiological, and Nuclear (CBRN) cartridge
 - Perimeter or within crowd control with the presence of tear gas:
 - Full facepiece air purifying respirator, TC 14G, chloroacetophenone cartridge or canister (combination organic vapor/particulate)
 - Respiratory illness
 - N95 particulate respirator, TC 84A
- The respiratory equipment should protect members from exposure to respiratory hazards that they are expected to encounter.

FIT TESTING

Members should be properly fitted with a respirator before wearing. Your state may have protocols for fit testing. You should find those and include them in your procedure. If your state does not maintain a fit testing protocol, you may want to refer to the Occupational Safety and Health Administration (OSHA) standard:

- OSHA fit testing protocols are contained in the Code of Federal Regulation (29 CFR 1910.134, App. A).
- Fit testing is required annually at a minimum (29 CFR 1910(f)(2)).

MEDICAL EVALUATION

Prior to wearing a respirator, members should be medically evaluated to ensure they can safely use the equipment. Some states have standards for medical evaluation. You should research the standards in your state and include them in your procedure. If your state does not maintain a standard for medical evaluation, you may want to use the following:

- OSHA Respirator Medical Evaluation Questionnaire (29 CFR 1910.134, App. C)

INVENTORY CONTROL

The respiratory protection plan manager should:

- Maintain inventory sufficient to meet the needs of the members to whom respirators are assigned.
- Consider long-term budgeting.
- Follow the manufacturer's guidelines for shelf life and storage of respirators and associated parts, and order replacements as necessary.

ISSUANCE AND REPLACEMENT

- Members should be issued respiratory equipment that is clean, sanitary, and in good working condition.
- Respiratory equipment should be inspected regularly and replaced if it is determined to be in disrepair or it is required according to the manufacturer's guidelines.

MAINTENANCE AND CLEANING

Respirators are not maintenance free. In addition to regular cleaning and inspection, respirators should be thoroughly cleaned after each use. NIOSH requires manufacturers of respirators to include maintenance and cleaning requirements along with each product sold. You should follow the maintenance and cleaning requirements included with your equipment.

Additionally, OSHA maintains an extensive database related to the maintenance and care of respirators (www.osha.gov/video/respiratory_protection/maintenance_transcript.html).

PLAN REVIEW

The respiratory maintenance plan should be reviewed on a yearly basis to ensure that it remains current.

REMAINING CURRENT

The plan manager should remain up to date regarding this subject matter through continued training and periodic review of OSHA, NIOSH, and pertinent federal regulations. If you are assigned to manage the respiratory protection plan, you should use the resources that are readily available to you to maintain your knowledge base.

RESOURCES

- The California Commission on Peace Officer Standards and Training has produced a model respiratory protection plan for law enforcement. Agencies in California should make use of the publication. Agencies outside of California may request permission for similar use. (post.ca.gov/Portals/0/post_docs/publications/Respiratory_Protection.pdf)
- OSHA (www.osha.gov)
- NIOSH (www.cdc.gov/niosh/index.htm)

Chapter 8 – Support Services

GUIDE SHEET

Crime Analysis Procedure

This guide covers developing a crime analysis procedure. Though crime analysis can be done manually, you may want to research available software programs to streamline the analysis process. If your agency already has a process in place for crime analysis, you should review the following elements in case you want to include any of them in your current procedure. You should also review your crime analysis policy to ensure that your procedure is consistent.

Crime analysis is a system of analytical processes that provide timely and relevant information on crime trends and patterns. The information developed is used for evaluation of agency processes, crime prevention, crime reduction, and criminal apprehension.

Even though a law enforcement agency may use the information produced for a variety of purposes and categories of analysis, it is created by using the same general method.

CRIME ANALYSIS PROCESS

The crime analysis process includes but is not limited to the following five steps:

- **Collection**

The data collected for analysis must be accurate, consistent, and timely to be effective. In addition, there should be a large enough data set to be analyzed, or the results may be ineffective.

The type of data that should be collected includes but is not limited to the following:

- Crime reports
- Incident reports
- Accident reports
- Suspicious activity reports

- **Collation**

Collation refers to the sorting, extracting, and storage of the data collected for crime analysis. The data collected often is not the best material for crime analysis without making modifications. Those modifications include the following:

- Correcting mistakes in the data
- Geocoding the data for mapping use
- Adding variables for effective analysis (e.g., types of crimes, business type)

- **Analysis**

The data is analyzed and turned into useful and relevant information for dissemination to law enforcement members. The analysis usually results in two types of information:

- Modus operandi pattern detection from the crime data analysis
- Pattern detection through calculations and probability estimates

- **Data Modification Sub-cycle**

The data may need modification at various stages of the process due to errors in the data entered or changes in the data collection or collation process.

- **Dissemination**

The crime analysis reports are generally distributed throughout an agency, though certain areas of your agency may receive different types of reports. The most common types of crime analysis reports and their purposes include:

- Intelligence reports that link criminal networks and their members.
- Criminal investigative analysis that provides a profile on offenders.
- Tactical crime analysis that attempts to link crime events together, identify suspects, and predict future criminal events.

You should further evaluate the distribution and release of the crime analysis reports to include the following:

- Timing of the distribution of various crime analysis reports
 - Daily
 - Weekly
 - Monthly
 - Quarterly
 - Yearly
- Staff and members who will receive the reports
 - Agency head
 - Command staff
 - Investigators
 - Uniformed members
- Release to the news media and public
- Use of your agency website, if applicable
- Use of mapping technology to allow searches for crime information

GUIDE SHEET

Records Bureau Procedure

You should use this guide to assist in documenting your current process or creating a new one for managing records. Your state will likely have statutes that govern law enforcement record keeping. It is critical that you research your state law and consult with legal counsel to understand legal requirements. The suggestions contained here are not exhaustive. You should begin by documenting the processes you currently use and possibly augment your process with the information provided here. Also, you should reference your records bureau, records maintenance and release, and protected information policies. Records Management System (RMS) software reduces the labor involved in maintaining and tracking records, but these tasks can be accomplished manually.

MASTER NAME INDEX

You should create and maintain a master name index, a file in which names collected from police reports are alphabetized. After adding names to the index, each report involving the individual is listed or cross-referenced under that person's name. You should consult your legal adviser to determine any restrictions before categorizing individuals (e.g., gang files). You may want to include the following in your master name index:

- Victims
- Suspects
- Reporting parties
- Arrestees
- Witnesses
- Key holders
- Property owners
- Business names

CALLS FOR SERVICE AND CLASSIFICATION

You should consider categorizing crimes and calls for service in each of the following:

- By type of crime
- By location
- By case assignment/report taken
- By disposition

Calls for service indexed in this manner can be used to determine caseload, prevalent activity, and types of crimes per beat for deployment purposes.

Property should be tied to the call from which it was received and should be issued a unique property number (see the Property Bureau Policy). You may also want to index the property into the following categories:

- Stolen

- Found
- Recovered
- Evidence
- Held for safekeeping
- Disposed of

REPORT TRACKING

You should consider creating a system to track reports as they move through the stages of approval. If you manually approve reports, you may consider requiring members to place their reports in a consistent location to await supervisor approval (e.g., an approval file, an awaiting approval mailbox). An RMS can accomplish this task electronically.

If your agency manages reports manually, you should have a process in place to document when other bureaus within the agency check out original reports for follow-up investigations. A similar process may be used to limit access to certain reports.

ARREST RECORDS

Every arrestee should be assigned a unique identification number. The identification number is used to maintain a file for the following:

- Subsequent arrests
- Photographs
- Fingerprints
- Criminal history
- Arrest reports
- Identifiers (e.g., height, weight, tattoos)
- Aliases
- Next of kin

WARRANTS AND WANTED PERSON FILES

Your agency should have a procedure in place to manage arrest warrants and wanted person files. You should document the following in your procedure:

- Where active warrants are stored
- How a warrant is verified as active before entry
- How identifying information on the warrant is verified before entry
- The person responsible for entering warrants into criminal information databases
- The appropriate databases
 - National Crime Information Center
 - State criminal information database
 - Local law enforcement database
 - Others, as applicable
- How warrants are cleared from databases after service, cancellation, or recall
- How audits are conducted and the individual or individuals responsible for them

Chapter 9 – Custody

GUIDE SHEET

Transport Procedure

Please review the following sections carefully and adjust according to your agency's practice. In this procedure, the term "arrestee" refers to the person being transported, and you should adjust this term to match your agency's practice. You may want to consider these additional areas for customization of this procedure:

- Transport of juveniles
- Transport and seating of multiple arrestees
- Security of arrestees transported to medical facilities
- Proper use of restraint devices
- Arrestee escape procedures
- Courthouse transports
- Firearm storage and security

GENERAL PROCEDURES

This is where you identify your agency's general procedures. These should include but are not limited to the following:

- All arrestees should be transported in secure vehicles with a barrier between the front and rear seats.
- All transport vehicles should be inspected for proper operation of safety features, contraband, and weapons at the beginning of the shift, the end of shift, and before and after any arrestee transport.
- All arrestees should be thoroughly searched prior to transport for weapons, tools, and contraband.
- If not the arresting member, the transporting member should obtain all necessary paperwork, property, or medical information that is needed to accompany the arrestee to the destination.
- The arrestee shall be secured in the arrestee compartment using restraints and a safety belt.
- Arrestees should not be transported in a reclined position.
- The most direct route should be taken to the transport destination.
- Communications should be provided with the appropriate information prior to starting the transport.
- Arrestees should not be left unattended during the transport process and should be monitored for security and medical issues.
- Transporting members should not conduct other law enforcement activities while transporting an arrestee. Members should only assist when there is a clear threat to the life safety of a person or persons and there is no undue risk to the safety of the arrestee.

If a transporting member becomes involved in a law enforcement incident, they shall notify dispatch as soon as practicable.

TRANSPORTS OUTSIDE OF THE AGENCY JURISDICTION

In this section, develop your procedures for outside transports. These should include but are not limited to the following.

When an arrestee is transported outside of this agency's jurisdiction, the transporting member should:

- Obtain prior approval from a supervisor.
- The supervisor should determine if a second member is needed in the transport vehicle, if not already present.
- Establish the approximate travel distance and time.
- Determine any stops needed (e.g., bathroom use, refueling, food) if required due to the distance of the transport.
- If alternative approved restraints (e.g., belly chains) are more appropriate for a cooperative arrestee or longer transports.
- If any stops are made, one member should always stay with the arrestee.

SPECIAL TRANSPORTS

Medical Transports

In this section, develop your procedures for medical transports. These should include the following:

- When a medical transport is necessary and time is available, members should coordinate an arrestee transport with all participating agencies.
- At least one member should be in the medical vehicle (e.g., ambulance) transporting an arrestee.
- A second member should follow in a separate vehicle.
- The arrestee should be restrained in a manner that balances the arrestee's medical needs and officer safety concerns.

High-Risk Transports

In this section, identify your procedures for high-risk transports. Those should include but are not limited to the following.

Transporting a high-risk arrestee may take extra planning and resources. A designated transport member should develop a transportation plan and submit it to the on-duty supervisor for review. The plan may include but is not limited to:

- A detailed route
- Additional security vehicles
- SWAT resources
- Restraints to be used

- A communication plan
- Counter surveillance
- Emergency contingencies

Funeral or Wake Attendance

Here is where you identify your agency's funeral or wake attendance procedures. Those should include but are not limited to the following.

If an arrestee has been approved for a wake or funeral transport, the planning member should refer to the High-Risk Transports subsection of this procedure. Additional information should be gathered from the location of the wake or funeral.

Transporting members may cancel the transport at any time if they feel safety or security has been compromised.

REPORTING

In this section, identify your agency's reporting procedures. Those should include but are not limited to the following.

Members should complete any required transportation forms and consider including the following items:

- Arrestee information and charges
- If applicable, the name, title, and agency information of the person from whom the arrestee was received
- Any property transported with the arrestee
- Location the arrestee was received and final destination
- Restraints used during transport
- Any unusual incidents or occurrences during transport
- Name, agency information, and title of person receiving the arrestee and property

TRAINING

Here is where you develop your agency's training procedures. Those should include the following.

Prior to assignment, transportation members should receive training, including but not limited to:

- High-risk transports
- Medical issues

Chapter 10 – Personnel

GUIDE SHEET

Recruitment and Selection Procedure

The recruitment and selection process for your agency will often be directed by human resources policies, and state, city, and county statutes or regulations. In addition, the selection of sworn members may require a certain process according to your state's peace officer standards agency. You should carefully research these requirements during the development process and consult with your legal counsel, particularly regarding drug and medical history or other potential protected information. In addition to the requirements of your recruitment and selection policy, you may want to consider the following information for your procedure.

Although this procedure is largely directed at the recruitment and selection of sworn members, some of the processes outlined here may be used for nonsworn members as well.

RECRUITMENT

Recruitment is a challenge for most law enforcement organizations. To start the recruitment process, you should consider performing a salary and benefit survey of law enforcement agencies in your area. This should provide you with potential salary or benefit areas to highlight to applicants during the recruitment process and give you a possible starting point for discussions on salary or benefit increases for your agency.

There are several avenues that may aid in reaching and engaging a greater number of potential applicants. These approaches include but are not limited to the following:

- Coordinate a unified marketing strategy and recruitment plan for the agency recruitment effort.
 - Consider nationwide advertising through PoliceOne.com or U.S. Department of Justice and the International Association of Chiefs of Police website discoverpolicing.org.
 - Enlist and involve current members and fraternal organizations to recruit individuals in the community.
 - Actively participate in any recruitment efforts or job fairs with your agency's human resources department.
 - Actively participate in shared recruitment programs with other agencies, if applicable
 - Contact the news media with positive stories about agency members.
 - Review and potentially expand your agency's online presence.
 - Consider creating an engaging recruiting video for the agency website, social media, and job fairs.
 - Keep information on the website relevant.
- Keep information current regarding when your agency is accepting applications.
- Provide detailed and understandable information on applicant requirements, standards, and the selection process.
 - Consider including more interactive features on the website (e.g., online questions, applications, requesting further information). Consider partnering with other agencies in group job fairs or similar events.

- Consider reviewing your application process for potential areas to streamline to reduce applicant frustration and applicant loss due to delays.
- Develop a documented process to maintain contact with and mentor applicants throughout the recruitment and selection process to keep them involved and interested in your agency.
- Conduct an annual review of your recruitment plan and adjust as needed.

RECRUITMENT TRAINING

Members assigned to recruitment duties should receive specialized training in certain areas, including but not limited to the following:

- Equal employment opportunity laws
- Cultural awareness
- Selection process
- Background investigations
- Medical and physical requirements
- Disqualification guidelines
- Protected information management

SELECTION ELEMENTS

There are several areas you need to evaluate to establish your agency's standards for the selection of members. You should review these areas with your human resources unit or agency legal counsel to ensure compliance with the law. These include but are not limited to the following:

- Educational requirements
 - College degree required, if any
 - Number of college credit hours, if any
 - Credit for military service
- Drug use or abuse history
 - Type of drugs used
 - Number of times used
 - Last time used
 - If marijuana is legal in your jurisdiction, determine if there is a disqualification threshold
- Criminal and driving history
 - Misdemeanor convictions
 - Type of convictions
 - Number of convictions
 - Time span of convictions
 - Age when convicted
 - First-offender considerations
 - Driving history
 - Type of citations or arrests
 - Number of citations or arrests
 - License suspensions
 - Last date of conviction

The following elements may vary in type or order for the selection of members and should be adjusted to match your agency's process.

- **Application**

In addition to basic information such as name, address, and date of birth, you may want to consider the following additions to the application:

- Relatives working for the agency or jurisdiction
- Current law enforcement certification
- Previous law enforcement certification
- Volunteer or reserve law enforcement work
- Business ownership or corporate officer
- Defendant or plaintiff in a court action
- Special licenses (e.g., pilot, radio operator)
- Special interests
- Multilingual

- **Initial Interview**

Your agency may want to consider requiring applicants to undergo an initial interview with a background investigator. Areas and items to be covered should include but not be limited to:

- Examine all the documents provided by the applicant to ensure they appear genuine
- Review with the applicant all the information provided in the documents
- Determine if the application is complete with all required information

- **Written Exam**

A written exam is often provided or required by your state's peace officer standards agency. In some states, the required exam is administered in a law enforcement academy. You need to research if your state requires a written exam. If your state does not require an exam and you wish to administer one, you should contact agencies in your area that may be able to assist you in procuring or developing an exam.

- **Physical Ability Test**

If your agency is not required by your state to administer physical ability testing and you wish to test prospective members, you should consult your agency legal counsel prior to developing physical ability testing and standards. There are several legal requirements and potential liability issues that should be addressed prior to developing physical ability tests. Many agencies that administer physical ability testing use the Cooper Institute recommendations as their standards. The Cooper Institute physical ability tests include the following:

- 1.5-mile run
- 300-meter run
- Vertical jump
- One repetition maximum bench press
- 1 minute of push-ups

- 1 minute of sit-ups
- 1 repetition maximum leg press
- Sit-and-reach flexibility
- Body composition

- **Psychological, Medical, and Drug Testing**

Prior to initiating any of these tests for applicants, you should consult with your agency's human resources entity and legal counsel to ensure compliance with any federal, state, or local requirements.

- **Oral Interview**

Oral interviews are often the last stage of the selection process. You may want to consider the following if setting up an oral interview panel:

 - Members who should sit on the panel
 - Agency head
 - Command staff
 - Supervisors
 - Sworn members
 - Sworn members from other agencies
 - Community member
 - Training staff
 - Human resources
 - Merit system
 - Questions for the applicant
 - Should ask the same questions of each applicant
 - Should be job-related questions
 - Should have a standardized scoring rubric for all applicants
 - Should consult with human resources to ensure questions for the applicant are valid and not prohibited by law

LATERAL-ENTRY APPLICANTS

If your agency accepts lateral-entry applicants, you should consider the following for your selection process:

- The required application and pre-employment background check, including all state law enforcement certifying agency records
- A reference check with all agencies where the applicant was previously employed
- A law enforcement training records check
- The starting position classification for lateral-entry applicants
- The required agency training for lateral-entry applicants

GUIDE SHEET

Performance Evaluation Procedure

Before creating a performance evaluation procedure for your agency, you should consider any work agreement, memorandum of understanding, or merit commission rule that could contain requirements affecting evaluations. Completing performance evaluations correctly is time-consuming. For that reason, you should carefully consider whether your agency will evaluate members annually or biannually. Many agencies find an annual evaluation is sufficient.

Supervisors should be trained on the evaluation procedure before evaluating members. Training may be accomplished with an overview of the program followed by mentoring by an experienced supervisor.

Regardless of the time period between evaluations, you should continuously document any job performance that is substantially above or below standard. Documentation of job performance between evaluation cycles should be accompanied by a discussion with the affected member. Continued performance below standards should be addressed with a performance improvement plan (see the Performance Evaluations Policy). The documentation, along with notes about the discussion with the member, should be retained in a file for use in completing the performance evaluation at the end of the cycle. Typically, this is done by the member's immediate supervisor. Through this method, members remain aware of the job standards they are asked to meet.

An effort should be made toward consistency in performance ratings. Members of similar ability should generally receive a similar rating when assigned to the same job classification. To promote consistency, shift supervisors should meet during the evaluation process to compare ratings. Additionally, administrators should check for consistency by reviewing evaluations before distributing them to members. You should also be aware that evaluation scores tend to increase over time. Overall, your ratings should remain centered on the "meets standards" rating. Other scores should be reserved for performance markedly above or below the average.

In addition to the requirements of our Performance Evaluations Policy, you may want to consider the following information for your procedure.

EVALUATION FORM

You may want to create your own evaluation form or use one that you already have. Evaluation forms are available for download on the internet or they are relatively simple to create. You may also want to consult other agencies in your area to see if they have something that you can modify for your needs. Ultimately, you should have an evaluation form that matches the specific requirements of your agency. The items below could be utilized for your evaluation form.

Your evaluation form should capture relevant information about the evaluated member, including:

- Member's name and identification number (e.g., badge number)
- Member's rank and assignment
- Evaluation period (e.g., date range)

- Member's tenure (e.g., how long the person has worked for the agency)

EVALUATION CATEGORIES

The categories here are some that may be found on an evaluation. A member would typically receive a rating in each category as indicated in the ratings section of the Performance Evaluations Policy. Your agency may have additional categories or a completely different set. You may also add subcategories to the ones below. You should record your agency's evaluation categories in this section, or you may use the following if you have none:

- Work volume
- Judgment
- Initiative
- Conduct
- Job knowledge
- Work quality
- Dependability
- Safety practices
- Adaptability
- Summary (overall rating)

Ratings

Collect the ratings and definitions from the Performance Evaluations Policy and print them on the top of your form. Some agencies assign a score to each rating as indicated in parentheses below:

- Outstanding (5)
 - Definition
- Exceeds standards (4)
 - Definition
- Meets standards (3)
 - Definition
- Needs improvement (2)
 - Definition
- Unsatisfactory (1)
 - Definition

Categories

Next, you should choose the performance categories for which you will assign a rating. You may use the categories provided in this guide or choose others that are appropriate for your agency. Create a line for each rating category with a space for the rating or score, and additional space for comments. The Performance Evaluation Framework contains an example. You may use the example or create a form better suited to your needs.

Signatures

At the bottom of your evaluation form, create a space for the evaluated member and the evaluator to provide their signatures and comments. You may also want to create space for each reviewing supervisor's signature.

GUIDE SHEET

Promotion Process Procedure

Before creating a promotion process for your agency, you should review any existing human resources regulations, memorandum of understanding, settlement agreement, or collective bargaining agreement that might affect or direct the promotion process. Depending on the promotion or job, all or some of these steps may be followed. You should refer to your special assignments and promotions policy during the development process.

PROMOTION PROCESS DEVELOPMENT

During the initial development phase, you should consider the following in creating your promotion process:

Requirements of Eligibility

You should consider the requirements you will use for verifying eligibility for each applicable position, and how you will provide the standards to your members (e.g., announcements at roll calls, individual notifications by email or letter). Areas to consider include but are not limited to:

- Length of service with the agency
- Length of service in current position
- Current rank in the agency
- Educational requirements
 - College
 - Law enforcement coursework or certifications
 - Military service or training
- Disciplinary history
 - Seriousness and number of disciplinary actions
- Preventable vehicle accident history

Application

An application for a promotional position is another opportunity for your agency to publish the eligibility requirements and review the information provided on the application by the member. Typically, the application is sent to those members determined to be possibly eligible for promotion by the anticipated date of testing. If an application process is too formal for your agency, you may consider requiring an interested member submit a memorandum. Areas to consider covering on the application include but are not limited to:

- Standards of eligibility
- Relevant dates
 - Due date of application
 - Date of testing
- Required information
 - Check of the applicant's eligibility

- Check of any educational requirements
- Check of disciplinary history

Test Development

Test development may be done by your agency or an outside entity. It is important that all phases of testing be job-related. Some types of testing related to promotions include but are not limited to:

- Written tests
- Practical tests
- Role-playing tests
- Oral interviews

Testing Process and Eligibility Lists

A written exam for members seeking promotions is typically administered as needed. For agencies that wish to maintain an eligibility list, a test may be administered on a regular basis (e.g., annually). All ranks may be tested simultaneously, but tests are unique and based on the job tasks identified for each rank. After testing, scores are compiled and weighted using points based on various factors. Those factors may include but are not limited to the following:

- Length of service (e.g., 10 years +1 point, 15 years +2 points)
- Oral interview
- Education
- Evaluations
- Work experience

After testing and weighting, members are graded based on total score. The result is maintained on a list for a predetermined time period (e.g., two years). When a position opens, the position is filled by the member holding the top-weighted score for each rank. When a list expires, the members on that list will be required to retest to be considered for promotion.

PROMOTION TEST ISSUES

There are several areas in which you may encounter issues with promotion testing. You should develop a process to address the following:

- Appeals of disqualification for promotion testing
- Improper or unfair test questions or answers
- Allegations of cheating
- Retesting
- Role player behavior or deviations from the script
- Member emergencies that require absence from the test

GUIDE SHEET

Employee Assistance Program Procedure

Your agency should have an employee assistance program (EAP). EAPs are intended to offer members and their families various types of assistance related to mental health or substance abuse problems that, if not properly managed, can lead to poor job performance, family strife, or even suicide.

This guide is intended to assist you in starting an EAP if you have none or to encourage you to record your procedure if your agency already has one. It is not possible to include every detail here, but resources are provided later in the document. Although not exhaustive, the following list includes common issues that an EAP may address:

- Drug abuse
- Alcohol abuse
- Trauma debriefing (e.g., officer-involved shooting)
- Suicide prevention
- Domestic violence
- Marriage counseling
- Grief counseling
- Stress and anger management
- Financial counseling

DELIVERY OF SERVICES

Typically, services are coordinated with human resources and delivered through licensed professionals at no cost to the member. You may want to create a standing arrangement for services with licensed professionals who are part of your insurance network. Larger agencies often add licensed professionals to their staff. Either method requires careful budgeting to provide these services. You should consider the services that may be needed by your members and plan accordingly. You may want to consider the following:

- Self-referral (e.g., no permission required)
- Flexible scheduling
- Convenient location
- Confidential within the limits of law

PEER SUPPORT

Peer support may also be useful for members who experience trauma or stress as a result of their work. Some members who might otherwise need support may be more comfortable approaching a peer due to a perceived stigma associated with visiting a licensed professional. Peers should act as a conduit to professional services when appropriate. Peer supporters usually are:

- Properly trained

- Selected from volunteers
- Held in high esteem by coworkers
- Not a replacement for licensed professionals

PLANNING

When planning an EAP, you should consider including members and their representatives (e.g., unions, employee groups) in the process. Agencies that include members in the process may achieve greater acceptance for the program among personnel.

RESOURCES

In addition to the resources listed below, larger agencies in your area will likely have operating EAPs. You should contact them and ask for referrals to licensed professionals who already have experience working with law enforcement. If you don't have the resources to begin an entire EAP from the outset, creating a relationship with one licensed professional is a reasonable way to begin. You may also want to review the following:

- National Criminal Justice Reference Service (www.ncjrs.gov)
 - Developing a Law Enforcement Stress Program for Officers and Their Families Finn, Peter, and Julie Esselman. Tomz., Abt Associates, 1997 (available free from the above website)
- Chicago Police Department EAP (<https://home.chicagopolice.org/information/employee-assistance-program-eap/>)
- Georgia Department of Public Safety, which has contracted with an outside firm for an EAP (www.dps.georgia.gov/employee-assistance-program-eap)
- U.S. Department of Justice - Community Oriented Policing Services, Law Enforcement Mental Health and Wellness Programs (<https://cops.usdoj.gov/RIC/Publications/cops-p371-pub.pdf>)
- CISM International - Critical Incident Stress Management (www.criticalincidentstress.com/home)
- PoliceOne (www.policeone.com)

GUIDE SHEET

Explorer Program Procedure

This guide is intended to assist you in documenting the procedure that your agency follows to administer your Explorer program. If your agency doesn't currently have an Explorer program but is researching the idea, the information contained here should help you make an informed decision. You should review the Explorers Policy for the specific requirements of the program. The following information is not exhaustive and should be viewed as suggestions for creating and running an Explorer program. More detailed information is readily available; one resource is referenced at the end of this guide.

RECRUITMENT

Recruiting may be conducted in locations that are typically frequented by young people. Before recruiting in a specific location, you should secure permission of the person in charge. School resource officers should be used for interaction with schools. Initial recruiting of applicants may be conducted through the following.

Locations

- High schools
- Colleges
- Youth programs
 - Girl Scouts
 - Boy Scouts
 - Boys & Girls Clubs
 - Places of worship

Methods

- Social media
- Agency website
- Flyers
- College fairs
- Attend meetings of other youth groups

As an example, to recruit at your local high school, your school resource officer should meet with the principal, explain the program, and ask permission to post flyers inviting interested students to a meeting at your law enforcement facility. You may want to ensure that the school resource officer or school administration has access to Explorer applications. You may also want to consider a standing date for meetings that remain open to interested students.

EXPLORER ACTIVITIES

You should consider creating an annual plan for Explorer activities to decide what types of activities you will offer.

Activities are an important component of Explorer programs, but the activities must be appropriate. Explorers are not sworn members. Typically, they may be assigned to community

service projects, ride-alongs, or any support activity that takes into consideration that Explorers have no arrest authority.

You may want to consider teaching a short lesson on policy or law at each Explorer meeting while reserving a larger portion of your time for hands-on activities geared toward familiarizing participants with your agency and preparing them for a career in law enforcement. Guidelines and suggestions for activities are available through the Exploring website (www.exploring.org).

A record of ride-alongs, community service, and other Explorer activities should be compiled and forwarded to the agency head in an annual report.

GUIDE SHEET

Illness and Injury Prevention Plan Procedure

This guide covers workplace illness and injury plan procedures. The process for developing a safety inspection can be found in the Safety Inspection Procedure Guide Sheet.

The suggested procedure is not exhaustive, and the scope of elements that may be included in an illness and injury plan are numerous. Lexipol recommends you consult with your agency's legal counsel or human resources department before developing this procedure due to the numerous federal, state, and local statutes or regulations that may be involved in this area. You should consider meeting with a recognized bargaining unit or employee groups as part of the development of your plan. If your agency already has an illness and injury prevention plan, you should review this guide sheet for elements you may want to add to your current procedure.

RESPONSIBILITIES

Here is where you assign the persons responsible for administration of the program.

- The agency head or authorized designee should have overall responsibility.
- The program administrator should develop and maintain the plan.
- Members are responsible for following safety codes and regulations as well as reporting potential hazards.

Any members responsible for the administration of the illness and injury prevention plan should consider coordinating with any existing employee, city, or county health program.

PLAN COMPLIANCE

To encourage member participation, you should consider the following methods to gain safety compliance:

- Safety as part of employee evaluations
- Certificates of appreciation
- Disciplinary action (Review any considered disciplinary action to ensure it meets applicable bargaining or classified employment regulations.)
 - Counseling
 - Evaluations

COMMUNICATION

As part of the plan, you should evaluate methods to communicate safety procedures in a format easily understandable to all members. Members should be encouraged to report any hazards without fear of reprisal. These methods may include but are not limited to the following:

- Meetings and briefings
- Formal and informal training
- Flyers and postings

ACCIDENT INVESTIGATION

Here is where you will develop your procedure for accident investigation. You should thoroughly research any accident reporting procedure required by federal, state, and local statutes or regulations. In addition, there are usually requirements for reporting accidents, injuries, or fatalities within a certain time period after the incident. You should include the following:

- Type of accidents or incidents that require investigation
- Required units or bureaus needed for the response, depending on the type of incident (e.g., fire, exposure, HAZMAT)
- Notification of command staff and the agency head
- Notification of outside federal and state agencies
- Investigation process and documentation
- Witness interviews
- Family contact in the event of member injury or death
- Establishment of hospital and family liaisons
- Required reports
- Recommended corrective action
- Review process of final reports and recommendations

HAZARD CORRECTION

Any hazards regarding unsafe practices, conditions, or procedures should be corrected and documented in a report as soon as possible. The report should contain but not be limited to the following:

- The date and time the hazard was discovered
- The location of the hazard
- A thorough description of the hazard
- The correction planned or taken to mitigate the hazard
- A chain-of-command review process, including recommendations for further review and action, if required

SAFETY COMMITTEE

A safety committee can help your agency by collaborating on safety issues and problem areas and may be a requirement by your state or jurisdiction. If your agency creates a safety committee, you should consider the following when creating the committee:

- The makeup of the committee, including the number of members and their bureau or unit assignment
- The selection of the committee chair
- The creation of long- and short-term goals for the committee
- The creation of an agenda for each meeting and a process for recording meeting minutes
- The description of the committee's duties and the schedule of meetings (e.g., monthly, quarterly). Duties should include the following:
 - Conducting inspections and audits
 - Reviewing safety incidents and accidents, and conducting loss analysis
 - Meeting with employee groups or bargaining groups on safety and health issues
 - Designing and leading safety training
 - Drafting safety programs and checklists
- Specify to whom the committee should direct recommendations (e.g., specific manager, agency head or authorized designee, other)

RECORD KEEPING

This is where you should describe your record keeping procedure. This is another area that you should carefully research to ensure compliance with state and jurisdiction statutes, rules, and regulations regarding record retention and personal or medical information contained in accident investigative reports. Your record keeping should include but not be limited to the following:

- Inspection records
- Hazard correction records
- Safety committee reports and documents
- Record retention schedule (you should research your state and jurisdiction statutes, rules, and regulations to ensure compliance)
- Any other documentation your agency may generate with this procedure

TRAINING

Training regarding illness and injury prevention should be conducted for all members. The training should be provided for the following:

- New members
- Members operating equipment that may pose a hazard
- Supervisors for hazard recognition and reporting
- Members transferred to another position that requires training not previously received

The training should include but is not limited to the following topics:

- The Emergency Management Plan
- Fire, medical, and chemical hazards
- Hazard reporting
- First aid topics
- Housekeeping issues (e.g., spills, clear walkways)
- Personal protective equipment (PPE)

- Safety Data Sheets
- Emergency Response Guidebook

GUIDE SHEET

Fitness and Wellness Program Procedure

A fitness and wellness program may improve the health of your members as well as possibly reduce lost work time from disability or illness. To develop a procedure for fitness and wellness, you should consider how extensive your program will be and whether participation in the program is required or voluntary. You should carefully review any employment contracts or collective bargaining agreements before developing this procedure, as well as the Fitness and Wellness Policy. Additional areas of consideration for a fitness and wellness program include:

- How your agency will handle injuries that occur during fitness assessments, fitness training onsite or off premises, or how time allotted during on-duty fitness training will be handled for compensation or medical coverage.
- Whether your agency will implement fitness incentives for your members, such as uniform ribbons or other awards for fitness achievements.

You should consider including the following in your procedure.

PHYSICAL EXAMINATIONS

Before starting a fitness program, your members should have a wellness examination to assess their ability to participate in the program and possibly to detect potential health risks. Some areas to consider include:

- What should be assessed in the examination (e.g., general physical exam, blood work, cardiac evaluation, weight and dietary evaluation)
- You should consider consulting with a medical professional to determine what should be covered in the examination
- Who should conduct the physical examination
 - Your agency physician, if applicable
 - An outside contracted clinic or physician
 - The member's personal physician

PHYSICAL FITNESS ASSESSMENT

A physical fitness assessment will provide both your agency and the member with their current fitness level and can be repeated to evaluate improvement in the level of fitness over time. The fitness assessments used by most agencies include but are not limited to:

- The Federal Law Enforcement Training Center (FLETC) Physical Efficiency Battery
- The Cooper Institute Physical Fitness Assessment

TRAINING FACILITY

Your agency may already have a gym in use by your members. If not, you should consider if you want to outfit a gym for your members or have them train offsite or at a commercial gym.

If your agency chooses to outfit a gym at your facility, you may want to consider the following:

- Sourcing equipment for the gym
- Donations of equipment
- Fundraisers
- Community groups
- Additional elements
- Restrooms and showers
- Cleaning materials
- Lockers
- Posted rules (e.g., cleaning equipment after use)

If your members use a commercial gym, you may want to attempt to negotiate a group discount or institute a reimbursement program for membership fees.

FITNESS COORDINATOR

A fitness coordinator should be selected to manage the fitness and wellness program. The fitness coordinator should:

- Be certified as a law enforcement fitness instructor through the Cooper Institute, the FLETC Law Enforcement Fitness Coordinator Training Program, or other similar trainer certification
- Oversee the fitness assessment process
- Assist members with developing an individual fitness program
- Maintain fitness records for the agency
- Maintain the fitness award records

GUIDE SHEET

Critical Incident Stress Management Procedure

A critical incident is defined as an event that is traumatic or perceived as potentially life-threatening and overwhelms a person's ability to cope. Critical Incident Stress Management (CISM) is designed for early intervention to attempt to prevent members from experiencing long-term mental, emotional, and physical distress such as post-traumatic stress disorder. If your agency is considering a CISM program, you should thoroughly research the requirements for an effective CISM program as well as the training required for any members involved in implementing or facilitating the program. The following intervention approach is commonly found in CISM:

- Pre-incident education
- Demobilization
- Crisis management briefing
- Defusing
- Debriefing
- One-on-one support
- Follow-up and referral

PRE-INCIDENT EDUCATION

Here is where you develop your agency's CISM program orientation and education procedure for your members. The program should include the following:

- An overview of the CISM program
- Services and benefits of CISM program
- Protocol for CISM implementation
- Contact information for CISM program
- Stress management education
- Stress resistance
- Mental and physical health

DEMOBILIZATION

Demobilization occurs before the members leave the scene. Some components of the demobilization include but are not limited to:

- Lasts approximately 20 minutes.
- Information is provided to the members through a briefing.
- Information provided is limited to what is known and the current status of the incident.

CRISIS MANAGEMENT BRIEFING

The crisis management briefing can be held either at the scene after the incident or up to one week later. Some components of the crisis management briefing include but are not limited to:

- Lasts approximately one hour.
- Information is provided from a prepared statement.
- Held as a “town hall” type meeting.
- Question and answer session focused on the members’ reactions to the incident.

DEFUSING

Defusing is a small-group process that takes place after a critical incident and is less formal than a debriefing. The aim is to reduce the immediate stress reactions to the incident and may prevent the need for a debriefing for some first responders while identifying those who need a formal debriefing. Some components of the defusing process include but are not limited to the following:

- The defusing session should be provided within eight hours of the incident.
- The group should be limited to the facilitator and only those members involved in the incident.
- The group should be small, approximately six to eight members.
- The group may be a mixture of law enforcement, fire, and paramedics.
- The location for the defusing should be secure and private.

DEBRIEFING

Debriefing is a process to assist members who have experienced a critical incident. Some components of the debriefing process include but are not limited to:

- Debriefing is most effective if held within the first 24 to 72 hours after a critical incident.
- Group meetings for debriefings may be held over several days.
- Meetings are held with a facilitator.
- Debriefing allows the members to share thoughts, reactions, and any symptoms the members may be experiencing.
- The facilitator will assist members with coping mechanisms and provide resources for further help.

ONE-ON-ONE SUPPORT

Crisis intervention stress management may also be applied to individuals throughout the recovery process. This may involve counseling or other psychological support.

FOLLOW-UP AND REFERRAL

The CISM process may continue after the initial steps of defusing and debriefing. The continuation of CISM may include the following:

- The defusing or debriefing groups may meet again to follow up on reactions to the incident.
- A member may seek a referral for further or more intensive help to resolve any issues related to the incident.

RESOURCES

Additional resources for CISM can be found at the following:

- Federal Occupational Health (<https://foh.psc.gov/NYCU/CISMInfo.asp>)
- Occupational Health and Safety Administration (<https://www.osha.gov/SLTC/emergencypreparedness/guides/critical.html>)

GUIDE SHEET

Termination Procedure

This guide sheet is intended to assist you in documenting your termination procedure. If you don't have a procedure, you should consider creating one for the purpose of processing members out of the agency in a consistent and repeatable manner. You should consult your personnel complaints policy while developing this procedure, and you may want to consider the following information.

TERMINATION STATEMENT

When a member is terminated for misconduct, they should be provided with a written statement that includes the following information:

- Reason for termination
- Effective date
- Status of accrued benefits upon termination

UNIFORMS AND EQUIPMENT

Many agencies maintain a checklist that describes equipment that must be collected when a member separates from the agency. You should consider creating one for your agency to ensure that all agency property is collected. The following items are representative of items to collect whenever a member is terminated or separated for another reason, but the list is not exhaustive:

- Badges
- Firearms
- Keys (e.g., vehicles, buildings)
- Police identification cards
- Shoulder patches
- Ticket books
- Uniforms

FACILITY ACCESS

When a member is terminated, you should curtail their access to law enforcement facilities immediately. Generally, building access codes or keys should be collected just after you collect issued firearms. Computer access codes or passwords should be also be decommissioned.

If future access for the individual is required (e.g., to collect personal property), you may allow them to make an appointment. The individual should be escorted by a supervisor while collecting any personal property, and access should be restricted to a single visit.

NOTIFICATIONS

This section is where you will document the notifications that are required when a member is terminated. Notifications may include but are not limited to the following:

- State licensing body
- Remaining agency members
- Outside agencies as appropriate

GUIDE SHEET

Safety Inspection Procedure

This guide covers workplace safety inspection procedures.

The suggested procedures are not exhaustive, and the scope of elements that may be inspected are numerous. If your agency already has a safety inspection process due to state or local statutes and regulations, you should review this guide sheet for elements you may want to add to your current procedure.

PLANNING AND ASSESSMENT

Though each agency may have different environments and hazards, the planning and assessment process is the generally the same:

- Examine the physical environment where members work, such as facilities, training areas, communications, and jails. You may want to include diagrams of the locations. Some of the areas you should examine include but are not limited to the following:
 - Areas where no work is done, such as parking lots, storage areas, locker rooms, holding cells, and restrooms
 - Storage areas
 - Walkways and corridors (clear and free of hazards)
 - Elevators
 - Stairs
 - Doors and access security
 - Window
 - Holding cells
 - Firing ranges
 - First aid stations (condition and proper stock of supplies)
 - Signs or posters (e.g., federal labor requirements, handicap signage)
 - Fire extinguishers
- Look for hazards:
 - Safety hazards caused by equipment or workplace conditions
 - Biological hazards such as viruses, fungi, or bacteria
 - Chemical hazards (safe storage)
 - Physical hazards such as heat or cold
- Create a safety report form customized for your agency based on your results.

INSPECTION PROCEDURE

- Designate a schedule for the inspection (monthly, quarterly).
- Managers or authorized designees should conduct the inspection.
- Members working in the area should be included to advise of any concerns or problem areas.
- Note any deficiencies and planned corrections.
- Complete the safety report on the designated form.

SAFETY REPORT REVIEW

- The completed form should be forwarded through the chain of command to the agency head or the authorized designee for review and authorization of any corrective actions (authorization may be required for your agency if funding is needed for the correction, adjust this section as needed).
- The safety report should be returned to originator if corrective actions are required. Once the corrective actions are made and noted completed, the form should be forwarded to the designated bureau for retention.

Ribbons and Commendations Award Bars Legend.pdf

Medal Ribbons (centered above pocket; equally spaced between badge and nameplate)

Medal of Honor'

Medal of Valor

Purple Heart

Lifesaving

Medal of Merit



Citation Bars (placed above the pocket on the opposite side of badge) Years of Service Pin (highest achieved)

30 years

25 years

20 years

15 years

10 years

5 years



Military Service Pin Air

Force Army

Coast Guard

Marines

Navy



Post-secondary Education Pins (Highest achieved)

Masters Degree

Bachelor Degree

Associates Degree

Commendation Pin



Specialty Pin

Honor Guard



K-9 Pin



Motorcycle Pin



SWAT Pin

Current



Prior



Dive Team Pin



Investigator



Investigator 5 + Years



School Resource Officer

PELA Pin



Of the Year Pins



Detective of the Year Pin



Officer of the Year Pin



Supervisor of the Year Pin



MADD Pin

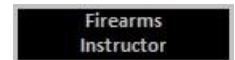


Instructor Pins

EVO Instructor Pin



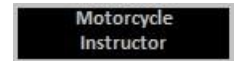
Firearms Instructor Pin



Instructor Pin



Motorcycle Instructor Pin



Physical Tactics Instructor Pin



S.T.O.P.S. Instructor Pin



Taser Instructor Pin



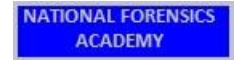
Hostage Negotiator Pin



FTO Pin



Forensics Academy
Firearms Pin



Expert



Sharpshooter



Marksman



FBI National Academy Pin



EMT Pin



DRE Pin



DARE Pin



Critical Incident Team Pin



Crime Scene Investigator



Chief's Association Pin



Bike Patrol Pin



Armorer Pin



Narcan



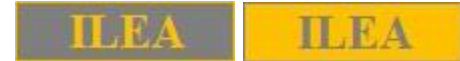
Accident Investigation Pin



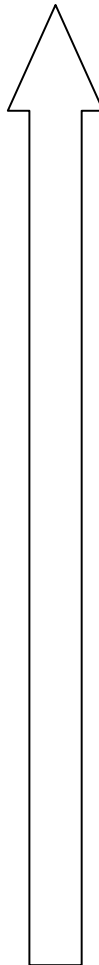
Academy with Honors Pin



Academy Pin (Mandatory)



American Flag Pin



Citation bars start in lower right corner and move left to fill the row of three then move up as you add rows. If less than three, center them.

Commendation Award Bar (CAB) Slide Holders

New, metal slide holders to fit $\frac{3}{8}$ " size Commendation Bars.

Slide holders can be stacked and permanently soldered to form single units to hold from 4 to 15 bars.

$\frac{3}{8}$ "



Greenwood Police Department
Procedures Manual
Procedures Manual

GPD Medals and CAB Bars.pdf

GPD Medals

Honor



Valor



Purple Heart



Life Saving



Merit



Medal Ribbons

GPDR 1



GPDR 2



GPDR 3



GPDR 4



GPDR 5



CAB Bars




GPDB 18 

GPBB 19 

GPDB 20 

GPDB 21 

GPDB 22 

GPDB 23 

GPDB 24 

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GPDB 33 

GPDB 34 

GPDB 35  Motorcycle Instructor

GPDB 36  S.T.O.P.S. Instructor

GPDB 37  Taser Instructor

GPDB 38  Instructor

GPDB 39  HOSTAGE NEGOTIATOR

GPDB 40  F.T.O.

GPDB 41  NATIONAL FORENSICS ACADEMY

GPDB 42  EXPERT

GPDB 43  SHARPSHOOTER

GPDB 44  MARKSMAN

GPDB 45  FBI NA

GPDB 46 

GPDB 47  DRE

GPDB 48  D.A.R.E.

GPDB 49  Critical Incident Team

GPDB 50  CSI

GPDB 51  Chief's Association

GPDB 52  Bike Patrol

GPDB 53  ARMORER

GPDB 54  Accident
Reconstructionist

GPDB 55 

GPDB 56  Honor ILEA Grad

GPDB 57  Honor ILEA Grad

GPDB 58  ILEA

GPDB 59  ILEA

GPDB 60 

GPD Medals

Honor



Valor



Purple Heart



Life Saving



Merit



Ribbon Numbers

RC-32

RC-3

RC-45

RC-1

RC-31

Medal Numbers

A4118

A83365

A2619

A768

A2366

All Medals will have the Indiana State Seal on the middle. The Medal of Merit will say "Medal of Merit" on the red banner, under the Indiana State Seal.

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