ADMINISTRATIVE ORDER

LAW ENFORCEMENT ROLE AND AUTHORITY

CALEA STDS: 1.1.1/1.3.13

EFFECTIVE: APRIL 1, 2004

APPROVED:
CHIEF OF POLICE

POLICY:

The duties of the Williamsburg Police Department are established by City Code, as authorized by the Code of Virginia, and establish the basic roles and authority of the Department. Departmental policy is shaped from these basics, and offers guiding principles to be followed in activities directed toward the attainment of objectives.

The United States Constitution guarantees each citizen a variety of rights protecting them from government intervention into their lives. Accordingly, these protections have generated on the police authority to enforce the laws of the nation, state and city.

There are understandable occasions in the normal course of any police action which may demand an officer's lawful application of that force necessary to execute his legal authority. Officers are confronted with situations in which control must be exercised to effect arrest. Control may be achieved through advice, warning, persuasion or by physical force. All care will be given by sworn personnel of this Department to avoid physical force or the threat of force if reasonable alternatives are available.

Officers may use reasonable force, however, to perform their sworn duty. Deadly force may only be applied by an officer when all other means have been eliminated or exhausted and then only to protect the person of the officer or another from death or serious bodily injury. There shall be no implied or expressed exceptions to this policy.

PURPOSE:

The purpose of this administrative order is to define the legally mandated authority for the enforcement of laws, to set forth guidelines concerning the use of discretion by Williamsburg Police Officers, and to define the authority, guidelines and circumstances when police officers should exercise alternatives to arrests and pre-trial confinement.

Further, this order establishes the policy and procedures governing the use of force, the procedures for reporting all uses of force, the procedures for the investigation of the use of force, and the procedures and rules involved with the authorization and use of the instruments of force available to sworn officers of this department.

1.1.1: Oath of Office:

The Code of Virginia requires that all officers, upon entering their office take an oath whereby they swear to support the Constitution of the United States and the Commonwealth of Virginia. Each newly sworn officer will meet these requirements and shall be sworn in by the City Manager with an Oath of Office Form executed. The Oath of Office Form shall be placed permanently in the employees Personnel File.

1.1.2: Agency Code of Ethics

Standard of Conduct: The Law Enforcement Code of Ethics is adopted as the general standard of conduct for officers of the Williamsburg Police Department.

Each officer will abide by the following Code of Ethics:

> "As a Law Enforcement Officer, my fundamental duty is to serve mankind; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the constitutional rights of all men to liberty, equality, and justice.

I will keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life. I will be exemplary in obeying the law of the land and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of duty.

I will never act officiously or permit personal feelings, prejudice, animosities, or friendships to influence my decisions with no compromise for crime and with relentless prosecution of criminals. I will enforce the law courteously and appropriately without fear or favor, malice, or ill will, never employing unnecessary force or violence and never accepting gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of police service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession--law enforcement."

1.1.3 Diversion Programs

The Williamsburg Police Department recognizes that there are a number of social service and criminal justice diversion programs which are better suited to handle situations such as alcoholics, juvenile offenders and the mentally incompetent. The Departments involvement in these programs is limited to non-criminal circumstances.

1.2.1: Police Authority to Enforce Laws

The Code of Virginia gives police officers of cities and towns the authority to enforce the criminal laws of the Commonwealth and ordinances and regulations of the city in which they are appointed. The Code of Virginia also gives auxiliary officers all the powers and authority and all the immunities of full-time law-enforcement officers.

Limitations on Police Authority: Limitations on police authority are derived from

statutes, federal, state and local judicial interpretation of laws, opinions of the Attorney General and Commonwealth Attorney, departmental policies/rules and regulations, and city administrative decisions.

Statutory Limitations: These limitations include, but are not limited to:

> Enforcement of laws outside of the city limits. The Code of Virginia grants authority to enforce state laws one mile beyond the boundaries of the City.

The Code of Virginia grants authority to enforce laws on any city owned property located outside of its boundaries. Examples include: the parks and recreation property and the city's water source.

While on duty, an employee shall not leave the city limits without authorization of his supervisor, except to apprehend violators. This rule does not exclude the use of county roadways interconnecting sections of the city.

1.2.2: Authority to Carry and Use Weapons

The Code of Virginia grants the authority for law enforcement officers to carry and use weapons in the performance of their duty.

1.2.3: Constitutional Requirements

a. Interviews, which for the purpose of this directive shall be a formal consultation or meeting at which information is obtained from a person, may include victims, witnesses, complainants or suspects before the investigation is focused on them. Interviews should be conducted at an appropriate place and time and the officer should be cognizant to protect all of the rights afforded to the person.

- Detailed notes and/or a recorded tape should be made for future reference giving time, date, location, officers present, etc.
- The trauma/stress to which the victim or witness has been subjected should be considered and the interview conducted in such a manner

as to reduce stress and minimize further problems.

- The age, physical limitations and credibility of witnesses should be considered.

b. Interrogations to obtain investigative leads can be very useful, but all constitutional precautions must be taken and recorded if the interrogation is to be used in court later. Whenever an officer intends to conduct a custodial interrogation of an arrestee, it is the responsibility of the officer to advise the arrestee of his/her Constitutional Rights. This advisement should be given verbally and, whenever possible, documented by using available department forms. If the person to be questioned does not speak English or is only able to communicate in some other manner, other means should be used to inform the person of their Constitutional Rights through the use of a translator, interpreter, or other means. These efforts should be audio or video taped whenever possible.

Detailed notes and/or a recorded tape should be made for future reference and court use giving time, date, location, officers present, waiver of rights, time interrogation ended, etc. Statements obtained during an interrogation must not be based on coercion, promises, delays in arraignment, or deprivation of counsel.

Juvenile victims, witnesses and suspects must be given the same constitutional protections as adults. The following additional safeguards should be followed:

- Parents or guardians should be notified, when practical, whenever a juvenile is interrogated, taken into custody, or charged.
- The number of officers engaged in the interrogation and its duration should be kept to a minimum.
- A brief explanation of the Juvenile Justice System and Departmental procedures should be provided.

All officers, when conducting criminal investigations will take all precautions necessary to ensure that all persons involved are afforded their constitutional safeguards. Police officers will ensure that:

- All statements or confessions are of a voluntary nature and no coercion what-so-ever is used.
- All persons are advised of their rights in accordance with this general order.
- All arrested persons are taken promptly before a magistrate for formal charging.

Whenever practicable, interrogations should be recorded. Recordings are evidentiary in nature and shall be logged into the Property Room.

c. All persons in a custodial situation for a criminal violation for which they are being interviewed are afforded an opportunity to consult with an attorney.

Prejudicial pre-trial publicity of the accused is avoided so as not to interfere with a defendant's right to a fair and impartial trial.

1.2.4: Warrantless Search

During the preliminary investigation, officers may encounter situations that justify a warrantless search for evidence. Such instances may include:

a. Search By Consent: Consent is a waiver, not only of the warrant requirement, but also of the probable cause requirements. Officers must be mindful of two important points; First, the consent must be voluntary under the totality of the circumstances; Second, the person giving consent must have the authority to do so. Officers must be mindful that a consent search may be limited in scope and may be stopped at any time by the consenting party.

b. Stop and Frisk: Case law makes it clear that an investigative stop is permissible independent of facts which would justify a protective frisk of an individual. Officers are required to have a reasonable suspicion of criminal activity in order to stop a suspect. If the officer also has reasonable grounds to believe that the suspect is armed and dangerous, he can conduct a protective frisk of the suspect as well.

c. Movable Vehicles: The ready mobility of a motor vehicle creates exigency. The courts hold that probable cause is sufficient in all instances to justify a warrantless search of a vehicle, including all parts of the vehicle where the suspected contraband could possibly be located, including closed containers. However, when the information leading to probable cause focuses on a specific container, said container may be seized until a search warrant is obtained from a judicial officers.

d. Crime Scenes: Exigent circumstances created by concern for public safety or an immediate threat that evidence will be destroyed, may in limited situations, allow a warrantless search at the scene of a crime. However, a search warrant should be obtained to guarantee the validity of the search. The court has ruled that the scene of a serious crime, such as a murder, does not present such exigent circumstances that a warrantless search of the premises is permissible.

e. Exigent Circumstances: Such circumstances include time pressures, the emergency nature of the situation, and the potential danger of the situation which makes obtaining a warrant impossible or ill-advised in light of the urgent need for immediate action. The courts have implied that only the strongest possible emergency would justify a search without a warrant under the general exigent circumstances rationale.

f. Inventory Searches: The court has held that warrantless police inventories of the contents of impounded vehicles do not violate the Fourth Amendment when conducted pursuant to a standard police department policy. This ruling is based on three primary interests: 1. protecting the car owner's property, 2. protecting the police against disputes over lost or stolen property, and 3. protecting the police from dangerous instrumentalities.

g. Other Situations: These may include ordinary sensory perception as detailed in the plain view doctrine, use of devices which enhance the natural senses, and the entry of premises involving no invasion of privacy. Such categories include abandoned premises, common areas of buildings, public areas of businesses, open fields, and aerial surveillance.

1.2.5: Arrests

There are two ways for an officer to effect an arrest:

- With a warrant
- Without a warrant

The following circumstances allow an officer to arrest without a warrant:

Crime committed in officer's presence.

Probable cause to believe a person has committed a felony not in officer's presence.

At scene of motor vehicle accident or at any hospital or medical facility to which any person involved in such accident has been transported.

Apprehension of person charged with motor vehicle theft.

Persons charged with a crime in another jurisdiction if proper notification is given and available, example teletype, telephone etc.

Any offense when an officer has been notified by his department that a warrant is on file.

Shoplifting in violation of State Code.

Vandalism of business or commercial property with probable cause or witness statement.

Assault and Battery when such arrest is based on probable cause upon reasonable complaint of the person who observed the alleged offense.

1.2.6: Alternatives to Arrest/Prearraignment Confinement

Under certain circumstances police officers are faced with situations where no criminal laws have been violated and arrest and prearraignment is not necessary. When these situations arise, officers may elect to exercise certain alternatives such as referral to a social service agency. Examples may include:

Mentally or emotionally disturbed persons.

Domestic situations where counseling may be appropriate.

Juvenile offenders in which there has been no violation of the criminal law.

Transient persons who need shelter, food, etc.

Authority to Issue Summonses in Lieu of Arrest/Confinement.

The Code of Virginia authorizes police officers to issue a summons in lieu of arrest for persons charged with a misdemeanor criminal offense except D.U.I. and Drunk in Public. Additionally, the code authorizes the use of summonses when enforcing city ordinances.

1.2.7: Officer Discretion

Police officers, by the nature of their job are constantly afforded opportunities, as well as required, to exercise discretion in the performance of their duties. The Williamsburg Police Department provides officers with written policy and procedures, departmental orders, directed patrol assignments, and training in order to aid them in making decisions which call for the use of discretion in performing their duties.

1.2.8: Strip and Body Cavity Searches

A. Strip searches are prohibited, with the following exceptions provided in accordance with Code of Virginia:

No person in custodial arrest for a traffic infraction, Class 3 or Class 4 misdemeanor, or a violation of a city, county, or town ordinance, which is punishable by no more than thirty days in jail shall be strip searched unless there is reasonable cause to believe on the part of a law-enforcement officer authorizing the search that the individual is concealing a weapon. A Strip Search shall mean having an arrested person remove or arrange some or all of his clothing so as to permit a visual inspection of the genitals, buttocks, anus, female breasts, or undergarments of such person.

Because of their intrusive nature, body cavity searches should only be conducted when all four of the following conditions exist:

1. Extremely firm and unquestionably reliable information is obtained which would lead the reasonably well-trained police officer to conclude that contraband is in fact being carried by the suspect in a body cavity, and will be present at the time of the search.

2. A warrant is first obtained.

3. The search is conducted by medical personnel in an appropriate setting, preferably a medical facility. Under no circumstances should such searched be conducted in a public area or any area where persons not necessary to the conduct of the search may observe it.

4. In addition, whenever possible, the search should be conducted by, or at least in the presence of, qualified medical personnel of the same sex as the suspect.

B. All strip searches conducted under this section shall be performed by persons of the same sex as the person arrested and on premises where the search cannot be observed by persons not physically conducting the search. A search of any body cavity must be performed under sanitary conditions and a search of any body cavity, other than the mouth, shall be conducted either by or under the supervision of medically trained personnel. Strip searches shall be conducted at the Regional Jail unless circumstances make this impractical.

C. A report shall be completed anytime a strip/body cavity search is conducted indicating the reason for the search, person conducting the search, and results of such search.

These provisions shall not apply when the person is taken into custody by or remanded to a law-enforcement officer pursuant to a circuit or district court order.

1.2.9: Bias Based Profiling

A. The Williamsburg Police Department is committed to a respect for constitutional rights in the performance of our duties. Our success is based on the respect we give to our communities, and the respect citizens observe toward law enforcement. To this end, we shall exercise our sworn duties, responsibilities, and obligations in a manner that does not discriminate on the basis of race, sex, gender, national origin, ethnicity, age, or religion. All people carry biases: in law enforcement, however, the failure to control our biases can lead to illegal arrests, searches, and detentions, thus thwarting the mission of our department. Most importantly, actions guided by bias destroy the trust and respect essential for our mission to succeed. We live and work in communities very diverse in population: respect for diversity and equitable enforcement of the law are essential to our mission.

All enforcement actions, particularly stops of citizens (for traffic and other purposes), investigative detentions, arrests, searches and seizures of persons or property, shall be based on the standards of reasonable suspicion or probable cause as required by the Fourth Amendment to the U. S. Constitution and statutory authority. In all enforcement decisions, officers shall be able to articulate specific facts, circumstances, and conclusions which support probable cause or reasonable suspicion for arrests, searches, seizures, and stops of citizens. Officers shall not stop, detain, arrest, search, or attempt to search anyone based **solely** upon the person's race, sex, sexual orientation, gender, national origin, ethnicity, age, or religion. Officers shall base all such actions on a reasonable suspicion that the person or an occupant of a vehicle committed an offense.

The Williamsburg Police Department is charged with protecting these rights, for all, regardless of race, color, ethnicity, sex, sexual orientation, physical handicap, religion

or other belief system. Bias based profiling in traffic contacts, field contacts and in asset seizure and forfeiture efforts are prohibited.

In the absence of a specific, credible report containing a physical description, a person's race, ethnicity, gender or sexual orientation or any combination of these shall not be a factor in determinating probable cause for an arrest or reasonable suspicion for a traffic stop.

All department orders are informed and guided by this directive. Nothing in this order limits non-enforcement contacts between officers and citizens.

The purpose of this order is to provide general guidance on reducing the presence of bias in law enforcement actions, to identify key contexts in which bias may influence these actions, and emphasize the importance of the constitutional guidelines within which we operate.

Most of the following terms appear in this order. In any case, these terms appear in the larger public discourse about alleged biased enforcement behavior and in other orders. These definitions are intended to facilitate on-going discussion and analysis of our enforcement practices.

Bias – Prejudice or partiality which may be based on preconceived ideas, a person's upbringing, culture, experience, or education.

Biased policing – Stopping, detaining, searching, or attempting to search, or using force against a person based upon his or her race, sex, sexual orientation, gender, national origin, ethnicity, age, or religion in violation of constitutional safeguards.

Ethnicity – A cluster of characteristics which may include race but also cultural characteristics or traits which are shared by a group with a common experience or history.

Gender – Unlike sex, a psychological classification based on cultural characteristics or traits.

Pretextual – Refers to the officer's pretext or reason for making a stop.

Probable cause – Facts or apparent facts and circumstances within an officer's knowledge and of which the officer had reasonable, trustworthy information to lead a reasonable person to believe that an offense has been or is being committed, and that the suspect has committed it.

Profile – A legitimate profile, sanctioned by the department, is a very specific attribute, or cluster of attributes or characteristics, that for the basis for reasonable suspicion of criminality. A profile is only valid for a limited time and under limited circumstances, most often for drug trafficking. These attributes or characteristics are established in writing based on considerable training and experience. A legitimate profile will not be based solely on a person's race, sex, sexual orientation, gender, national origin, ethnicity, age, or religion.

Race – A category of people based on common physical or genetic traits or characteristics. As distinct from ethnicity, race only refers to physical characteristics sufficiently distinctive to group people under a classification.

Racial profiling – The unlawful detention, interdiction, or other disparate treatment of any person on the basis of their racial or ethnic status or characteristics. "Racial profiling" refers to practices prohibited by this department.

Reasonable suspicion – Articulable, objective facts which lead an experienced officer to suspect that a person stopped has committed, is committing, or may be about to commit a crime. A well-founded suspicion is based on the totality of the circumstances and does not exist unless it can be articulated. Reasonable suspicion supports a stop of a citizen. Courts require that stops based on reasonable suspicion be "objectively reasonsable".

Sex – A biological classification, male or female, based on physical and genetic characteristics.

Stop – The detention of a subject for a brief period of time, based on reasonable suspicion. A stop is **investigative detention.** A citizen may not conclude a stop; the

officer concludes the stop when his or her articulable concerns are satisfied.

Contexts Of Bias:

Bias occurs most often in field interviews, stops (for traffic or investigative detention), or in narcotics cases. The following topics are those which most frequently relate to bias. The orders indicated should be consulted for guidance:

- Arrests
- Checkpoints
- Complaints/Internal Investigations
- Field Interviews
- Interviews/Interrogations
- Juvenile Procedures
- Narcotics enforcement
- Patrol Tactics
- Personnel Evaluation
- Prisoner Handling/Transportation
- Searches/Seizures
- Traffic Stops
- Training/Field Training Manuals
- Use of Force
- Searches Incident to Arrest

General Responsibilities:

Officers are prohibited from stopping, detaining, searching or arresting anyone **solely** because of the person's race, sexual orientation, gender, national origin, ethnicity, age, or religion. These characteristics, however, may form part of reasonable suspicion or probable cause when officers are seeking a suspect with one or more of these attributes.

Reasonable suspicion or probable cause shall form the basis for any enforcement actions or decisions. Citizens shall only be subject to stops, seizures, or detention upon reasonable suspicion that they have committed, are committing, or are about to

commit an offense. Officers shall document the elements of reasonable suspicion and probable cause in appropriate reports.

Officers shall observe all constitutional safeguards and shall respect the constitutional rights of all citizens.

- As traffic stops furnish a primary source of bias-related complaints, officers shall have a firm understanding of the warrantless searches allowed by law, particularly the use of consent. How the officer disengages from a traffic stop may be crucial to a citizen's perception of fairness or discrimination.
- Officers shall not use the refusal or lack of cooperation to justify a search of a citizen's person or vehicle or a prolonged detention once reasonable suspicion has been dispelled.

All personnel shall treat citizens with the same courtesy and respect that they would have citizens observe to department personnel. To this end, personnel are reminded that the exercise of courtesy and respect engenders a future willingness to cooperate with law enforcement.

- Personnel shall facilitate citizens' access to other governmental services whenever possible, and shall actively provide referrals to other appropriate agencies.
- All personnel shall courteously accept, document, and forward to the Chief of Police any complaints made by citizens against the Department. Further, officers shall provide information on the complaint process and shall give copies of "How to Make a Complaint" when appropriate.
- Some information collected by or stored at the department may be releasable to the public. Information dissemination shall be accomplished in accordance with the Freedom of Information Act and Administrative Orders.

When feasible, personnel shall offer explanations to citizens of the reasons for enforcement actions or other decisions that bear on citizen's well-being unless the

explanation would undermine an investigation or jeopardize an officer's safety. When concluding an encounter with a citizen, personnel shall thank him or her for cooperating.

When feasible, all personnel shall identify themselves by name. When a citizen requests the information, personnel shall give their departmental identification number, name of the immediate supervisor, or any other reasonable information.

Unless required by law, a citizen's refusal to cooperate or provide information does not create any justification for further enforcement action. Refusal to sign a summons or failure to obey a lawful order of an officer are examples of exceptions to voluntary cooperation.

All persons are accountable for their actions. Personnel shall justify their actions when required.

Supervisory Responsibilities:

Supervisors shall be held accountable for the observance of constitutional safeguards during the performance of their duties. Supervisors shall identify and correct instances of bias in the work of their subordinates.

Supervisors shall use the disciplinary mechanisms of the department to ensure compliance with this order and the constitutional requirements of law enforcement.

Supervisors shall be mindful that in accounting for the actions and performance of subordinates, supervisors are key to managing community trust in law enforcement. Supervisors shall continually reinforce the ethic of impartial enforcement of the laws, and shall ensure that personnel, by their actions, maintain the community's trust in law enforcement.

Supervisors are reminded that biased enforcement of the laws engenders not only mistrust of law enforcement, but increases safety risks to personnel. Lack of control over bias also exposes the department to liability consequences. Supervisors shall be

held accountable for repeated instances of biased enforcement of their subordinates.

Any criminal profiling requires supervisory participation and oversight. Any criminal profiles used in enforcement shall be authorized by the Chief of Police per a detailed, written analysis. All criminal profiles shall be authorized in writing and shall be self-cancelling after a specified date. Upon cancellation, supervisors shall prepare a report on the utility and results of the profile and submit it to the Chief of Police via the chain of command.

Supervisors shall ensure that all enforcement actions are duly documented per department policy. Supervisors shall ensure that all reports show adequate documentation of reasonable suspicion and probable cause, if applicable.

Supervisors shall facilitate the filing of any citizen's complaints about law enforcement services.

Pretextual Traffic Stops:

Pretextual traffic stops, or those in which the explanation to the citizen of the reason for the stop may not reflect all of the officer's actual reasons, are legal and in some circumstances are necessary.

Note that the officer's subjective intent (pretext) is irrelevant when stopping a vehicle; the legitimacy of the stop will be gauged by its objective reasonableness. As long as an officer has at least one legal reason for stopping a vehicle (such as a minor traffic violation), then it is irrelevant that the officer had some suspicion unrelated to the traffic stop.

Disciplinary Consequences:

Actions prohibited by this order shall be cause for disciplinary action, up to and including dismissal.

A fundamental right guaranteed by the Constitution of the United States to all who

live in this nation is to the equal protection under the law. Along with this right to equal protection is the fundamental right to be free from unreasonable searches and seizures by government agents. Citizens are free to walk and drive our streets, highways, and other public places without police interference so long as they obey the law. They also are entitled to be free from crime and from the depredations of criminals.

B. All Williamsburg Police Department officers shall receive training in bias based profiling issues, to include legal aspects.

C. Any person may file a complaint with the department if they feel they have been stopped or searched based on racial, ethnic, or gender based profiling, and no person shall be discouraged, intimidated, or coerced from filing such a complaint, or discriminated against because they have filed such a complaint.

   Any officer contacted by a person who wishes to file such a complaint, shall provide the citizen with a copy of a citizen complaint form and will follow procedures as set forth in Administrative Order 52.

   Based on the situation if bias based profiling occurs, corrective action may include, but not be limited to:

   X Remedial training,

   X Disciplinary action; including oral or written reprimand, suspension, demotion, transfer or termination.

   The deliberate recording of any misleading information related to the actual or perceived race, ethnicity, gender, or sexual orientation of a person stopped for investigative or enforcement purposes is prohibited and a cause for disciplinary action.

D. An annual administrative review of agency practices will be conducted, to include citizen concerns.

1.3.1: Use of Force

There are understandable occasions in the normal course of any police action which may demand an officer's lawful application of that force necessary to execute his legal authority. Officers are confronted with situations in which control must be exercised to effect arrest. Control may be achieved through advice, warning, persuasion or by physical force. All care will be given by sworn personnel of this Department to avoid physical force or the threat of force if reasonable alternatives are available.

Officers may use reasonable force, however, to perform their sworn duty. Deadly force may only be applied by an officer when all other means have been eliminated or exhausted and then only to protect the person of the officer or another from death or serious bodily injury. There shall be no implied or expressed exceptions to this policy.

No officer of this Department shall commence duty without having read this order and having the same explained by a field training officer who shall certify upon the training records that this order was read and explained. No weapons shall be issued or authorized until this order shall have been satisfied, together with all other such requirements which may be imposed. Personnel will use only the force necessary to accomplish lawful objectives.

1.3.2: Use of Deadly Force

Definitions:

Deadly Force – Force intended to, or likely to, cause death or serious physical injury.

Non-Deadly Force - Force *not* intended to, or likely to, cause death or serious physical injury.

Reasonable Belief - When facts or circumstances the officer knows, or should know are such to cause an ordinary and prudent person to act or think in a similar way under similar circumstances.

Serious Physical Injury - A bodily injury that:

1. creates a substantial risk of death, or
2. causes serious, permanent disfigurement, or
3. results in long-term loss or impairment of any bodily member or organ.

Physical Force – Bodily force exceeding the normal force required to take a person into custody:

1. any combination of strength, leverage, take-downs, control holds, or come-alongs used to gain control of an uncooperative person.
2. the use of hands, fists, feet, knees, etc. in striking a person.

Probable Cause – Specific and articulated facts that would lead a reasonable person to believe that criminal activity is afoot and the suspect is involved.

Use of Deadly Force Policy:

The policy of the Police Department is that an officer need not retreat or desist from efforts to make a lawful arrest because of resistance or threatened resistance to an arrest. This policy incorporates by reference the holdings of the United States Supreme Court in matters of the application of deadly force and further incorporates by reference the standards of liability in 42 U.S.C. Section 1983. Departmental policy requires officers to be continually cognizant of the fact that primary responsibility is saving lives whenever possible and situations are acknowledged to exist when retreat is authorized or when continued escalation of force to the level of deadly force is not authorized. That is, no arrest mandates the use of force, especially use of deadly force. Only that force necessary to effect the arrest and to minimally overcome the resistance is authorized.

A Police Department officer is justified in the use of that force which he reasonably believes to be necessary to defend himself or other persons from bodily harm while effecting the arrest. However, a Police Department officer is justified in using force likely to cause death or serious bodily harm <u>only</u> when he reasonably believes that such force is necessary to prevent death or serious bodily harm to himself or another person. Such force will be limited to situations in which the officer reasonably

believes that:

There is a clear and present danger; that there is an immediate threat of death or serious bodily harm to the officer or another person; and that the circumstances afford no reasonable alternative to the use of deadly force. The officer must have articulable "probable cause to believe that the suspect poses (such a) threat", and/or

There is "probable cause to believe that he (the suspect), has committed a crime involving the infliction or threatened infliction of serious, (bodily), physical harm". There must be articulable probable cause to believe that the suspect remains capable of inflicting death or serious bodily, ("physical") harm while escaping, "and if feasible, some warning has been given". (Warning shots are not authorized)

Situations in the Application of Force:

Deadly force may not be used to effect the arrest or prevent the escape of a misdemeanant.

Deadly force may not be used to effect the arrest or prevent the escape of a felon not presenting an immediate threat to human life.
As long as members of the public are victims of violent crimes, and officers in the performance of duty are confronted with deadly force, it will remain necessary for police officers to be properly armed. No officer shall undertake to perform his duty without having on his/her person an authorized firearm together with a badge of office and a Department ID card.

Stress situations most often afford little or no opportunity for an officer to properly weigh his/her alternatives. As a result the officer's response is frequently based upon reflex developed by training. Use of a firearm must be considered deadly force. The ability to execute or distinguish between a wounding shot or a fatal shot is not recognized or authorized.

1.3.3: Warning Shots

Warning shots are not authorized.

1.3.4: Use of Less than Lethal Weapons

No tactical advantage is realized by the indiscriminate use of chemical agents. However, oleoresin capsicum (OC) may provide a tactical advantage against persons not complying with lawful police commands by affording the officer a level of control between verbal commands and intermediate weapons.

The decision to employ CN, CS, or smoke is the responsibility of the Chief of Police. The decision to employ oleoresin capsicum (OC) is the responsibility of each individual officer. It may be utilized when lawful verbal commands fail and the escalation of force becomes necessary. The totality of probable results of use must be weighed and considered prior to implementation. All employment shall be conducted within departmental guidelines.

Oleoresin capsicum may be employed to disperse a crowd refusing to comply with lawful police commands. Squad supervisors, not officers, will be responsible and authorized to deploy such devices. The probable results of such action and first aid concerns must be considered prior to implementation.

Projectiles are designed to deliver chemical agents in containers that can be fired from gas guns or 12 gauge shotguns. The muzzle velocities of these projectiles enable them to penetrate windows, doors, and room partitions. Therefore, chemical agent projectiles shall not be fired directly at any person.

Chemical agents are not intended to be a substitute for other weapons in situations in which the use of other weapons is more appropriate. Officers shall not carry any chemical agent not issued by the Department. The duration of application of chemical agents shall be limited to that required for effective control.

The M26 Taser is deployed as an additional alternative to intermediate weapons and is not intended to replace firearms or self-defense techniques. The Taser may be used to control a dangerous or violent subject when deadly physical force does not appear to

be justified and/or necessary; or attempts to subdue the subject by other conventional tactics have been, or will be likely be, ineffective in the situation at hand; or there is reasonable expectation that it will be unsafe for officers to approach within contact range of the subject.

The Taser shall be used only by officers who have completed training by use of the Departmentally approved lesson plan. Those persons who are assigned Tasers will ensure they are checked at the beginning and end of each shift to ensure it is in proper working order, and that the battery is charged prior to use by the relief shift. (The battery should only be checked after the cartridge is removed) At the conclusion of each shift the Watch Commander will ensure that all Tasers and Cartridges are accounted for.

Each discharge of a Taser in the line of duty shall be documented on a Departmental Use of Force Form. The Taser will not be used for any other purpose than that necessary in the performance of duty as prescribed. When documenting the use of force, the report will include whether or not it was a dart or probe contact, the distance of the launch, numbers of cartridges fired, points of dart contact, and whether or not there was a penetration of the skin by the dart.

Appropriate reports shall be completed whenever a chemical agent, Taser or any weapon is employed or threatened.

Whenever maximum restraint (bound hand and foot) must be used and the individual must be placed in a prone position in the police unit, officers must be aware of the possibility of positional asphyxia. This condition can be amplified through the use of Oleoresin Capsicum, and individuals with large bellies are particularly susceptible. Positional Asphyxia occurs when the airway is restricted due to the position of the body. Whenever no other alternative is available, individuals placed in this position must be diligently and constantly observed.

Officers are issued the baton, an intermediate weapon, which they may utilize to defend themselves or another person. Officers may have to rely on this weapon to subdue a violently resisting subject, however; officers must realize that blows delivered to the head with the baton could prove fatal and blows delivered to other

vulnerable areas are often more effective. This weapon will not be used to strike handcuffed individuals, properly secured and in custody, nor as a threatening device.

Black jacks, saps, and similar weapons, not covered specifically herein are not authorized.

1.3.5: Use of Force First Aid

Anytime a chemical agent or Taser is utilized to subdue a suspect, an ambulance will be summonsed to the scene. If the scene is unstable (example: unruly crowd or hostile spouse) the officer will transport the suspect and meet the ambulance in a safe location.

If the use of a defensive tactic by hand or use of baton results in an injury or complaint of an injury to an individual, an ambulance will be summonsed.

In the event a firearm is used resulting in the injury of an individual, first aid will be administered immediately and an ambulance will be summonsed.

1.3.6: Reporting the Use of Force

The Use of Force Report is not considered by this Department to be self-incriminating. It is one among other standard reports to be submitted whenever an employee:

a. discharges a firearm, for other than training or recreational purposes (with the exception of wounded animals);

b. takes an action that results in, or is alleged to have resulted in, injury or death of another person;

c. applies force through the use of lethal or less-than-lethal weapons; or

d. applies physical force as defined by the agency.

All incidents, including the discharge of a firearm, involving use of force and/or alleged use of force will be reported by the officer to his superior as soon as possible but not later than the conclusion of the shift. The officer's case report will include all pertinent factors pertaining to the use of force incident.

The officer's supervisor will complete the Use of Force Report which shall contain all pertinent factors regarding the use of force and attach a copy of the reporting officer's case report to the Use of Force Report. The supervisor's report will be prepared and forwarded through the chain of command to the Chief of Police without delay.

It is essential for the employee and for the department that immediate investigation by competent and objective investigators be made into all cases where an employee of this department, while acting in the performance of duty, shoots and wounds or otherwise critically injures any person regardless of circumstances surrounding the incident.

When any member of the Police Department, while acting in the performance of duty, shoots and wounds or otherwise critically injures any person, he will immediately notify the Communications Bureau. The Communications Bureau, upon receipt of a report, will expeditiously notify the member's immediate supervisory officer and the Chief.

The supervisory officer receiving the report of the incident will immediately proceed to the scene, evaluate the incident, request such additional assistance as warranted, and notify each appropriate level of command and the Chief of Police as to findings.

1.3.7: Post Shooting Investigation

Upon direction of the Chief of Police, an Internal Review Officer will conduct a detailed investigation of any such incident. The Internal Review Officer will perform supplemental investigations as deemed necessary to assure the best interests of the Police Department and employees thereof are met. A copy of the resulting investigative report will be submitted to the Chief for appropriate review and action.

1.3.8: Post Shooting Personnel Action

Any employee whose actions or use of force results in a death or serious physical injury shall be placed on Administrative Leave pending an administrative review and the following will apply:

1. Employee will attend a mandatory psychological review provided by the Police Department;

2. Based upon investigative facts and the outcome of the psychological review, the Chief of Police may decide to issue the employee involved another service weapon while his/her assigned weapon is in evidence.

1.3.9: Weapons/Ammunition

a. All uniform officers while on-duty will carry a departmentally issued .45 caliber semi-automatic weapon.

   Officers shall not carry any chemical agent not issued by the Department. Only Oleoresin Capsicum and police baton will be issued. CN,CS and smoke will be employed only upon authorization of the Chief of Police.

b. Handgun ammunition for on-duty use will be issued by this Department. No other ammunition is authorized. Off duty ammunition for weapons of other calibers than .45, will be supplied by the user at no cost to the Department and must be of a hollow point configuration. Magnum ammunition is not authorized to be used under any circumstances either with on duty or off duty firearms.

c. Firearms and ammunition carried shall be inspected by a qualified firearms instructor prior to duty use. Officers are restricted to carrying only .40, .45, 9mm, .38 Special, and .380 calibre handguns for off-duty use. Firearms not meeting acceptable safety standards will be disallowed for duty use. Firearms which are department property will be forwarded to the armorer for repair.

d. All on-duty and off-duty firearms which the officer carries will be registered with the Supervisor of Uniform Bureau. Any exchange, sale, or loss of a registered firearm will be recorded with the Uniform Bureau Supervisor.

e. Guidelines for safe and proper storage of agency authorized firearms.

1. Department issued and off-duty handguns carried by officers should be in a proper quality holster that retains the weapon. Long guns that are issued for use on the street should be secured in the racks or vaults installed in the police cars. Shotguns carried in the patrol cars shall be placed in the rack/vault with the magazine loaded and the chamber empty. The safety shall be on. Rifles carried in the police cars shall be secured in the rack/vault with the chamber empty and the safety on. The magazines shall be loaded, but not loaded into the weapon until it is deployed.
2. Weapons not being carried by on-duty officers should be locked in a secure location such as a locker or weapons safe. The department armorers have keys to secure lockers and safes for storage of weapons that have not been issued or in need of repair. The rifles used by the Honor Guard are to be stored unloaded in the weapons safe assigned for this purpose in the Uniform Supply Room.
3. Department approved weapons which the officer may have reason to have at home should be stored safely if left unattended. Several factors require due consideration in dealing with firearms in the home:
   a. Education is preventive medicine. Family members should be advised they are not to handle these weapons. Children should be advised to stay away from any unattended firearm and tell an adult.
   b. Firearms should never be accessible to children, immature or irresponsible people.
   c. Loaded weapons present a greater danger than empty weapons. You must decide whether to keep a weapon loaded or unloaded. You know your own environment. If you decide to keep the weapon unloaded, keep the ammunition in a separate location.

Weapons should be stored in a secured condition. The Department issues a cable lock to assist with this.

d. Never mix firearms with alcohol or other intoxicants.

e. Select a proper time and location to clean weapons, such as at work or when no one else is home.

f. Know your surroundings. Our service rounds will easily penetrate plywood or sheetrock walls. Use extreme caution in apartments, townhouses, etc. Use of the ballistic vest as a backstop (when the vest is placed in a safe direction) is recommended if loading the weapon (as in preparing to come to work).

Departmental personnel shall not carry more than one handgun on their person, except when supervisory approval has been granted due to the nature of the assignment.

Police rifles/carbines will be issued by the department. The rifle/carbine is a special use weapon and will only be utilized when warranted by the situation. The weapon should not be used in situations deemed normal operating procedure. Extraordinary situations are: incidents where the use of normal weapons leaves the officer at a distinct disadvantage, the distance of the situation dictates the need of a weapon capable of firing longer ranges and more accurately, the need for a more accurate and shoulder fired weapon is deemed necessary. Only officers properly qualified with a rifle/carbine will be permitted to use such weapon.

The only ammunition which shall be used in the rifle/carbine is departmentally issued ammunition. The Williamsburg Police Department issues two types of ammunition for use in the AR -15 rifle/carbine. The primary ammunition is the TAP, which stands for Tactical Application Police. This round is specifically designed to provide maximum energy transfer to the target and limit over penetration. The TAP round has a RED polymer tip. These rounds are to be loaded into the magazines that have a corresponding RED stripe. The second round issued is the SS109 (NATO designation), which is designed for greater penetration. The SS109 round has a GREEN tip. These rounds are to be loaded into the magazines that have a corresponding GREEN stripe and are stored in a sealed container requiring deliberate opening for access to the SS109 round. The SS109 rounds will only be issued to supervisors.

Officers authorized to use the AR-15 rifle/carbine will verify that the magazines are loaded with the proper rounds. The TAP round will be used for normal applications. The SS109 rounds are ONLY to be used if the situation required defeating a tactical barrier (ex: body armored armed subject). It is incumbent on the officer to consider the additional risk of rounds passing through the target when using the SS109 round.

Rifles/carbines owned by officers will only use ammunition which is issued by the department. The use of personal rifles/carbines must receive approval in writing by the Chief prior to carrying or using the weapon on-duty. All personally owned rifles/carbines must be inspected for functionality and safety prior to use. All personal rifles/carbines authorized for use will be registered with the Supervisor of the Uniform Bureau.

The rifle carbine will be inspected for function, safety and use prior to beginning a tour of duty. The rifle/carbine will be left secure in a proper case or weapons rack in the police vehicle at all times when not in use.

Shotguns carried by on-duty officers of the Williamsburg Police Department shall be either a Remington Model #870 or a make and model approved by the Chief of Police.

All department issued shotguns carried on-duty by any officer will contain only department issued ammunition. All shotguns being carried or transported by any officer will contain four rounds of ammunition in the magazine. The chamber shall be empty and the safety in the "ON" position. Five additional rounds will be carried in the shell carrier attached to the stock.

At the beginning of each tour of duty, officers assigned shotguns will inspect their weapons. The officer will transport the shotgun to the department clearing barrel. The weapon shall be unloaded, and both the ammunition and shotgun will be checked.

Shotguns will be carried/secured in a hard carrying case and placed in the trunk of vehicles not equipped with a weapons lock system. Shotguns will not be left in vehicles while they are in for servicing or repair, or parked for extended periods of time. Officers assigned shotguns will ensure that keys to their assigned vehicles are

not left in the vehicle unattended and doors should not be left unlocked. Supervisors are responsible for ensuring only the minimum number of shotguns are used for any particular incident. The shotgun should not be deployed for routine calls or a show of force. When a shotgun is no longer needed, it will be returned and secured in the police vehicle.

Every officer who carries a shotgun on-duty must qualify with a department issued shotgun at least once a year during departmental shotgun qualifications. This qualification will include the use of all department issued ammunition.

Any violations of policy concerning the use or deployment of the shotgun will result in severe disciplinary action.

1.3.10: Weapons Competency

Every officer in the Williamsburg Police Department will be required to demonstrate his competency with all on-duty, off-duty, special purpose tactical firearms and all issued less than lethal weapons before being approved to carry such weapons.

1.3.11: Annual Weapons Qualification

Annually, each officer will receive in-service training on the agency's use-of-force policy and will demonstrate proficiency with all approved weapons.

a. Such training will be conducted by certified instructors.
b. All training and proficiency will be documented.
c. Officers that fail to meet minimum standards will receive intensive personal training to bring proficiency up to acceptable levels. Failure to qualify annually with on-duty handguns is grounds for termination. Failure to qualify with the off duty handgun will prohibit the use of same and require the officer to carry his Departmental issued handgun.

   Officers that fail to qualify shall be placed on Administrative Leave, have their weapon taken, and immediately put in remedial training. The officer will be required to fire a qualifying score within ten (10) working days of the

beginning of Administrative Leave. Officers failing to fire a qualifying score by the end of this time period are subject to termination.

Once the officer qualifies by a minimum score as dictated by the State of Virginia, he/she shall be placed back on active duty status and placed in supplemental firearm training until two (2) consecutive qualifying scores are fired. This in no way limits the authority of the Police Department to require additional training for officers displaying poor firearms skills.

d. Williamsburg Police Department personnel are not trained in the use of choke and neck holds and are not authorized to use these control techniques.

1.3.12: Use of Force Mandatory Reading

No officer of this Department shall commence duty without having read Administrative Order, Chapter One, Law Enforcement Role and Authority, Use of Force and having the same explained by a field training officer who shall certify upon the training records that this order was read and explained. No weapons shall be issued or authorized until this order shall have been satisfied, together with all other such requirements which may be imposed.

1.3.13: Annual Use of Force Analysis

Annually, the Chief of Police will conduct a documented analysis of those reports required by standard 1.3.6 regarding use of force.

ADMINISTRATIVE ORDER

AGENCY JURISDICTION AND MUTUAL AID

CALEA STDS: 2.1.1/2.1.4

EFFECTIVE: APRIL 1, 2002

APPROVED:
CHIEF OF POLICE

POLICY:

On occasion the need arises to request assistance from or give assistance to a neighboring law enforcement agency. This need usually results from an emergency such as a civil disorder, fire, flood, or other disorder. Mutual aid procedures must be clarified, established, and planned to the extent possible prior to provision of or need for assistance. Jurisdiction involves a clear-cut delineation of territory over which the police department has legal authority.

PURPOSE:

To establish procedures, duties, and responsibilities for providing assistance to, or requesting assistance from another law enforcement agency and to establish Williamsburg Police jurisdiction.

2.1.1: Geographical Boundaries

Generally, the legal jurisdiction of the Williamsburg Police Department stops at the city limits, as defined by City Charter, official city map and City Code. However, Virginia State Code, in criminal cases involving offenses against the Commonwealth, extends police jurisdiction one mile beyond the corporate limit of the city. This authority may be used for such circumstances as:

* Assisting James City County Police, York County Sheriff's Department, and the College of William and Mary Police, or the Virginia State Police in handling emergency calls, at times when they need assistance.

* When a felony or serious misdemeanor crime in progress is observed by an officer occurring within the one mile zone.

* Whenever a person in the custody of an officer shall escape or whenever a person shall flee from an officer attempting to arrest him, such officer, with or without warrant, may pursue such person anywhere in the state and, when actually in close pursuit, may arrest him where ever he is found.

* Mutual aid will be requested from other law enforcement agencies as appropriate. Shift supervisors will closely monitor all pursuit activity and will terminate such activity when deemed necessary.

2.1.2: Concurrent Jurisdiction

Certain City-owned property exists outside the City Limits. Authority to protect such property, keep order therein, or otherwise enforce the laws of the Commonwealth by Williamsburg Police is granted under Virginia Code. Such City property includes:

Waller Mill Park (York County)

Waller Mill Reservoir (York County)

Any law enforcement action required on City-owned property which exists outside the City Limits will normally be taken care of by the Williamsburg Police Department.

2.1.3: Mutual Aid Agreement

Mutual Aid is provided for in law by Virginia Code and a multi-jurisdictional Mutual Aid Agreement (Appendix A).

For the purpose of this administrative order, mutual aid is defined as the short term assistance given or asked for between the Williamsburg Police Department and neighboring police agencies during emergency situations such as civil disorders, fires, floods, or other public disasters. Typical law enforcement services required or provided may include mass processing of arrestees, transporting prisoner, and operating temporary detention facilities.

Mutual Aid may be requested from or provided to another law enforcement agency by the Williamsburg Police Department at the discretion of the Shift Supervisor, however, it is essential to remember that we still have the responsibility of providing police service to our jurisdiction, as the requestor has to its jurisdiction. Williamsburg would normally use outside agency personnel to assist in show of force, traffic control, mass processing of prisoners, prisoner transport and operating temporary detention facilities. There are generally three levels of mutual aid assistance as follow:

1. Short duration, approximately 30 minutes or less, where an additional show of force or traffic control, or assistance with prisoner transport is required. Shift Supervisors may call for such assistance or provide such assistance to neighboring departments or the Virginia State Police.

2. Medium duration, one to four hours, where additional officers will be required to deal with Williamsburg residents. In this situation, off-duty Williamsburg Police Officers will be called out by the Shift Supervisors to deal with Williamsburg residents. Shift Supervisors may also request assistance from neighboring departments and the State Police, however, their role also should normally be in show of force, prisoner transport or traffic control. For a situation in which Williamsburg Police Officers are requested to aid another jurisdiction, Shift Supervisors will insure that sufficient Williamsburg Officers are called up to insure that we continue

to meet our minimum staffing levels.

3. Long duration, more than four hours, full scale assistance required. Shift Supervisors should immediately notify Supervisor - Uniform Bureau and the Chief of Police, who will assist in coordinating additional aid as required.

Any kind of long term support between the Williamsburg Police Department and neighboring police agencies will (preferably) be coordinated in advance by department heads. This will normally be done in accordance with existing Mutual Aid Agreement.

1. Indemnification of the provider agency and its personnel, ie., life, health, and liability insurance.

2. List of resources to be shared.

3. Estimate of amount of aid available.

2.1.4: Federal/National Guard Assistance

There are times when it is necessary to request assistance from a Federal Law Enforcement agency such as the FBI, when a bank robbery has occurred or a major crime has been committed such as murder, kidnapping, etc. and it is believed the perpetrator of the crime has left the state. The determination to notify the FBI will normally be made by the Supervisor of the Special Operations Bureau. The nearest FBI office is in Norfolk, Virginia. Similarly, other federal agencies such as DEA, ATF, US Marshal's, military service police, and deserter apprehension teams, etc., may be contacted as required.

If the Williamsburg Police Department, with the help of neighboring police agencies and the State Police, are unable to cope with an emergency situation such as a riot or civil disturbance, it may then become necessary to call upon the National Guard for assistance. In this event, the procedures as written in the memorandum from the Governor of Virginia concerning "Revised Procedures to be Followed in the Event State Assistance is Required in Connection with Civil Disturbances", will be followed.

ADMINISTRATIVE ORDER

ORGANIZATION

CALEA STDS: 11.1.1/11.4.2

EFFECTIVE: APRIL 1, 2004

APPROVED:
CHIEF OF POLICE

POLICY:

The Williamsburg Police Department is established by law (Code of Virginia, Charter of the City of Williamsburg and City Code) and "shall consist of a Chief of Police, such regular officers and employees as may be specified by the City Manager. The police department shall be under the general supervision of the City Manager pursuant to the ordinances of the City" (City Code Section-24). "The Chief of Police shall be the chief executive of the police department, and he shall at all times enforce the rules and regulations for the government of the police prescribed by the City Manager. . ." The organization of the Police Department will support the effective and efficient accomplishment of Departmental responsibilities and functions.

PURPOSE:

The purpose of this order is to describe the organization of the Williamsburg Police Department and to assign responsibilities, span of control, functions, and duties.

11.1.1: Organizational Structure

The Chief of Police has the responsibility to provide efficient and effective police service to the citizens of Williamsburg as part of the overall goals of professional law enforcement. The Chief formulates plans and policy and ensures managerial cooperation of departmental operations.

The Williamsburg Police Department organizational structure includes bureaus, shifts, and individuals, each of which are assigned specific functional areas of responsibility. These areas include activities which are directly related to carrying out the department's objectives or to supporting these objectives.

The Departmental Organizational Chart will be updated annually to reflect the chain of command, lines of authority and communication, rank and grade, and personnel authorization. A copy of this chart will be posted permanently in the Briefing Room.

CHAIN OF COMMAND: The Chief must limit the number of persons who report to him. To ensure the unity of command, clearly defined lines of authority must be drawn so that there exists a structural relationship between each employee and the Chief. Each employee must be aware of his relative position in the organization, to whom he is immediately responsible, and those persons who are accountable to him. Employees should strive at all times to operate within the chain of command and to keep supervisors informed as to their activities. Any employee may make an appointment to talk with the Chief.

FLEXIBILITY OF ORGANIZATION: The ability to make organizational adjustments to meet changing needs is essential in obtaining the maximum benefit from the expenditure of resources. However, to ensure stability, the basic departmental structure should not be changed in the absence of a demonstrated need or to satisfy temporary requirements. There must be continuing inspections to ensure that organizational needs are being met. In addition, each Supervisor has the responsibility to maintain the organizational viability of his command through constant evaluation.

The Uniform Bureau is supervised by a command officer of the rank of Major or higher and is responsible for the following functions:

* Providing adequate general and high visibility police patrol

* Accident investigations

* Traffic Enforcement Operations, to include DUI/DUID enforcement and traffic checkpoints

* Preliminary criminal investigations

* Follow-up investigations on many crimes other than Class I crimes

* Administers the training function of the Department/schedule schools for all departmental personnel

* Uniform Bureau scheduling, planning and analysis requirements

* Assist in assuring the prevention and deterrence of crime

* Review special event applications and plan for events

* Administers the Department Career Development Program.

The Uniform Bureau is responsible for assignment and utilization of the total available uniform personnel and equipment in such a manner as to facilitate and expedite the attainment of specific law enforcement objectives in an efficient and effective manner.

The Chief of Police may assign certain officers from the Uniform Bureau to coordinate a particular functional area; for example, public information. Some functional areas are so broad they overlap (for example, the Uniform Bureau and Special Operations Bureau all have functional responsibilities in the areas of criminal investigations, juvenile operations, vice, and so on). At the points where functional areas overlap, Bureau Supervisors are responsible to assure appropriate coordination.

Special Operations Bureau is supervised by a command officer of the rank of Major or higher and provides centralized investigative services, and crime prevention. The Special Operations Bureau function will include, but not be limited to the following:

* The Investigations Unit, which is under the supervision of a Lieutenant/Forensic Specialist, and is responsible for the investigation of,

  Burglary

Rape

Sexual assault

Homicide

Crime Lab

Photography

Other forensic matters

Arson

Larceny

Assaults

Auto thefts

Property and Evidence functions

Special investigations at the direction of the Chief of Police. (This list is not all inclusive).

Collect, document, and disseminate intelligence.

Plan and execute narcotics enforcement effort.

Prepare cases for court presentation by Commonwealth Attorney.

Maintain a constructive liaison with components both within the department and outside agencies.

Training and instruction for new investigators is provided by the Special Operations Bureau.

* Crime Prevention and Community Relations programs

* Alarm reports and alarm follow ups

* Internal Affairs

The Support Services Bureau is commanded by a Major and performs the following administrative and services functions:

* Licensing as required by City Code

* Supplies

* Personnel

* Parking Enforcement, to include parking enforcement personnel

* Records, to include criminal history dissemination

* Communications by telephone, radio, and computer terminals

* Personnel assigned to records will report to and be accountable to the Communications Supervisor

* Personnel assigned to Communications will report to and be accountable to the Communications Supervisor. Responsibility for Communications policy and procedures has been assigned to the Support Services Bureau. All dispatchers will comply with such policies and procedures and the Support Services Bureau will provide both positive and negative feedback concerning the technical performance of dispatchers.

11.2.1: Employee Accountability

Personnel assigned to shifts will report to and be accountable to their respective Watch Commander. Communications personnel will forward all non-designated administrative calls and inquiries to the Watch Commander for disposition.

Normally, in situations involving personnel of different shifts or bureaus in a single operation, the plan prepared for that operation will specify command relationships. If not, the supervisor of the particular operation will command personnel from other shifts or bureaus assigned for the purpose of that operation. Any major operation involving personnel of the entire Department will normally be commanded by the Chief of Police or his designee.

11.2.2: Component Command

Each Bureau will be commanded by a Major or Deputy Chief and each shift will be commanded by a Watch Commander (rank of Lieutenant or Sergeant).

The Supervisors of the Uniform Bureau, Support Services Bureau, the Special Operations Bureau, and the Chief's Administrative Assistant will all report to and be accountable to the Chief of Police. The Watch Commanders will report to and be accountable to the Uniform Bureau Supervisor.

To achieve effective direction, coordination, and control, the number of employees under the immediate control of a supervisor should not be excessive.

For any major event in which large numbers of Departmental personnel will be on duty, plans for the event will clearly delineate the command and structure and consider span of control.

11.3.1: Responsibility and Accountability

Written job descriptions exist and are a part of the City Personnel Manual.

Certain special tasks may be assigned to individuals for some period of time. Unless a

new full-time position is authorized, such special tasks will be in addition to those duties and responsibilities prescribed in the current job descriptions.

a. At every level within this department, personnel will be given the authority to make decisions necessary for the effective execution of their responsibilities. (Example: A police officer is responsible for the investigation of reported crimes and offenses, identification and arrest of perpetrators thereof, and proper introduction of such into the criminal justice system.) Within the limits of law, Departmental policy, and training, the police officer has the authority to make appropriate decisions. The officer may seek the advice of supervisors or other persons within the criminal justice system who possess expertise concerning the matter being handled. The officer, will, however, be held accountable for the decision made.

b. Each Departmental employee will be held fully accountable for the use of, or failure to use delegated authority. Any employee who has any questions concerning their delegated authority should bring such questions to the attention of their supervisor and/or the Chief of Police for prompt resolution. Any gross improper use of authority or failure to accept authority will be reported through command channels as rapidly as possible.

The nature of command is such that there must be a co-existing loyalty to the management of the Department and to subordinates. Resolution of the loyalties in a manner which benefits all concerned, and which avoids conflict between the two interests, requires the exercise of leadership. An interest in employees and their welfare is a responsibility which may extend beyond morale problems and their effect upon an individual's performance. It includes a concern for the personal problems, desires, and interests of employees and positive assistance in resolving those problems or in achieving their goals. However, commanding officers should be cautious to avoid interfering where assistance is not required or desired.

11.3.2: Supervisor Accountability

A commanding officer has responsibility and accountability for every aspect of his command. Commensurately, within police guidelines and legal constraints, he has the

authority to coordinate and direct personnel and resources in achieving his organizational objectives. Specifically, the Watch Commander is authorized to make decisions concerning daily operations of the police department and coordinate with all bureaus of the organization.

11.4.1: Administrative Reports

The Williamsburg Police Department uses the Accreditation Agency Self-Assessment Automation Program (ASAP) as an agency administrative reporting program. This program provides:

a. A listing of all administrative reports;

b. A statement as to the person(s) or position(s) responsible for the formulation of the reports;

c. A statement of the purpose of the report(s);

d. A statement of the frequency of the report(s); and

e. A statement of the distribution of the report(s).

11.4.2: Agency Forms

The Supervisor of Support Services is responsible for the forms development and control process. All proposed new forms or modifications to existing forms will be submitted electronically to the Support Services Supervisor on City Memorandum format which will include the following information:

The reason or justification for the new form or modification to an existing form.

A rough sketch of the new form or modification.

The components of the department that will use the new or modified form.

The Supervisor of Support Services will review the proposed new form or modified form to ensure:

It is consistent with the records maintenance or data processing requirements of the department.

It is not duplicative in nature with another departmental form.

There is a definite need for the new form or modification.

On concurrence for the need of the proposed new or modified form, the Supervisor of Support Services will forward his findings to the Chief of Police for review and approval.

New or modified forms approved by the Chief of Police will be returned to the Supervisor of Support Services who will:

Assign a departmental form number to a new form and include it on the Forms Inventory List.

Assign a revised departmental form number to a modified form.

Ensure an ample supply of the new form or modified form is ordered.

Distribute the form to the component of need.

11.4.3 Accreditation Reports

To insure compliance with Accreditation Standards, it is the policy of the Williamsburg Police Department to complete reports monthly instead of quarterly, semi-annually or annually. These monthly reports will be included in the Bureau Supervisors Monthly Report, with the Accreditation Standard number attached indicating compliance.

Additionally, the Williamsburg Police Department uses the Accreditation Agency

Self-Assessment Automation Program (ASAP) as an agency accreditation report, review and activity program. This program provides:

A. A listing of all reports, reviews and activities due;
B. A statement as to the persons or positions responsible for the formulation of the reports, reviews and activities;
C. A statement of the purpose of the reports, reviews and activities;
D. A statement of the frequency of the reports, reviews and activities; and
E. A statement of the distribution of the reports and reviews.

The Accreditation Manager will review all Accreditation Standards to ensure compliance. A list of Accreditation needs will be distributed to Bureau Heads prior to their due date and it will be the responsibility of the Accreditation Manager to ensure completion.

11.5.1 Goals and Objectives

The duties of the Williamsburg Police Department are established by City Code, as authorized by code of Virginia, and establish the basic roles and authority of the Department. Departmental policy is shaped from these basics, and offers guiding principles to be followed in activities directed toward the attainment of objectives. In turn, these broad principles must be defined in a system of goals and objectives for the department, the attainment of which can be readily measured and identified. This definition of goals and objectives serves three purposes. First, officers and employees are given direction and guidelines for standardization of performance. In this way, officers and employees can see how their efforts have a direct relationship to accomplishing the specific goals and objectives of the department. Second, each bureau can establish measurable sub-objectives which contribute to accomplishment of departmental objectives. Third, members of the public are provided with a way to measure the performance of the department. The Williamsburg Police Department will formulate, annually update, and distribute to all personnel written goals and objectives for the department.

11.5.2: Evaluating Progress

The Supervisor of each bureau component will submit an annual evaluation stating the progress made toward the attainment of goals and objectives.

11.6.1 Planning and Research

It is essential that there be planning in the police service. From the Chief, who must devise long-range plans involving all resources, to the individual officer who must discuss an operational plan with his associate officers, there exists a necessity for planning. The requirement that employees plan their action is commensurate with the degree of responsibility and accountability for the results of that action.

Officers are confronted with a myriad of circumstances which require police action. In an attempt to utilize collective experience and research in assisting officers to deal with such diverse situations, procedures are formulated to direct action in certain generalized situations. It is impossible to provide standing procedures for officers to follow in every situation; therefore, officers must be provided with policy guidelines to assist them in exercise of discretion. The combination of policy and procedures, reinforced by training, acts to provide a structurally sound framework within which to function.

In addition to developing standing procedures, the Department must devise single-use plans to accommodate specific needs. These plans may involve a department-wide response to a major occurrence or a tactical answer to an isolated incident. Once executed, such plans should be evaluated for the development of standing procedures or for future reference in analogous situations.

The purpose of this administrative order is to explain how departmental planning and research functions are performed, responsibilities assigned, and relationships clarified. Planning and research activities are essential to effective management of the Department. Complex demands for law enforcement services require that this department carefully research operational alternatives and plan future programs.

Planning and research functions are performed under the direct supervision of the Chief of Police. As part of the function, the Chief of Police and the Supervisor of the Support Services Bureau will analyze field operational activities to assure adequate

resources and enforcement measures are being applied. These field operational activities are based on data collected from crime reports, including such data as:

Type of activity
Time, Date, Month, Year
Shift
Zone
Location

The Chief of Police will ensure the goals and operational objectives for the department are well planned and documented in order to provide for adequate staffing/operational funding for future years. Multiyear considerations will include:

Anticipated workload and population trends
Anticipated personnel levels
Anticipated capital improvements and equipment needs

Operations planning is a function shared by the Supervisor of the Uniform Bureau and the Supervisor of the Special Operations Bureau. In addition to operational plans for events, activities, they develop and maintain standard operational procedures, design preventive patrol activities, and develop policies and procedures.

System analysis is a function shared by the Chief of Police and the Supervisor-Support Service Bureau, who will periodically review the department's information management systems and attempt to introduce appropriate law enforcement application systems as used in departments of our size elsewhere in the United States.

11.6.2: Organizational Placement

All Bureau Supervisors will accomplish planning and research activities on a part-time basis, as part of their normal staff activities.

a. All Bureau Supervisors have direct access to the agencies computerized records system.

b. Bureau Supervisors will report directly to the Chief of Police in the areas of planning and research.

11.6.3: Analytical Report Distribution

All analytical reports will be distributed to the affected units within the organization. Generally, these reports will be disseminated at staff meetings.

11.6.4: Multiyear Plan

The Chief of Police will ensure the goals and operational objectives for the department are well planned and documented in order to provide for adequate staffing/operational funding for future years. Multiyear considerations will include:

a. Long-term goals and operational objectives;

b. Anticipated workload and population trends;

c. Anticipated personnel levels;

d. Anticipated capital improvements and equipment needs;

e. Annually, the Chief of Police will review the multiyear plan and make revisions as needed.

ADMINISTRATIVE ORDER

DIRECTION

CALEA STDS: 12.1.1/12.2.2

EFFECTIVE: JUNE 18, 2003

APPROVED:
CHIEF OF POLICE

POLICY:

Any police department requires clear direction and proper levels of supervision in order to function at an optimal level and to secure the goals of law enforcement. Direction and supervision, as outlined below, are established by: 1) recognizing the authority of the chief; 2) designating command in the absence of the chief; and 3) accounting for the performance of subordinates by their supervisors.

PURPOSE:

The purpose of this administrative order is to establish a system of written directives to guide the actions of Williamsburg Police Department personnel. Written directives (including policies, procedures, rules and regulations, administrative orders, letters and memoranda) should provide personnel with a clear understanding of the constraints under which they operate as well as expectations about their performance.

12.1.1: CEO Authority

The Chief of Police is the chief executive of the police department. As such, the Chief of Police has full authority and responsibility for the management, direction and control of the operation and administration of the department. The Chief of Police is appointed by, and under the control of the City Manager.

12.1.2: Command Protocol

a. In the planned absence of the Chief of Police, the Deputy Chief will be designated "Acting Chief".

b. In the event the Chief of Police is incapacitated or otherwise unable to act, and there is no identified acting Chief of Police, the City Manager shall designate an acting chief.

c. The Bureau Commander responsible for a specific special operation will direct all officers assigned for the duration of the event.

d. During daily operations, the commander of each bureau will be responsible for the activities of their respective bureau. The Watch Commander will be responsible for all daily operations within the department mission. Watch Commanders will handle all phone calls, faxes, and other inquiries that have not been directed to a specific person within the department. Further, the Watch Commander will assure that all time sensitive materials and issues are dealt with in a timely fashion.

12.1.3: Obedience to Orders

All supervisory personnel are accountable for the performance of employees under their immediate control.

Compliance with Orders: The Department has a clearly defined hierarchy of authority which establishes supervisor/subordinate relationships. The most desirable means of obtaining compliance are recognition and reward for proper performance and the positive encouragement of a willingness to serve. However, negative discipline may be necessary where there is a willful disregard of lawful orders, commands, or directives.

Obedience to Orders: Employees shall obey all lawful orders and instructions issued

by a superior, or relayed from a superior by an employee of the same or lesser rank. Force of Posted Orders: Orders posted on an official bulletin board or distributed through any other official channel shall have the same effect as these rules.

Manner of Issuing Orders: Written or oral orders shall be in clear, understandable language; civil in tone; and issued in pursuit of departmental business, policies, goals, and objectives.

Unlawful Orders: A command or supervisory employee shall not knowingly issue any order which is in violation of any law, ordinance, or departmental rule.

Obedience to Unlawful Orders: No employee shall knowingly obey any order which is contrary to law or ordinance; responsibility for refusal to obey an order rests with the subordinate and requires justification.

Obedience to Improper Orders: An employee who receives an order which he believes to be contrary to departmental rules, must first obey the order and then may proceed to appeal. Appeal shall be in writing to the Chief of Police.

Conflicting Orders: Upon receipt of a conflicting order or instruction, the employee shall advise of the conflict. Responsibility for countermanding the original order or instruction then rests with the individual that issues the conflicting command. If the original order is not countermanded, the original order will be obeyed.

12.1.4: Functional Communication

All patrol officers must cooperate and exchange information with investigators and personnel of other function areas of the department. This cooperation and exchange is accomplished by, but not limited to:

> Attendance of the investigators at shift roll call sessions (normally Daylight) and the sharing of information as to current activities, areas of needed assistance, etc.
>
> Attendance of all supervisory personnel at monthly staff meetings, where

matters of departmental, as well as shift or bureau interest are discussed and ideas exchanged.
Daily review by all patrol and investigative personnel of offense/incident reports and miscellaneous information made available by utilization of the complaint book. This review should trigger the sharing of information and assistance.

Review of, and input from, all personnel in development of new policies and/or procedures.

12.2.1: Written Directive System

a. The values and mission statement of the Williamsburg Police Department is integrated into every aspect of the department:

   To work in partnership with the citizens of Williamsburg, providing a safe and secure environment consistent with community values, with an emphasis on responsive community based policing, integrity, fairness and professionalism.

b. The Chief of Police is the chief executive of the police department. As such, the Chief of Police has full authority and responsibility to issue, modify, or approve agency written directives.

c. The only person or position in the Williamsburg Police Department authorized to issue written directives is the Chief of Police.

d. Written directives concerned with policy and procedures are issued as Administrative Orders. Department Administrative Orders establish basic departmental policy and procedures and are applicable to all employees. An Administrative Order is first prepared in draft form by the responsible office and submitted to the Chief, who reviews it for format:

   Title: Administrative Order

   Subject: A brief explanation of subject matter.

CALEA STDS: A list of all CALEA standards affected by this Administrative Order, if applicable.

Effective: The effective date of the Administrative Order. If this supersedes an Administrative Order, it should be noted here.

Approved: Signed by the Chief of Police, followed by the title-Chief of Police.

Policy: The policy statement is an articulation of principles that govern activities which are directed to attainment of departmental objectives. The statement is based upon ethics, experience, community needs, and legal mandate. Since policy is objective rather than situation oriented, it is broad enough in scope to encompass most situations and stated in general terms. Policy generally provides flexible guidelines while giving the employee the generally accepted departmental ways of acting and a framework within which to make decisions.

Purpose: While policy outlines what to do, purpose outlines how to do a task. Purpose is situation oriented. It tells the reasoning behind the Administrative Order.

Administrative order numbering and indexing parallels that of the Accreditation chapters.

e. The Chief is responsible for indexing, purging, updating, revising, and issuance of Department Administrative Orders. This is accomplished through the use of annual manual reviews and use of the computerized records system, to include the ASAP program.

f. Statements of Policy are included in the Administrative Orders and relate to the conduct of an individual and the duties and responsibilities of the individuals of the Williamsburg Police Department. Policies will be complied with by every employee of the Williamsburg Police Department.

g. The Rules and Regulations component are included in the Administrative Order manual. Rules relate to the conduct of an individual in that they indicate what must not be done. Regulations define, to some extent, the duties and responsibilities of the individuals, or what they must do. The two will collectively be called rules and are the statutes or laws of the police department, are inflexible, rigid, and definite and will be complied with by every permanent, part-time and temporary employee of the department. Disciplinary sanctions will be applied for violation of rules.

h. Procedures for carrying out agency activities are outlined by use of memos, letters, training materials, etc., which are used to communicate orders, instructions, inquiries, and information among and between units and/or individuals. These are aimed at providing information, opinions, guidance, or orders concerning a particular subject or event for the carrying out of activities.

i. A staff meeting will be conducted, normally at 8:00 A.M., every Monday which all Bureau Supervisors, the Communications Supervisor, the Accreditation Manager, and the Chief of Police will attend. Unsually, at the first staff meeting of the month, all of the Watch Commanders will also attend. The purpose of this meeting is to highlight achievements and the problems during the past week; provide information concerning forthcoming activities or events; discuss needs, requirements, or changes; provide feedback concerning policy, administrative orders, or directives; and, in general, to share information of assistance to all. Bureau Supervisors are encouraged to circulate draft Administrative Orders and Rules and Regulations to the unit members to provide comments and solicit feedback at Bureau Meetings before the promulgation of such orders. Additionally, at the meetings each person present will, in turn, have an opportunity to speak and should feel free to comment, at any time, on any matter under discussion.

12.2.2: Dissemination and Storage

a. Once an Administrative Order has been approved and signed by the Chief of Police, Bureau Supervisors are responsible for its distribution to each affected employee, and will ensure the appropriate signed acknowledgements are filed in the Office of the Chief of Police. This dissemination process applies to all existing, new, or newly revised directives.

b. Each employee will have access to a computer terminal upon which all directives issued will be maintained. Hard copies of Administrative Orders will be maintained in the following locations: Office of Chief of Police, Office of each Bureau Supervisor and the Office of Watch Commanders.

c. Employees will make signed acknowledgement that they have read and understand all existing, new, or newly revised directives. Signed acknowledgements will be maintained in the Office of the Chief of Police.

ADMINISTRATIVE ORDER

ALLOCATION AND DISTRIBUTION OF PERSONNEL, AND PERSONNEL ALTERNATIVES

CALEA STDS: 16.1.1/16.5.1

EFFECTIVE: APRIL 1, 2004

APPROVED:
CHIEF OF POLICE

POLICY:

In order to ensure the most effective use of its resources, the Williamsburg Police Department will deploy its personnel by calculating service demands based on; 1) workload assessments and 2) appropriate methods of allocation and distribution.

PURPOSE:

The purpose of this order is to establish calculated workload assessments by ascertaining the personnel required to complete specific tasks and to meet specific objectives.

16.1.1: Allocation and Distribution of Personnel

The Department Organizational Chart posted in the throughout the building serves as a staffing table and reflects the following information:

a. Total Police Personnel strength as authorized by the City of Williamsburg

b. Number of personnel, by rank, within each organizational component, including civilians.

c. Position status information, whether filled or vacant for each authorized position in the agency is reported in the monthly city council report.

16.1.2: Allocation and Distribution - "O"

16.2.1: Specialized Assignments Annual Review – "O"

16.2.2: Specialized Assignment Openings

When a specialized assignment opening occurs, the vacancy will be announced in writing and posted on the Briefing Room Board for a minimum of seven days. Employees meeting the eligibility criteria, who desire to be considered for the vacancy, may sign up for the opening. Normally, selections will then be made on the basis of performance evaluation/seniority score, which includes as its basis, officer skills, knowledge, abilities as evidence by performance, as well as education, length of service, etc.

Specialized assignments include, but are not limited to:

X Investigations
X Crime Prevention
X Hostage Negotiators
X Police Motorcycle

Specialized assignments are not permanent and the duration of the assignment will be determined by the Chief of Police.

16.2.3: Temporary/Rotating Assignments – "O"

16.3.1: Reserves (Auxiliary)

The Williamsburg Police Department will equip and maintain an Auxiliary Police Officer Unit according to the provisions of City Code, concurrent with State Code 15.2-1731. Virginia Code provides for Auxiliary Police Officers and the term

“Auxiliary” is synonymous with “Reserve” for CALEA Standards.

Auxiliary police officers serving the City of Williamsburg will generally perform the same duties as paid full time police officers and possess equivalent authority under the conditions as set forth in State Code 15.2-1731 when called into duty.

Auxiliary officers may be called into service according to State Code 15.2-1731 for the following reasons:

1. In times of public emergency;

2. When there is an insufficient number of regular police officers to preserve the peace, safety and good order of the community;

3. At any time for the purpose of training;

4. To aid and assist regular officers in the performance of their duties.

When called into service, auxiliary officers shall have all the powers, authority and all the immunities of full time law enforcement officers.

When not called into service, auxiliary officers shall have no arrest powers or police authority other than those granted to ordinary citizens. This includes the carrying of concealed weapons. No auxiliary officer, when not called into service, shall carry a concealed weapon unless authorized by a permit from the Circuit Court.

Williamsburg Police Department auxiliary officers are considered called into service under the following circumstances:

1. To attend scheduled training and meetings;

2. During scheduled work assignments with the department; or

3. While attending court to give testimony in cases arising out of their duties as auxiliary officers; or

4. When assigned to extra-duty events. Auxiliary officers will be assigned to extra-duty events to augment required staffing when the normal staffing methods are not sufficient to meet the policing needs. Extra duty assignments will be in addition to the required minimum time.

Auxiliary officers are not considered called into service when traveling to the Police Department to report for duty or when traveling to court to give testimony.

Auxiliary officers will be expected to serve a minimum number of hours that will equate to at least 12 hours within a one month period.

Auxiliary officers shall not engage in secondary employment that involves the use of their sworn police powers.

16.3.2: Selection Criteria

Application for Membership:

1. Persons desiring to join the Auxiliary Officer Unit must meet the same qualifications as those seeking full time paid positions.

2. Applications will be submitted to the Support services Bureau.

3. The Uniform Bureau will be responsible for the training of the auxiliary officers.

Selection Process:

The Support Services Bureau will be responsible for the Selection Process. Preference, to include lateral entry, may be given to currently certified persons and those that can be recertified with minimum training. Perspective applicants will submit to a written examination, undergo a background investigation, medical and psychological examination, and Oral Review Board. Lateral entry is allowed at the

police officer level, where the Chief of Police evaluates prior police service with another agency and candidates may be exempt from all or part of the agencys selection process.

Fitness for Duty:

Auxiliary police officers must meet annual fitness requirements applied to full time officers.

Each auxiliary officer must be declared fit for duty by a physical examination provided by the Department.

Medical Insurance Coverage:

Auxiliary police officers are not subject to Workers Compensation, however, the Department will provide medical insurance to cover injuries sustained in the performance of duties.

Injury claims will be made to the Shift Supervisor, who will forward same through the Chain of Command.

Suspension or Termination from the Program:

Auxiliary officers must conform to the policies and procedures of the Department and may be suspended or terminated for any of the following reasons:

1. Violations of Departmental Policy and Procedure;

2. Unexcused absences from three scheduled work days during a twelve month period;

3. Failure to meet the monthly service requirement for three months during the calendar year without obtaining a waiver from the Uniform Bureau Commander;

4. For cause as determined by the Chief of Police.

Auxiliary officers may be relieved of their duties for failure to maintain standards required of regular officers (In-Service Training, firearms qualifications, etc.).

The Uniform Bureau Commander may grant an extension of time to meet requirements based on good cause or reason.

Recommendations for disciplinary action against auxiliary officers will be reviewed by the Uniform Bureau Commander and will be handled according to departmental policy.

Auxiliary officers are not eligible for participation in the grievance procedure, but may request a hearing before the Chief of Police for disciplinary action resulting in suspension or termination.

16.3.3 Recruit Academy Training

Assignment and Supervision

1. Upon completion of the Basic Academy, auxiliary officers will be assigned as recommended by the Uniform Bureau Commander.

2. Watch Commanders are responsible for general supervision and accountability of auxiliary police officers assigned to their squad.

3. Auxiliary officers qualified for independent patrol must be evaluated annually under the guidelines used to assess full time paid officers.

4. Auxiliary officers in the Field Training Program will be evaluated at 40 hour intervals during the required 320 hour Field Training Program period. The Chief of Police may waive the 320 hour requirement for officers with prior police experience and satisfactory field training evaluation. Any officer given a waiver will be required to receive a minimum of four (4) weeks of Field Training.

5. Where performance problems become significant, interim evaluations may be conducted if necessary.

Training:

Field training of auxiliary police officers will be conducted in the manner applied to new full time officers under the following guidelines (unless waived by the Chief of Police):

1. Each auxiliary officer will be assigned a primary and secondary Field Training Officer (F.T.O.) during field training.

2. A minimum of 320 hours on-duty service must be completed. Auxiliary officers will be assigned to their FTO for a minimum of eight (8) weeks prior to being given responsibilities for regular assignments.

3. Auxiliary trainees will be responsible for notifying their assigned F.T.O's when each 40 hour block is completed for evaluation purposes.

4. Auxiliary trainees will maintain possession of their Field Training Manuals, surrendering them to their assigned F.T.O or substitute F.T.O. upon reporting for duty or when requested.

5. Auxiliary officers will complete their training within 18 months. Upon completion of field training, appropriate recommendations for release to independent patrol will be made by the auxiliary officer's primary F.T.O and respective immediate supervisor.

6. Before being approved for independent patrol, auxiliary officers, after completing all required Academy and F.T.O. training must serve for 12 months as a Certified Police Officer. Auxiliary officers qualifying for independent patrol must appear before a Review Board to confirm

readiness. The Board will be selected by the Chief of Police.

16.3.4: Uniforms and Equipment

Auxiliary police officers will wear the same uniform and equipment as issued to full time officers.

Auxiliary officers will be issued clothing and equipment as outlined in Administrative Order Chapter 41, except that:

1. Two long sleeve shirts will be issued instead of three;

2. Two short sleeve shirts will be issued instead of three;

3. Two pairs of pants will be issued instead of three;

4. Auxiliary officers will provide their own black leather uniform shoes.

16.3.5: In-Service Training

Auxiliary officers must meet the annual training requirements, equivalent to those required of full time officers, to include:

1. In-Service;

2. Firearms Training;

3. Training on the Department's use of force, to include demonstration of proficiency in the use of any weapons the auxiliary officer is authorized to carry and use;

4. Issuance of Department's use of force policies, and receiving instruction on the application of the policies, prior to the carrying of issued weapons. Auxiliary officers will sign these policies after review,

acknowledging their understanding.

16.3.6: Use-of-Force

Auxiliary officers are trained in the Williamsburg Police Department use of force policies and tested for firearms proficiency with the same frequency as full time officers.

Prior to the carry of issued weapons, auxiliary officers will be issued a copy of the Department's use of force policies and receive instructions on the application of these policies. Auxiliary officers will sign these policies after review, acknowledging their understanding.

16.3.7 Liability Protection

Auxiliary police officers are provided with public liability protection equal to that provided to full time officers.

16.4: N/A

16.5.1: Civilians/Staffing

All positions are reviewed annually by the Chief of Police. Positions not requiring sworn personnel will be specified as civilian and staffed accordingly.

ADMINISTRATIVE ORDER

FISCAL MANAGEMENT

CALEA STDS: 17.1.1/17.5.3

EFFECTIVE: JUNE 18, 2003

APPROVED:
CHIEF OF POLICE

POLICY:

By City Charter, the City Manager is responsible to "prepare and submit to the council the annual budget, after receiving estimates made by the heads of departments".

PURPOSE:

The purpose of this order is to explain departmental procedures and practices concerning, and to assign certain responsibilities for, fiscal management within the Williamsburg Police Department.

17.1.1: CEO Authority and Responsibility

The Chief of Police has the authority and responsibility for fiscal management and fiscal matters for the Williamsburg Police Department. The Chief of Police will be personally involved in departmental financial management.

17.2.1: Budget Process and Responsibility

The budgetary process is prescribed by the City Manager and is an essential planning tool which enables the Department to organize its financial resources in an objective-directed effort to derive the maximum return for the tax dollars expended.

Annually, in late-December/early-January, the department budget for the next fiscal

year is prepared. All bureau supervisors will actively participate in the development of budget lines and provide documents and instructions as to budget line development and justification. The Chief of Police is responsible for final budget preparation and management.

17.2.2: Functional Recommendations to Budget

Budgeting is a continuous process which is the responsibility of each bureau supervisor. It involves the identification of objectives and the determination of organizational needs based upon a reasonable assessment of future requirements.

Bureau supervisors communicate organizational needs by means of budget requests. Such requests should be limited to items which are necessary to continue the present standard of service, materially improve the standard of service or reduce the cost of service. It is the responsibility of bureau supervisors to weigh needs carefully and to present estimates which incorporate reasonable and economically sound requests. If an item is requested on the basis that it will improve the standard of service, the justification should show conclusively that the objective will be reached and that the cost will be returned in some concrete manner.

The departmental budget represents an evaluation of relative needs based upon quantitative and qualitative data. It involves a decision regarding objective priorities with consideration given to the volume and type of work required and costs involved.

Written recommendations and justification for budget lines, particularly those dealing with requests for additional personnel or major new capital item acquisition will be based on detailed operational and activity analysis which will clearly demonstrate need, operational capability to be enhanced, etc. These recommendations will become part of the Chief's budget backup information or may be submitted as part of the budget for consideration by the City Manager.

17.3.1: Requisition and Purchasing Procedures

All requisition and purchasing procedures are done in accordance with the Williamsburg Purchase Procedure Manual, which includes:

a. specifications for items requiring standardized purchases;
b. bidding procedures;

c. criteria for the selection of vendors and bidders, and;

d. procedures for the emergency purchase or rental agreements for equipment.

e. When emergency situations arise involving any circumstances that could not have been anticipated by prior fiscal planning, the Chief of Police must request additional funding from the City Manager, who may, in turn, seek City Council approval and authorization.

17.4.1: Accounting System

Monthly budget printouts received from the Director of Finance will provide:

a. Initial appropriation for each account

b. Balances at the commencement of the monthly period

c. Expenditures and encumbrances made during the period; and

d. Unencumbered balance

17.4.2: Cash Funds/Accounts Maintenance

The Departmental Petty Cash fund is authorized by the City Manager to provide a ready source of cash to reimburse personnel for small purchases, small meal/travel expenses, postage or shipping fees, etc.

a. All written evidence of expenditure will be turned into the Director of Finance at the time replenishment of petty cash is requested. This memorandum will include initial balance, credits, debits, and balance on hand.

b. All requests for reimbursement from petty cash must be accompanied by written evidence of expenditure (cash receipts or statement of expenditure signed by the employee requesting reimbursement).

c. Normally, the maximum amount payable from petty cash will be twenty-five dollars. Reimbursement for expenses in excess of that amount will be requested by check request to the City Manager after approval by the Chief of Police.

d. Records, documentation, or invoices are required for cash expenditures.

e. The Chief's Assistant is responsible for the administration and maintenance of the Departmental Petty Cash Fund. The Chief is authorized to disburse funds.

f. Agency cash activities will be audited by the Chief of Police prior to request for reimbursement from Finance Department and by the City Auditors annually.

17.4.3: Independent Audit

An independent audit is conducted annually of the accounts and finances of the City of Williamsburg. All Police Department accounts are audited at that time.

17.5.1: Agency Owned Property

The Supervisor of Support Services Bureau, is responsible for compliance with inventory control procedures and will ensure:

Proper accession of all capital or other major items of equipment on department inventory, assignment of control numbers, and proper markings. All Bureau Supervisors are to provide the Support Services Bureau with the model and serial number of all equipment that is acquired by the Police Department. The equipment will then be added to the Department's master inventory database and an inventory control number will be assigned.

Required inventory verification as requested by the City Manager.

Maintenance of complete records for Department property, equipment and other assets assigned to Support Services.

Appropriate deletion of items properly authorized for disposal by the City Manager and then deletion from inventory. All Bureau Supervisors are to provide the Support Services Bureau with the model, serial number, and inventory control number of all equipment that is to be deleted from the Departmental inventory.

Proper reporting of and disposition of damaged, excess and surplus property as directed by the City Manager.

The Supervisor of the Uniform Bureau is responsible for:

Proper issue of individual clothing and equipment to employees, maintaining an individual account and responsibility therefore.

Maintenance of complete records for all Department property, equipment and other assets assigned to the Uniform Bureau.

Storage and control of all weapons and ammunition retained in the Department armory inventory.

Proper issue of weapons to employees, including maintenance, inspection and test-fire prior to issue.

The Supervisor of Special Operations is responsible for the maintenance of complete records for all Department property, equipment and other assets assigned to the Special Operations Bureau.

17.5.2: O

17.5.3: Operational Readiness

Each Bureau Supervisor will be responsible for stored equipment assigned to their respective bureaus and for repair or replacement due to deficiencies. Readiness reports will be submitted monthly to the Chief of Police.

ADMINISTRATIVE ORDER

CLASSIFICATION AND ASSIGNMENT

CALEA STDS: 21.1.1/21.2.3

EFFECTIVE: APRIL 1, 2002

APPROVED:
CHIEF OF POLICE

POLICY:

Personnel classification and assignment involve both the City Manager and the Police Department. In order to properly classify positions, job analysis is a pre-requisite. Job analysis is required also for salary administration, proper supervision and training. It is important that department employees have an understanding of the responsibilities surrounding these areas, and that they know how to resolve problems and to get answers to questions in these areas.

PURPOSE:

This order's purpose is to inform department employees of personnel policies, practices and procedures concerning classification and assignment.

21.1.1: Task Analysis

The City Manager periodically has job analysis conducted of every position in the City, normally done on a contractual basis. However, the Williamsburg Police Department has sole responsibility for the personnel function and that responsibility is only shared with the City Manager. To this end, the Williamsburg Police Department will conduct periodic job analysis through questionnaires and random interviews for each position.

A written job analysis of every position in the Department is maintained on file. The job analysis process includes:

a. Duties, responsibilities, and tasks of each position;

b. Frequency with which each task is performed; and

c. Minimum level of proficiency necessary in the job-related skills, knowledge, abilities, and behaviors.

21.2.1: Classification Plan

The Williamsburg Police Department has a written classification plan which includes:

a. Grouping of every position into classes, based upon similarities in duties, responsibilities, and qualification requirements;

b. Existence of job specifications for every position within a class;

c. Provisions for relating compensation to job classifications; and

d. Provisions for reclassification.

Establishment of Classes of Positions:

As the staff work was completed for a given department, the tentative classes for each department were analyzed in terms of all the department. Like positions were grouped together in classes of positions. Questions or tests concerning the inclusion or exclusion of a position in a given class are stated as follows:

Can the same title be reasonably applied to all positions in the class?

Can one class specification be written adequately describing the kind and level of duties and responsibilities for all positions in the class?

Can the same knowledges, skills, abilities and personal attributes be required of all applicants for positions in the class?

Can the same educational and experience requirements be applied to candidates for all positions in the class?

Can the same salary range be applied with equity to all positions in the class?

In other words, the five criteria or questions should be answered in the affirmative for all positions in a given class. A negative answer on one or more of the factors would mean the elimination of a position from a given class and its subsequent reallocation or reassignment to another class where a "yes" answer for all five questions could be obtained.

This process resulted in grouping one or more like positions together in a class to which the same title, definition, examples of work, minimum qualification requirements and salary range could be applied with equity to all positions.

Class specifications for every job within a class are determined by use of job analysis which;

Serve as a basis for the determination of a position classification plan and compensation;

Provide guidance to employees and their supervisors concerning the duties and responsibilities of individual positions; and

Assist in the establishment of training curricula.

A City wide pay plan allows provisions for compensation to class;

The objective of a pay survey is to develop proposed salary ranges for each class of positions generally comparable to state wide municipal employers, yet retain the proper relationship among classes established by the position classification plan.

Classes of positions are evaluated in terms of their relative difficulty and responsibility. On a state wide basis, salary ranges of other jurisdictions are carefully studied. As a result of these studies, each class of position is assigned to a salary range reflecting to the extent possible. Prevailing rates of the state wide studies and retaining the proper relationships among classes are established by the position classification plan.

Supervisors as well as all employees are responsible to help ensure that Department position classifications are kept current and, when changes occur in jobs as they actually exist, to make recommendations concerning revision to the Chief of Police. The Chief will process such recommendations to the City Manager for action deemed appropriate.

On an annual basis, normally as part of the budget process during which positions might be modified and/or upgraded, the Chief of Police provides input to the City Manager as to changes recommended in the classification.

21.2.2: Agency Role

The City Manager periodically has job analysis conducted of every position in the City, normally done on a contractual basis. However, the Williamsburg Police Department has sole responsibility for the personnel function and that responsibility is only shared with the City Manager.

21.2.3: Job Description Maintenance and Availability

The Williamsburg Police Department maintains current job descriptions covering all employees. Descriptions of each job within the agency are located on the Williamsburg Police Department website and from the Office of the Chief.

ADMINISTRATIVE ORDER

COMPENSATION, BENEFITS AND CONDITIONS OF WORK

CALEA STDS: 22.1.1/22.3.4

EFFECTIVE: APRIL 1, 2004

APPROVED:
CHIEF OF POLICE

POLICY:

Compensation, benefits and conditions of work in the Williamsburg Police Department necessarily reflect both City and Department standards. The Williamsburg Police Department seeks to clarify these standards concerning compensation, benefits, and conditions of work for its employees by indicating to whom or where a Department employee should go to resolve questions and problems in these personnel areas.

PURPOSE:

The purpose of this administrative order is to inform the employees of the Williamsburg Police Department about the policies, procedures, and practices of the City of Williamsburg and its Police Department in the areas of compensation, benefits, and conditions of work.

22.1.1: Salary Program

The City Manager is responsible for the administration of the pay plan on an equitable basis for all city employees. The City Compensation Plan and Personnel Policy describe the City compensation and pay plan in detail and include:

a. the entry-level salary for the Williamsburg Police Department;

b. salary differential within ranks;
c. salary differential between ranks;

d. salary levels for those with special skills, if any;

e. compensatory time policy;

f. overtime policy; and

g. the provision of salary augmentation.

The City Compensation Plan is located in the office of the Chief of Police. The City of Williamsburg Personnel Policy Manual is located through the Police Department.

22.2.1: Leave Program

The City of Williamsburg Personnel Policy Manual describes the leave program of the Williamsburg Police Department, to include:

a. administrative leave;

b. holiday leave;

c. sick leave; and

d. vacation (annual) leave.

All leave and overtime slips must be submitted to the Office of the Chief of Police by 12:00 noon on Friday, one week before payday.

The City of Williamsburg Personnel Policy Manual also describes the Family Leave Act. Employees should contact the Office of the City Manager for inquires concerning the Family Leave Act.

22.2.2: Retirement Program

All full time employees of the Police Department are covered under the Virginia Retirement System. Police Officers are also covered under special law enforcement officers plan provisions. A VRS Handbook is issued to all employees and a VRS Guide may be obtained from the City Manager's Office.

22.2.3: Health Insurance Program

The City of Williamsburg offers a variety of health insurance programs which are reviewed and revised annually. Employees may be able to choose from the group coverage offered by Blue Cross/Blue Shield/Trigon insurance or from several HMO plans that are available. The City pays a major portion of the premium for an employee, depending on the plan selected. Dependents may be covered at the employee's written election at an additional cost paid by the employee. All employee insurance matters are handled by the City Manager's office.

22.2.4: Disability and Death Benefits Program

The City has a disability and death benefit program that is outlined in the City Personnel Manual and additional information may be obtained from the City Manager's Office. In addition to the financial program, support is available through the Police Chaplaincy Program and the Police Honor Guard Program.

Disability retirement occurs if the employee becomes mentally or physically unable to perform their present duties, and the disability is likely to be permanent. A work-related disability results from a cause compensable under the Virginia Worker's Compensation Act.

Group Life Insurance is part of the Virginia Retirement System. The amount of life insurance equals double the employees annual salary rounded to the next highest thousand. This amount is doubled again for accidental death.

The Public Safety Officers' Benefit Act of 1976 may provide additional death benefits for officers who die as a "direct and proximate result of personal injury sustained in the line of duty". The Commonwealth of Virginia provides additional death benefits for personal injury sustained in the line of duty.

Should a full time officer or employee be killed while on duty, OSHA in Richmond must be notified immediately. If five or more full time officers or employees are injured in one incident, OSHA in Richmond must be notified immediately. The Chief's Assistant should be called immediately to begin the paper work and to process the death notification or multiple employee injury notification.

Police Officers may be called upon to perform or assist in first aid, or to be exposed to blood, body fluids, body tissues, or other potentially infectious material at anytime from bloodborne pathogens, and be in compliance with OSHA Standard 1910.1030, the department has developed an Exposure Control Plan. The Exposure Control Plan addresses the requirements contained within the OSHA Standard to insure that all reasonable precautions are taken to protect the police officer from exposure to bloodborne pathogens, and to control the handling of infectious materials. All sworn personnel are required by the department to be familiar with, and adhere to, the Exposure Control Plan. The Exposure Control Plan is located on the City of Williamsburg website and from the Supervisor of Support Services.

In the case of certified Workers Compensation claims, employees may be assigned to modified duty when such work is available. Modified duty must be authorized by the Chief of Police and will be limited to a 30 day period.

22.2.5: N/A

22.2.6: Assistance, Line-of-Duty Death/Injury

The Williamsburg Police Department is committed to providing assistance to the immediate families of active members in the event of their injury or death. The guidelines that follow are intended to expedite this assistance to minimize trauma

experienced by the affected family. For the purpose of this directive, the term "member" shall include all sworn, civilian, and volunteer personnel.

A line of duty injury is any injury sustained by an on-duty member or any injury sustained by an off-duty sworn officer providing law enforcement related services. In the event of a line of duty injury, the appropriate on-duty Watch Commander or his designee shall be responsible for:

* notifying the injured member's immediate family of the injury,

* providing assistance to the family members as necessary, i.e., transportation to the hospital and explanation of City benefits.

A line of duty death is any death sustained by an on-duty member or any death sustained by an off-duty sworn officer providing law enforcement services. In the event of a line of duty death, the appropriate on-duty Watch Commander or his designee shall be responsible for:

* notifying the deceased member's immediate family of the death,

* providing assistance to the immediate family members as necessary, i.e., assistance with funeral arrangements, explanation of City benefits, arrangements for counseling with Colonial Mental Health, or transportation to the funeral home, Mental Health, etc.

A natural death is any death from natural causes sustained by any active Department member, whether on-duty or off-duty at the time. The appropriate Bureau Supervisor or his designee shall be responsible for:

* notifying the deceased member's immediate family of the death

* providing assistance to immediate family members as necessary, i.e., assistance with funeral arrangements, explanation of City benefits, or transportation as necessary.

Upon notification of any death or injury of any City of Williamsburg employee, the Communications Operator shall immediately notify the appropriate supervisor for the employee. If contact cannot be made, the Communications Operator will immediately notify the on-duty Watch Commander, who shall ensure that contact is made and that assistance is provided as needed.

22.2.7: Liability Protection Program

The City of Williamsburg maintains a liability protection program to cover all officers, and full and part-time civilian employees for acts or omissions directly related to their law enforcement function. Liability protection is provided in a variety of ways, typically including police officers liability coverage, vehicle liability coverage, self-insurance, etc. Since the exact components of the liability protection program are subject to periodic change through contract expiration and renegotiation, any employee desiring to know the specific components then in effect may contact the Chief of Police for that information.

22.2.8: Clothing and Equipment

The policy of the Williamsburg Police Department is to furnish uniforms/equipment that are necessary for the performance of duty. Cleaning and clothing allowances are paid in the following amounts:

All Personnel, Cleaning:	$100.00 semi-annually
Sworn Personnel, Clothing:	$400.00 annually

All clothing and cleaning allowances are calculated as of July 1 of each new fiscal year based on the employees previous years service.

22.2.9: Educational Benefits

In fulfilling its commitment to provide professional police service, the Department encourages employees to further their education to the highest level possible. The City of Williamsburg provides as part of the benefits package, tuition refund for full time permanent employees. Consistent with basic responsibilities, the Department cooperates with employees in arranging duty schedules and assignment to facilitate

and encourage such individual effort.

22.2.10: "O"

22.3.1: Physical Examinations

The Williamsburg Police Department provides, at no cost to the employee, periodic physical examinations for its' employees.

In the event an employee elects to have a personal physician conduct this examination, the fee for the examination will be borne by the employee. Written results of the examination conducted by a personal physician will be submitted to the Chief of Police within 30 days of the exam. All examinations conducted by personal physicians are subject to confirmation by a physician selected by Department.

22.3.2: General Health and Physical Fitness

A satisfactory level of general health and physical fitness on the part of Williamsburg Police officers should be maintained so that work can be performed efficiently and without personnel shortages caused by excessive use of sick leave. The functions performed by police officers require a level of physical fitness not demanded by many other occupations. Criteria for fitness will be directly related to the work performed. A departmental physical will measure:

> Cardiovascular Capacity - This is the most important area of fitness, relating to an efficient heart-lung system and its ability to deliver oxygen, or aerobic fitness of the body. A strong heart-lung system enables an officer to accomplish daily tasks safely without fatigue, improves stress tolerance, and reduces risk of heart/lung disease and malfunctioning.
>
> Flexibility - The ability of the body to stretch and have a sufficient range of movement is especially important in preventing a wide range of back-related problems.

Strength - Good muscle tone and dynamic strength improve the ability of skeletal muscles to contract repeatedly and increase the strength of those muscles, and are indicative of ability to deal with the wide and varied range of problems requiring muscular strength which a police officer faces on the job.

All sworn personnel will participate in Physical Readiness Testing (PRT). The testing will be conducted at least annually. Performance will be based on the department's average time to complete the course. Personnel will be allowed two attempts, recording the best time. Employees performance will be a factor in annual evaluations and promotional considerations. The Physical Readiness Testing will be a requirement for new hires. The elements of the course are:

τ Half mile run,

τ End of run, being maximum of 130 yard job activities course including:

Fence/Wall Climb - 5 1/2 to 6 foot maximum,

Crawl under object, 2 1/2 foot minimum clearance,

Crawl through window, 3 foot average size,

Jump 4 foot ditch or simulated ditch,

Ascend and descend 3 flights of stairs,

Suspect identification exercise,

(Order of above subject to change).

22.3.3: Off-Duty Employment

Requests for off-duty employment will be submitted to the Chief of Police through the chain of command. Upon approval by the Chief, the original copy of the request will be filed in the personnel file with a duplicate copy going to the employee.

Off-duty employment is limited to a cumulative maximum of 16 worked hours per calendar week. Permission to exceed the maximum requires specific approval of the Chief of Police.

The nature of the law enforcement task requires employees to have the ability to work irregular duty schedules which are subject to change. Additionally, it is necessary that an employee be alert during a tour of duty. For these reasons, certain occupations conflict with an employee's primary responsibility to the Department. Therefore, the Department may prohibit or impose conditions on outside employment.

Requests shall not be submitted, considered, nor approved should the nature of the position be considered detrimental to the best interests of the Department; e.g., collector, private detective, security guard or any questionable business activity.

22.3.4: Extra-Duty Employment

The Police Department permits sworn personnel to engage in extra-duty employment. Officers wishing to work extra-duty must meet the following:

a. Officers must receive agency permission to engage in extra-duty employment.

b. Officers working extra-duty will adhere to all Administrative Orders, Rules and Regulations that govern the operation of the Williamsburg Police Department.

c. The Chief of Police will review all requests for extra-duty employment, further the Chief of Police is responsible for the approval of extra-duty employment and has sole authority to revoke permission for officers to work extra-duty.

d. The Supervisor of the Uniform Bureau is responsible to oversee the daily administration of extra-duty employment. This administrative process will include monitoring the adherence to departmental policies, Rules

and Regulations, as well as directives governing date, time and location of extra-duty work. The Supervisor of the Uniform Bureau reports directly to the Chief of Police the status of all extra-duty police activities.

e. All officers working approved extra-duty employment will submit a written extra-duty police voucher designating the date, time, and place of employment. Said voucher will be submitted to the Supervisor of the Uniform Bureau, which will be forwarded to the Chief of Police. All extra-duty police employment is paid by the City of Williamsburg in accordance with the federal Fair Labor Standards Act. All incidents that involve use of law enforcement powers, injury to the officer or others, complaints and court appearances which result from extra-duty employment will be handled as directed in the departments Administrative Orders, Rules and Regulations.

ADMINISTRATIVE ORDER

COLLECTIVE BARGAINING

CALEA STDS: 24.1.1/24.1.2

EFFECTIVE: JULY 1, 2002

APPROVED:
CHIEF OF POLICE

24.1.1: N/A

24.1.2: N/A

ADMINISTRATIVE ORDER

GRIEVANCE PROCEDURES

CALEA STDS: 25.1.1/25.1.4

EFFECTIVE: APRIL 1, 2002

APPROVED:
CHIEF OF POLICE

POLICY:

Effective management and respect for individual dignity requires that employees have means available for the proper redress of grievances. An employee having a complaint that is grievable is ensured the right of review at succeeding levels of Departmental authority until such grievance is resolved. The right to file a grievance, and of administrative review promotes efficiency and results in improved morale. Positive benefits are defeated if employees are reluctant to file a grievance. Therefore, no action of a formal or informal nature shall be taken against an employee, witness, or employee representative, for having filed a grievance, nor shall such filing be looked upon with disfavor.

PURPOSE:

The purpose of this order is to describe the formal procedures for the resolution of employee grievances.

25.1.1: Grievance Procedures

The City of Williamsburg Grievance Procedure is a formal grievance procedure that includes:

a. identification of matters that are grievable and the levels in the agency to which the grievance may be filed and/or appealed;

b. establishment of time limitations for filing or appealing the grievance to the next level;

c. a description of the type of information to be submitted when filing a grievance;

d. establishment of procedural steps and time limitations at each level in responding to grievances or appeals; and

e. establishment of criteria for employee representation.

25.1.2: Coordination Responsibility

The Chief of Police is responsible for the coordination, maintenance and control of grievance records.

25.1.3: Annual Analysis

An annual analysis is conducted by the Chief of Police of all grievances.

ADMINISTRATIVE ORDER

DISCIPLINARY PROCEDURES

CALEA STDS: 26.1.1/26.1.8

EFFECTIVE: JUNE 18, 2003

APPROVED:
CHIEF OF POLICE

POLICY:

One of the primary tasks of a supervisor is the administration of discipline. Discipline can be positive or negative; it may involve encouragement, inspiration, training or imposition of negative sanctions. It has as its immediate purpose the channeling of individual effort into effective and productive action.

The exercise of positive discipline requires foresight and planning rather than merely reaction. It involves an evaluation of the human factor which, when combined with proper training, motivation, and recognition of individual and group effort, results in self-discipline.

The exercise of negative discipline may range from a warning, where the immediate effect is on the individual, to termination, where the positive result derived is in the reassurance of other employees as to unacceptable limits of conduct. In each case, care must be exercised to make the proper choice of obtaining a desired and just result.

In the administration of discipline, a supervisor must consider the totality of the circumstances surrounding an allegation of misconduct. Decisions must consider the individual's interest as well as the probable effect upon the attainment of departmental objectives.

To be effective, discipline must not only be fair in its application, it must also follow within a reasonable time the act which it is intended to correct. Therefore, there must be a prompt resolution of disciplinary cases.

PURPOSE:

Discipline is essential to the efficient and orderly accomplishment of departmental objectives. The purpose of this order is to set forth procedures for recommending disciplinary action in terms of oral and written reprimands, suspensions, demotions, or termination of employment. Police officers' procedural guarantees have been legislated relative to any disciplinary measures to be taken by the department which could result in termination, demotion, suspension, or transfer for punitive reasons of the police officer being investigated provided the officer is a non-probationary member of the department. All department employees will receive a copy of this order as well as subsequent revisions of this order.

26.1.1: Code of Conduct and Appearance

All employees of the Williamsburg Police Department will display the highest degree of integrity. For purposes of this Department, the Law Enforcement Code of Ethics is adopted as a rule. The code of conduct and appearance for the Williamsburg Police Department is in the form of Administrative Orders and Rules and Regulations. A copy of the code of conduct and appearance is available to each employee in the form of Administrative Orders and the topic is included in all levels of training.

26.1.2 Rewarding Employees

Procedures and Criteria for Rewards/Recognition:

> Normally good work, praiseworthy and commendable efforts on the part of an employee can be recognized in a variety of ways, including verbal supervisory comment, on annual performance evaluations, written commendation, letters, and/or recommendations to the Chief of Police, etc.

When positive feedback concerning an employee's performance is received from individuals outside the department, a record should be made of such comments and the information and thanks passed to the employee and the employee's supervisor. A copy is placed in the individual's personnel file.

Truly exceptional acts should be clearly and promptly identified to the Chief of Police. Such acts may be performed in a manner exceeding high level of professional conduct expected of Department members. The official commendation of such performance and the arrangement of appropriate publicity shall be provided by the department.

26.1.3: Sexual Harassment

For the purpose of this order, sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, constitutes sexual harassment when:

1. submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;

2. submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or

3. such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

The Williamsburg Police Department is committed to providing a work environment that is free of discrimination and unlawful harassment. Actions, words, jokes, or comments based on an individual's sex, race, ethnicity, age, religion, or any other legally-protected characteristic will not be tolerated. As an example, sexually harassing conduct (both overt and subtle) is a form of employee misconduct that is demeaning to another person, undermines the integrity of the employment

relationship, and is strictly prohibited.
Any employee who wants to report an incident of sexual or other unlawful harassment should promptly report the matter to his or her supervisor. If the supervisor is unavailable or the employee believes it would be inappropriate to contact that person, the employee should immediately contact the Department Head. Employees can raise concerns and make reports without fear of reprisal.

The Chief of Police will promptly advise the City Manager of possible sexual or other unlawful harassment and continue to handle the matter in a timely and confidential manner.

Anyone engaging in sexual or other form of unlawful harassment will be subject to disciplinary action, up to and including discharge.

26.1.4: Disciplinary System

The departmental discipline system includes:

A. Procedures and Criteria for Using Training as a Function of Discipline:

Training can be a positive constructive method to handle an employee's inability to properly perform, and to correct improper action. With a wide range of employee backgrounds, training, and longevity, no supervisor should assume that all their employees know everything. When an employee performs in an unacceptable manner or displays a lack of understanding of a process or procedure, the first thing a supervisor should attempt to identify is the employee's state of training and knowledge. If a knowledge or understanding gap exists, training can be the positive mechanism to overcome that.

Each Shift or Bureau Supervisor has training resources readily available in terms of employees who are proficient in a variety of skill areas. Officers serving as field training officers, give shift roll-call training, and are available to meet many of the training needs that might arise.

The Supervisor of the Uniform Bureau can provide additional information relative to specialized training and development and will respond either directly to employee statements of need or to Shift or Bureau Supervisors indications of need. A variety of types of specialized training courses, programs, audiovisuals, etc., are available and can generally be obtained to respond to our training needs.

B. Procedures and Criteria for Using Counseling as a Function of Discipline:

Except for gross, more serious breaches of discipline, supervisors should attempt to begin employee discipline with the least punitive measures, such as counseling. If these do not work, then increasingly more severe measures may be required, such as reprimands, both oral and written. While this process may take some time, it is important that each employee be dealt with justly, as an individual, and in a manner which clearly indicates that positive, constructive measures to change behavior or performance preceded the imposition of more negative sanctions.

Whenever employee performance, attitude, work habits, or personal conduct on the job at any time falls below a desirable level, supervisors shall inform employees promptly and specifically of such lapses and give counsel and assistance. If justified, a reasonable period of time for improvement may be allowed before initiating disciplinary action.

Supervisors are responsible for counseling employees on job-related matters, within their capabilities. Since many things can have an impact on an employee's job performance, job related counseling may also involve family as well as other individual, personal subjects: Counseling may include:

1. identification of unacceptable behaviors or actions, (i.e., specifically what was done wrong);

2. what the desired or acceptable performance is;

3. attempt to determine the reason for the particular behavior; and

4. determine and recommend how to correct or improve performance or to solve the problem.

The chain of command may be used effectively in the counseling process as counseling by the Bureau Supervisors or the Chief of Police can be associated with a more severe level of counseling.

There are a variety of counseling resources available in the community; e.g., family, marital, financial, etc. Employees in need of counseling or supervisors desiring information about such resources are encouraged to talk with the Chief of Police. The Department attaches no stigma to individuals who seek professional counseling to address individual problems since it is recognized that unresolved problems may have an adverse impact on job performance. Some counseling is available at no, or minimal cost, and some cost may be borne by health insurance.

C. Procedures and Criteria for Taking Punitive Actions in the Interest of Discipline:

Punitive disciplinary actions may include warning, oral or written reprimand, suspension with or without pay, reduction in pay, demotion or termination. Negative personnel actions may include probation, close supervision, performance evaluation, transfer, and termination.

As appropriate, punitive disciplinary action and/or negative personnel actions may also be taken for any of the following reasons (also see Rules and Regulations);

1. Incompetent or inefficient performance of duty or inattention to or dereliction of duty.

2. Insubordination, discourteous treatment of the public or a fellow employee, or any act of omission or commission of similar nature tending directly to discredit or injure the public service or to jeopardize the effective functioning of the service; or any willful violations of the provisions of this article of the Rules and Regulations.

3. Mental or physical unfitness for the position the employee holds.

4. Conviction of a felony or a misdemeanor involving moral turpitude or a pattern of misconduct as displayed by a series of convictions of misdemeanors not involving moral turpitude, or similar type of infraction.

5. Failure to report to an appropriate superior authority, incompetence, misconduct, inefficiency, neglect of duty, or any other form of misconduct or negligence of which the employee has knowledge.

6. Failure of a supervisory employee to take corrective action with regard to employees under their supervision.

Nothing in this order is limiting in the sense of charges against employees, because the alleged act or omission does not specifically appear in the Departmental Rules and Regulations, Administrative Orders of the Department, or in the laws or ordinances of which the department takes cognizance.

Oral Reprimand:

Employees who break a rule are not problem employees unless they are habitual offenders. A conference is desirable. It is the first step in the disciplinary procedure. This discussion, in which the supervisor tries to reach an understanding of the causes for the offense and to impress upon the employee the need for corrective action, is called an oral reprimand. The

supervisor shall prepare an informal memorandum reflecting the facts. The memorandum will be prepared in original form only for reference as a supervisor's aid.

Written Reprimand:

Should oral reprimands fail to achieve improved behavior, it is likely a written record is needed. This is called a written reprimand. It discusses the nature of the employee's offense, the efforts made previously to correct the problem, and often it warns the employee of future actions that may be taken if the matter is not corrected. Shift or Bureau Supervisors may issue a written reprimand to any employee under their command. Administered by the concerned supervisor with a copy to the employee, the Chief, and the Bureau Supervisor, this memorandum must include a complete statement of the charge(s), facts surrounding the incident, and the employee's signature and signature of a witness who certifies the employee's receipt of the reprimand.

Temporary Relief from Duty:

Any supervisor may temporarily relieve an employee from duty to prevent embarrassment or discredit to the Department.

Should the relieving supervisor be from outside the affected employee's regular command, the employee's supervisor shall be notified promptly by the most expeditious means.

A detailed memorandum will be forwarded to the Chief of Police through the relieving supervisor's chain of command within twelve (12) hours following such event, with a copy to the employee's bureau of assignment.

Suspension from Duty, With/Without Pay, Demotions, Termination of Employment, or Transfer for Punitive Reasons:

Only the Chief of Police may suspend, demote, or transfer for punitive reasons.

Only the City Manager has to authority to terminate an employee.

All disciplinary action resulting in the above will be subject to the department's procedural guarantees.

When a recommendation is made to suspend, demote, or terminate an employee, an action memorandum will be forwarded to the Chief by the supervisor making the recommendation. The memorandum will include a complete statement of the charge, facts surrounding the incident, and disciplinary action recommended. All background material, including the investigative file, will be available for review by the Chief. In cases of termination, the Chief of Police will forward all documentation to the City Manager for review and action.

Upon the Chief's determination to impose disciplinary action, the appropriate bureau supervisor will be notified and notification of the disciplinary action to be taken will be prepared and signed by the Chief. In the case of termination, the disciplinary action, the notification will be prepared and signed by the City Manager. The notification will be delivered promptly to the employee through the chain of command.

Should an employee, who is the subject of an investigative process, be eligible for and elect to retire, the employee's supervisor will promptly notify the Chief.

Employees shall not be allowed to work on scheduled days off in lieu of suspension. Any employee relieved from duty for extended periods pending formal disciplinary action, without interim loss of salary, may be administratively assigned. Such employees will be expected to perform job-related obligations; e.g., court attendance, appearance in connection with departmental investigations and other official matters.

26.1.5: Role and Authority of Supervisors

The role of supervisors is crucial in the disciplinary process. Shift and Bureau Supervisors have the best opportunity to observe the conduct and appearance of officers and detect those instances when disciplinary actions are warranted (reward, remedial training, counseling or punishment). Shift and Bureau Supervisors also have the opportunity to understand the personality traits of the personnel under their supervision and to determine the most effective methods of discipline. Shift and Bureau Supervisors have the authority to issue oral and written reprimands and to temporarily relieve a person from duty. Only the Chief of Police may suspend, demote, recommend termination, or transfer for punitive reasons.

26.1.6: Appeal Procedures

Whenever an officer is terminated, demoted, suspended or transferred for punitive reasons, the officer may proceed with an appeal process under either the City of Williamsburg's Grievance Procedure or the law-enforcement officer's procedural guarantees, but not both (in accordance with the Code of Virginia).

26.1.7: Dismissal Procedures

If an investigation of officer misconduct results in dismissal, the officer dismissed will receive:

a. a statement of the reason for the dismissal;

b. the effective date of the dismissal;

c. a statement of the status of fringe and retirement benefits after dismissal.

26.1.8: Records

Counseling forms and disciplinary action records shall be maintained in the individual officers personnel file and career development file. Records will be destroyed after a three (3) year retention period. Disciplinary action records stored in Internal Affairs

files are exempt from the three (3) year retention period and will be maintained in the IA records for the life of the file.

Officer John Doe
425 Armistead Avenue
Williamsburg, Virginia

You are hereby given this letter of reprimand effective December 5, 2002 This letter is based on a violation of the Williamsburg Police Department Administrative Order Number (Cite Appropriate Violation)

to wit:

On December 2, 2002 you were involved in an incident at a bar on Second Street in which you abused numerous patrons of the club. Investigation has proven this conduct to be a violation of departmental orders.

CHIEF OF POLICE

December 4, 2002

Officer John Doe

I certify that I have read this
notification and acknowledge receipt
of the original copy.

Signature of Officer John Doe

Date Signed

Signature of Witness

Date Signed

cc: Chief of Police
Shift Supervisor
Bureau Supervisor

ADMINISTRATIVE ORDER

RECRUITMENT

CALEA STDS: 31.1.1/31.3.4

EFFECTIVE: APRIL 1, 2002

APPROVED:
CHIEF OF POLICE

POLICY:

Public service of a high quality is essential to the development of the City of Williamsburg. It is the principle means by which the City and the Police Department will reach their maximum potential. It is necessary that all employees and citizens understand that no service is more important than that done in the public interest.

The Williamsburg Police Department will, in its recruitment of law enforcement personnel, identify and employ the best candidates available. To obtain the highest caliber of candidates possible, it is essential that the Department participate aggressively in the recruitment process. An officer can favorably impress and attract the type of individual which the police service needs by his/her demeanor and enthusiasm during contacts with the public. Because of experience and knowledge, he/she is able to counsel persons who show an interest in law enforcement careers and encourage applications by those who appear qualified. Responsibility for recruitment is thus shared by all department personnel.

PURPOSE:

The purpose of this administrative order is to clarify responsibilities for the recruiting process, to assign duties, to explain recruitment procedures, and to provide a framework for the recruitment of law enforcement personnel.

31.1.1: Agency Role

The City of Williamsburg Police Department will maintain an active recruitment campaign in order to have qualified candidates available to fill actual or forecast departmental vacancies for the position of Police Officer.

All department personnel are encouraged to help identify potential police applicants, who may then be actively recruited. Suggestions, as to possible applicant candidates, should be made to the Chief of Police. The Chief of Police will then designate a follow-up officer who will attempt to recruit that candidate.

Where possible, the Chief of Police will involve departmental minority personnel, especially those of supervisory rank in the recruiting process.

Departmental representatives, as selected by the Chief, will participate in all available job fairs, career days, etc., in an effort to recruit within our community service area.

All personnel requested to speak before public groups/events, particularly those involving young adults, will, as part of their programs, mention career opportunities within the police department.

31.1.2: Assignment Recruitments

Any department personnel actively involved in recruitment activities will be trained by the Chief of Police or Supervisor of Support Services so that they are knowledgeable on personnel matters, especially Equal Employment Opportunity and Recruitment as it affects the operations of the department.

31.2.1: Minority Group and Female Representation

It is the goal of the Williamsburg Police Department to establish a ratio of minority group sworn employees in approximate proportion to the makeup of the department's law enforcement service community. The Department's Recruitment Plan will be in effect as long as conditions warrant.

31.2.2: Recruitment Plan

The Supervisor of Support Services maintains the plans for recruitment. The Chief of Police will ensure full department compliance with these plans. The recruitment plan of the Williamsburg Police Department includes the following:

a. a statement of measurable objectives;

b. a plan of action to achieve the objectives identified; and

c. procedures to periodically evaluate the progress toward objectives and revise/reissue the plan.

31.2.3: Equal Employment Opportunity Plan

The Williamsburg Police Department has an Equal Employment Opportunity plan. The Supervisor of Support Services maintains the plans for equal employment opportunity. The Chief of Police will ensure full department compliance with these plans.

31.3.1: Job Announcements

Job announcements and recruitment notices published by the Williamsburg Police Department provide:

a. a description of the duties, responsibilities, requisite skills, educational level, and other minimum qualification or requirements;

b. advertise entry-level job vacancies through electronic, print, or other media;

c. advertise the agency as an equal opportunity employer on all employment applications and recruitment advertisements; and

d. advertise official application filing dates.

31.3.2: Posting Locations

The Chief of Police seeks recruitment assistance, referral, and advice from community organizations and key leaders, and posts job announcements with appropriate community organizations.

31.3.3: Maintaining Applicant Contact

The Supervisor of Support Services maintains contact with applicants from initial application to final employment disposition.

31.3.4: Application Rejection

Applications are not rejected because of omissions or deficiencies that can be corrected prior to the testing or interview process. The Supervisor of Support Services is responsible to receive and review for accuracy, completeness, and eligibility all police officer applications. Applications that are deficient will be processed routinely if the deficiencies can be rectified prior to the testing or interview process.

ADMINISTRATIVE ORDER

SELECTION

CALEA STDS: 32.1.1/32.2.10

EFFECTIVE: APRIL 1, 2004

APPROVED:
CHIEF OF POLICE

POLICY:

Public service of a high quality is essential to the development of the City of Williamsburg. It is a principal means to reach the maximum potential of the City and its' Police Department. It is necessary that all employees and citizens understand that no service is more important than that done in the public interest. It is the policy of the Police Department and the City of Williamsburg to recruit and to select the persons best qualified to perform its work. Responsibility for the selection is shared with the City Manager and selected department personnel will be personally involved in the selection process. All department personnel will have an opportunity to provide input into the selection process. The Williamsburg Police Department has sole responsibility for personnel administration and that responsibility is only shared with the City Manager.

PURPOSE:

The purpose of this order is to provide a framework for the selection of Police Department sworn employees, as well as specific regulations to guide daily personnel matters. These rules will govern and have the force of law in resolving personnel problems related to selection, but they cannot be so precise or complete as to describe every employment situation. The public service consists of men and women working together in the common interest of the citizens of the City. These rules clarify selection responsibilities, assign selection duties, and explain selection procedures.

32.1.1: Selection Process Described

The Supervisor of Support Services Bureau will maintain a manual on file which describes all components of the police officer selection process. A copy of this manual will also be available in the Office of the Chief of Police.

Lateral entry is a personnel practice that permits employees from within or outside the agency to be selected for a position and be exempted from all or part of the agency's selection process for that position; if the employees meet the minimum qualifications of the employing agency, they are not necessarily subjected to the total selection process. Lateral entry is allowed at the police officer level, where the Chief of Police evaluates prior police service with another agency. Lateral entry candidates will be required to meet the same qualifications as recruit candidates. Lateral entry may similarly be allowed in any civilian non-sworn positions where prior experience may be evaluated.

32.1.2: Job Relatedness

The Supervisor of Support Services Bureau will ensure that the selection process uses only those rating criteria or minimum qualifications that are job related, as described in the Selection Manual.

32.1.3: Uniform Administration

All elements of the selection process are administered, scored, evaluated, and interpreted in a uniform manner, as described in the Selection Manual.

32.1.4: Candidate Information

At the time of their formal application, candidates are informed, in writing, of:

a. all elements of the selection process;
b. the expected duration of the selection process; and
c. the agency's policy on reapplication, retesting, and reevaluation of candidate not appointed.

32.1.5: Notification of Ineligibility

Candidates determined to be ineligible for appointment on the basis of a single test, examination, interview, or investigation are informed in writing by the Supervisor of Support Services within thirty (30) calendar days.

32.1.6: Records

The Chief of Police will ensure that records of candidates not appointed to probationary status are filed, retained, and disposed of in accordance with federal, state and local requirements for privacy, security, and freedom of information.

32.1.7: Selection Material Security

All selection materials are stored in a secure location by the Supervisor of Support Services when not being used and are disposed of in a manner that prevents disclosure.

32.2.1: Background Investigations

The Chief of Police will ensure that a background investigations is conducted of each candidate prior to appointment to probationary status, which includes:

a. verification of qualifying credentials;
b. a review of any criminal record; and
c. verification of at least three personal references.

The background investigation will use all data available on the candidate, especially the application/background questionnaire form. Investigations will be conducted in person, unless great distances are involved, in which case, mail and telephone inquiries are appropriate.

The purpose of the background investigation is to determine the candidate's suitability for employment as a police officer. Virginia Code requires such an investigation.

Among other things, the background investigation must verify other State mandated minimum qualifications for office including; U.S. Citizenship, a high school education or have passed General Education Development Exam, and possess a valid Virginia Driver's license (may possess valid license from another state but will be required to obtain Virginia license prior to employment.

The background investigation of regular police applicants will include the verification of a candidate's qualifying credentials to include, at a minimum:

1. Educational achievement-obtain copies of school transcripts if possible. Contact school officials for personal information.

2. Employment-verify employment references. If possible, obtain supervisory evaluation of work performance and co-workers comments.

3. Age/Citizenship-verify birth data, naturalization, etc.

4. Residence-verify current residence; contact landlords, neighbors.

5. Credit history.

6. Criminal history-obtain NCIC, State, local records to include driving records, FBI fingerprint check.

7. Verification of at least three personal references.

32.2.2: Training

Personnel used to conduct background investigations are trained in collecting required information.

32.2.3: Records Retention

The Chief of Police will ensure that the record of each candidate's background investigation is:

Maintained permanently in the department's personnel file who is appointed to probationary status or attains permanent status.

Maintained for a minimum of three years in the disqualified applicant files. Names of all new candidates will be screened against available files. When a prior file is found, such information will be reviewed by the Chief of Police and used for determination as to further eligibility for candidacy.

32.2.4: N/A

32.2.5: N/A

32.2.6: N/A

32.2.7: Medical Examinations

A medical examination of each candidate is required by Virginia Code, prior to appointment to probationary status. The Chief of Police will select a licensed physician to conduct physical examinations. In addition to physician's examination, appropriate laboratory procedures, and stress-cardio examination results will be reviewed by the examining physician.

The Supervisor of Support Services will schedule the candidate for medical examination and related tests. The examining physician will certify to the Chief of Police in writing that the candidate is physically fit to perform the duties of police officer. Fitness components and measurements include: resting heart rate, resting blood pressure, and body weight, cardiovascular endurance, dynamic strength and flexibility.

32.2.8: Emotional Stability/Psychological Fitness Examinations

Prior to appointment, candidates will be scheduled by the Supervisor of Support Services to undergo a psychological screening and evaluation conducted by qualified professionals. Results of evaluations are sent to the Chief of Police and maintained in

confidential files. Candidates may be required to attend a feedback sessions concerning the evaluation process.

32.2.9: Records Retention

Results of the medical examination and the emotional stability and psychological fitness examination is maintained on file in a secure area in the Chiefs Office and disposed of in accordance with federal, state and local requirements for privacy, security and freedom of information.

32.2.10: Entry Level Probation

All police officers and communications operators are required to complete a twelve (12) month probationary period without exception. Any significant absence will automatically extend a probationary period by the length of the absence (illness, training, deployment, etc). During the probationary period all officers must complete the field training program. If the Chief of Police determines that the designated probationary period does not allow sufficient time to thoroughly evaluate the employee's performance, the probationary period may be extended for a specified time.

Although grievance procedures are not applicable to probationary employees, the Williamsburg Police Department provides probationary employees with a review of performance evaluations. Review criteria includes:

Must be the most recent evaluation;

Provides for an interview between the employee and the raters immediate supervisor;

Provides for written comments made by the employee.

ADMINISTRATIVE ORDER

TRAINING

CALEA STDS: 33.1.1/33.8.2

EFFECTIVE: JUNE 18, 2003

APPROVED:
CHIEF OF POLICE

POLICY:

The Williamsburg Police Department has an obligation to provide a professional standard of law enforcement service to the community. In fulfilling that responsibility, it is essential that personnel be properly trained. This is true not only at the entrance level where officers receive basic training, but throughout their careers as a continuous process. Training is provided to accommodate departmental needs and to actualize the interest and concern which the Department has for the personal development of employees. Accordingly, the Williamsburg Police Department is committed to providing the best training possible to all personnel.

PURPOSE:

The purpose of this order is to establish goals, procedures and responsibilities for the organization and administration of in-service and specialized training for permanent employees of the Williamsburg Police Department. The Supervisor of the Uniform Bureau is responsible for Department training. All training opportunities that are available to the Department will be forwarded to the Supervisor of the Uniform Bureau or his designee for evaluation, scheduling and assignment of personnel.

33.1.1: Training Committee

The training committee will assist the Uniform Bureau Supervisor in developing and evaluating training needs for recommendation to the Chief of Police as well as serve

as a means of input from those representing different department bureaus.

a. The training committee will be made up of four (4) members as follows:

One Member of the Support Services Bureau
One Member of the Special Operations Bureau
Two Members of the Uniform Bureau

b. The selection and/or replacement of committee members is at the discretion of the Uniform Bureau Supervisor.

c. The training committee will meet at least annually for the purpose of reviewing the department's training programs to assure that they meet personnel, operational needs, legal requirements, agency policies, and to evaluate, update, and revise all department training programs. The evaluating and updating process should include a review of new laws, court decisions, and department directives.

d. The authority and responsibilities of the committee are vested in the Chief of Police.

e. The training committee will report annually to the Chief of Police who will have final authority on any recommendations or proposals made by the committee.

33.1.2: Attendance Requirements

Members of the Williamsburg Police Department are expected to attend any training programs they may be assigned to. Attendance will be documented by either the instructor, or in cases where the training is at a location other than the department, documentation will be furnished by those responsible for the training. There are cases where attendance at a training program may be excused, i.e., court appearance or sickness. Any absence must be properly excused by the administrators of the program being attended and must be in compliance with directives under which the training program is being operated. Any time lost must be made up before certification of

completion.

33.1.3: Outside Training Reimbursement

All expenses incurred by department personnel as a result of departmental required training, will be reimbursed based on City of Williamsburg Travel Policy. In cases of mileage where personnel are required to use their personal vehicle, a City credit card will be provided for fuel. Mileage for training outside the service area and away from the Hampton Roads Academy must be approved by the Chief of Police in advance of training attendance.

33.1.4: Lesson Plan Requirements

The Williamsburg Police Department requires lesson plans for all training courses.

The guidelines and format for lesson plan development may be obtained from the Supervisor of Uniform Bureau. The development of lesson plans should ensure that the subject to be covered in training is addressed completely and accurately and is properly sequenced with other training materials. Lesson plans establish the purpose of the instruction, set forth the performance objectives; relate the training to critical job-tasks, and identify the matters that will be taught.

a. The lesson plan should include a statement of performance and job-related objectives.

b. The content of the training and specification of the appropriate instructional techniques will be included in the lesson plan.

c. It is the responsibility of the instructor to provide the Chief of Police with a copy of the lesson plans for approval prior to conducting the class.

d. The lesson plans should include identification of any tests used in the training process.

33.1.5: Remedial Training

Remedial training is that which is directed at solving a particular problem or improving performance in deficient areas. Remedial training will be administered within a designated time period, with a clearly defined expectation of results. The timetables to be provided will be determined based on the situation and recommendations made by the Shift/Bureau Supervisors to the Chief of Police.

33.1.6: Employee Training Record Maintenance

The Supervisor of the Uniform Bureau or his designee will maintain updated records of training on all departmental personnel. All Bureau Supervisors will ensure that documentation of training for personnel under their command is provided to the Uniform Bureau Supervisor upon completion. Individual training records will reflect:

Date of training
Type of training
Any certificate
Attendance
Test Score, when applicable.

Unless otherwise authorized by the Chief of Police, only supervisory personnel will have access to training records. Upon request, employees shall be allowed to review their personal training file. All training material and opportunities must be directed to the Supervisor of the Uniform Bureau to allow the maintenance of training records.

33.1.7: Training Class Records Maintenance

The Williamsburg Police Department maintains records of each training class it conducts, to include:

a. Course content (lesson plans);

b. Names of agency attendees;

c. Performance of individual attendees as measured by tests, if administered.

33.2.1: N/A

33.2.2: N/A

33.2.3: Outside Academy, Role

Officers of the Williamsburg Police Department receive training from the Hampton Roads Regional Academy of Criminal Justice as mandated by Virginia Law. The relationship between the Department and the Academy is detailed in the Charter.

33.2.4: Orientation Handbook

The Hampton Roads Regional Academy of Criminal Justice provides an orientation handbook to all new recruit personnel at the time basic training begins. This handbook includes:

The organization of the academy;

The academy's rules and regulations;

Compulsory minimum training standards;

Daily training schedule;

Map;

Reading assignments and other handouts.

All Williamsburg Officers attending the basic school will comply with all Hampton Roads Regional Academy of Criminal Justice rules, regulations, policies, and procedures.

33.2.5: Outside Academy, Agency-Specific Training

The Hampton Roads Regional Academy of Criminal Justice will provide training in the following areas:

Use of Force
Search and Seizure
Prisoner Transportation
Evidence Treatment
Defensive Tactics
High Speed Driving
Ethics
Report Writing
Handcuffing

In addition, all personnel are trained during field training in the above areas in accordance to Department policies, procedures, rules and regulations.

33.3.1: Instructor Training

Before being allowed to instruct any courses at the department, instructors will receive, at a minimum, training in the following subject:

a. Lesson plan development;
b. performance objective development;
c. instructional techniques;
d. testing and evaluation techniques; and
e. resource availability and use.

Normally, officers selected and trained as instructors in a particular subject will be expected to teach that subject when needed for a minimum two year period.

33.4.1: Entry Level Training Required

All newly sworn officers of the Williamsburg Police Department are required to complete the State mandated basic training before being assigned in any capacity in which they must perform law enforcement duties requiring the carrying of a firearm or the making of an arrest.

33.4.2: Recruit Training Program

The Williamsburg Police Department's recruit training program includes:

a. a curriculum based on tasks of the most frequent assignments of officers who complete recruit training; and

b. use of evaluation techniques designed to measure competency in the required skills, knowledge, and abilities.

The Department of Criminal Justice Services requires Performance Based Training during basic training. The Williamsburg Police Department Field Training Program is based on a relationship of training to Job-Task Analysis. This method of training is used in all Departmental Training requiring the development of performance objectives. These objectives will be submitted to the Chief for approval before training will commence. The objectives shall:

Focus on the elements of the job-task analysis for which training is needed;

Provide clear statements of what is to be learned;

Provide the basis for evaluating the participants;

Provide the basis for evaluating the effectiveness of the training program.

The use of performance objectives acquaints the participants with the information they are required to know; the skills that must be demonstrated; and the circumstances under which the skills will be used. The approach enables the instructors to relate

training directly to the job performance that will be expected by supervisors.

33.4.3: Field Training Program

Formal Academy training shall be supplemented by field training to ensure the highest quality of performance. Recruits will participate in an 8 week (320 hours) Field Training Program, which will be evaluated at 30 day intervals. The Chief of Police may waive the 320 hour requirement for officers based on prior police experience and satisfactory field training evaluation. Any officer given a waiver will be required to receive a minimum of four (4) weeks of Field Training.

a. Recruit officers will be assigned to a trained and certified Field Training Officer for a minimum of eight (8) weeks prior to being given responsibility for regular assignments;

b. The Department will designate certain officers as Field Training Officer (FTO). This selection will be based on several factors, including officer interest, shift supervisory recommendations, officers evaluation and performance. The selection will be appointed by the Supervisor of the Uniform Bureau and approved by the Chief;

c. All Field Training Officer's will be directly supervised by their Shift Supervisor;

d. The Field Training Officer will maintain a close liaison with the Academy staff to become aware of what skills and knowledge have been taught to the recruit;

e. All Field Training Officers will receive FTO training through the Academy;

f. The Field Training Officer will ensure that the recruit is familiar with all aspects of the Department, including dispatch responsibilities, the special operations and support services bureau and crime prevention. This training eliminates the need for permanent assignment rotations;

g. The departmental Field Training Guide will be issued and completed for every recruit officer for evaluation. Certification of performance of all item entries in the Guide is not limited to the eight (8) week field training period, but shall be completed.

The FTO's will acquaint themselves with the Recruit Field Training Guide.

The FTO will ensure that the recruit is familiarized with each item in the Guide. (This is not an exhaustive list and when unlisted situations occur they should be noted at the end of the Guide).

The FTO will train recruits in all Department policies, procedures, rules and regulations and the City Personnel Manual.

Whenever practical, items should be demonstrated and when satisfactorily completed the date of completion and the initials of the FTO shall be entered.

The recruit will review the Guide at its completion and sign his name in the space provided.

The Guide will be reviewed by the Shift Supervisor and the Supervisor of the Uniform Bureau upon completion and, if satisfactory, will be filed in the officer's personnel file.

h. The Field Training Officer will report to the Shift Supervisor, who in turn will report to the Supervisor of the Uniform Bureau, the progress of the recruit often during the field training period.

33.5.1: Annual Retraining Program

Annual retraining is provided to impart information of a specialized nature, as well as update and evaluate effectiveness of prior training. All sworn personnel of the

Williamsburg Police Department will, on a biennial basis as required by law, attend a forty (40) hour in-service school. In addition on a yearly basis, all sworn personnel will attend the following:

Class reviewing changes or revisions in the State Code by the General Assembly.

Classes required at the direction of the Chief of Police, such as:

Assessment center training;

Supervisory and management training;

Policy and procedure training;

Training Keys;

Commonwealth Attorney/Victim Witness training;

Any other training as deemed necessary.

Firearms training and qualification annually.

Voluntary and required training at the Academy.

33.5.2: Roll-Call Training

Roll-call training is a technique that may supplement all other training and one that has been used by the Williamsburg Police Department. This training can be effective if it is well-structured and reflects the needs or interests of the department while being flexible enough to fit into the time limitations of a roll-call setting. The following are to be considered for all roll-call training sessions:

Planning of roll-call training should include enough sessions so that all shift personnel receive the training, subject matter directed toward shift/department

needs, available time, timely request for audio-visual equipment, and plans for a regular number of sessions per month.

Techniques and methods suitable for use in roll-call training include lectures, film (slide or movie), or demonstrations.

Instructional personnel can include anyone with demonstrated skill or knowledge in particular areas of instruction.

Roll-call instructors may contact the Hampton Roads Academy of Criminal Justice for assistance in gathering training materials.

Shift Supervisors should regularly evaluate roll-call training, observation of field work, annual performance evaluation, increase in productivity, increased clearance rate, reduced accident rate, and thorough evaluation by individual officers.

The Shift Supervisors should participate in actual training, evaluate training, and provide guidance of training officers and approve scheduling. The on-going training of employees is a responsibility of the Supervisors. Supervisors are expected to be familiar with the mechanics of the learning process and to apply them in their supervisory tasks.

Shift Supervisors should provide input on the type of training needed, evaluate training, and participate in actual training to assure that policy is disseminated as accurately as possible and to allow employees to benefit from the experience, knowledge, and attitudes of command and staff officers. It is desirable that such officers participate in the formal training process.

The Department will provide access to training keys for general departmental instruction and to augment individual study. The keys will be used to supplement basic entrance training, in-service training, and refresher courses within the department. Testing will be conducted periodically on material taken from the assigned keys. Questions taken from the keys may be used for promotional examinations. Training keys do not change department orders. Where conflicts

exists, present departmental orders take precedence. Where conflicts exists, both training keys and departmental orders will be reviewed. Any change in departmental orders will be issued in the form of an Administrative Order.

33.5.3: Accreditation Training

All department employees will be familiar with the Accreditation process, to include:

History and background of Accreditation and the departments involvement in the process;

The Accreditation process itself;

The goals and objectives of Accreditation;

The advantages of Accreditation and its impact on the Police Department.

Accreditation familiarization will be provided to:

a. All newly hired agency personnel within a reasonable period after their employment begins;
b. To all agency personnel during the self-assessment phase associated with achieving initial accreditation and each re-accreditation; and
c. To all agency personnel just prior to an on-site assessment associated with initial accreditation and each re-accreditation.

Every bureau and squad supervisor will ensure that all newly assigned personnel are trained in this process. Additionally, on an annual basis, every officer, during their annual re-training will each receive review information in this regard. A lesson plan is completed and maintained by the Uniform Bureau Supervisor. Each bureau supervisor will ensure this training is documented and distributed to the Uniform Bureau Supervisor. The Uniform Bureau Supervisor will ensure the training is documented in each employees training file.

33.6.1: Specialized Training

Though the Williamsburg Police Department is dependent upon its' personnel to perform multiple tasks, the police generalists framework must recognize the need for specialization. The following functions require that responsible officers receive specialized training;

Forensic Function:

a. Officers responsible for processing major crime scenes will be required to attend specialized schools directly relating to skills such as, but not limited to, latent fingerprint recovery, impression recovery, photograph and physical evidence collection. Completion of the State Forensic Academy is preferred, however limited enrollment may make it impractical.
b. The forensic function is part of the Special Operations Bureau and is under the supervision of the Bureau Supervisor. Applicable State sponsored forensic in-service training will be attended by qualified personnel. A line item budget code is administered by the Special Operations Bureau supervisor. All forensic officers are subject to re-call 24 hours a day.

c. Supervised on-the-job training is the responsibility of a senior forensic specialist.

Field Training Officer:

a. Officers responsible for the field training function will be certified by the Commonwealth of Virginia to perform the task. Field training officers must be familiar with teaching techniques applicable to on-the-job training situations.
b. Field training officers are under the direct supervision of the Watch Commander and the field training program is managed by the Uniform Bureau Supervisor. Field Training Officers are required to report on recruit progress on a monthly basis.
c. Field training officers are certified before performing the task and on-the-job training is not available nor advisable.

Firearms Instructor:

a. Officers responsible for firearms instruction must be certified by the Commonwealth of Virginia having completed intense training in the use of police firearms, and the techniques applicable to the instruction of associated skills. These officers must be familiar with, but not limited to, firearms safety, firing techniques, state law, department policy on use of force and weapon maintenance.
b. The firearms instruction is under the direct supervision of the designated Range Master. The firearms instruction program is managed by the Uniform Bureau Supervisor, who is also responsible for the line item budget code.
c. On-the-job training for new firearms instructors will be conducted by senior/certified firearms instructors.

Defensive Tactics Instructor:

a. Officers responsible for defensive tactics instruction must be certified by the Commonwealth of Virginia, having completed intensive training in the use of non-lethal weapons, hand to hand tactics, and physical control techniques.
b. Defensive tactics instructors are directly supervised by the designated officer in charge of the training program. The Uniform Bureau Supervisor manages the defensive training program to include scheduling, overtime fund allocation and coordination with other training activities. Instructors are responsible for submission of scores to the Uniform Bureau Supervisor for inclusion into the officers training files.
c. On-the-job training for new defensive tactics instructors will be conducted by senior/certified defensive tactics instructors.

Crime Prevention/School Resource Officer

a. Officers responsible for the crime prevention function are required to attend specialized schools directly relating to associated skills.
b. The crime prevention function is directed by the Supervisor of the Special

Operations Bureau. The supervisor is responsible for managing a multiplex of programs in the crime prevention function.

c. On-the-job training for officers newly trained for the crime prevention function will be conducted by a senior crime prevention officer.

Hostage Negotiator:

a. Officers responsible for hostage negotiation receive special screening before assignment and specialized training annually.
b. The Supervisor of the Uniform Bureau is responsible for the hostage negotiation team, in addition to the management of the training and selection of the hostage negotiators. Hostage negotiators are subject to re-call 24 hours a day.
c. On-the-job training for hostage negotiators is conducted through training sessions and practical exercised as instructed by the Supervisor of the Uniform Bureau.

Motorcycle:

a. Officers assigned to motorcycle operations must possess a valid class "M" Virginia drivers license and must satisfactorily complete an approved police motorcycle training course.
b. Motorcycle officers are under the direct supervisor of their Watch Commander. The motorcycle program is managed by the Supervisor of the Uniform Bureau, who's responsibilities include program area assessment, maintenance, lease agreement, and selection of officers for participation in the program.
c. Supervised on-the-job training is under the direction of the Watch Commander, who may recommend continued participation in the program.

33.6.2: N/A

33.7.1: Civilian Orientation

All newly appointed civilian personnel will receive the following training:

a. Orientation to the department's role, purpose, goals, policies, and procedures;
b. Working conditions, rules and regulations;
c. Responsibilities and rights of employees.

33.7.2: Civilian Pre-Service and In-Service Training

Newly appointed full or part-time dispatchers will be required to attend a forty (40) hour dispatcher basic school within one (1) year of their appointment. Each certified operator will also be required to attend in-service retraining on a biennial basis. This will include a functional test and reaffirmation to assure compliance with VCIN/NCIC policy and regulations. Other training for civilian personnel will be done as schedules permit and courses are available.

33.8.1: Career Development Personnel Training

All Supervisors who are involved in conducting the career development program will receive training in the form of an "orientation" to all aspects of the program. The Supervisor of the Uniform Bureau will review the contents of this program and facilitate training in counseling techniques.

Career Development Practices and Procedures:

Participation in the career development program is voluntary. All participants shall have equal access to training and development opportunities. Special training and development opportunities will be provided, as needed. The career development program runs July 1 - June 30. Officers wishing to participate in the process must submit a letter of intent to participate by December 1 to their supervisor and must meet all requirements prior to July 1. Supervisors shall complete their counseling and submit their determination to the Bureau Supervisor by December 31. Final determination shall be made by the Chief of Police by February 15.

The aim of career development is to highlight specific opportunities for individual growth and to improve overall job satisfaction and performance. The career development program furthers professional growth and capabilities of employees in both their present and future roles within the department.

The principal components of the career development program are:

Career counseling in conjunction with the performance evaluation system.

Career enhancement including selection as trainers officers providing opportunities for increased responsibility and growth.

In-Service training including mandated, as well as enhanced skill, knowledge, and abilities (SKA) in job related skill areas.

The Supervisor of the Uniform Bureau will have authority and responsibility for the overall administration of the career development program and will coordinate all activities in reviewing and recommending revisions to the plan.

All supervisors are responsible for career counseling and development of assigned personnel.

The objectives of the career development program include:

Provide opportunity for all employees to develop their careers.

Provide opportunity for each employees to acquire, at a minimum, one new law enforcement skill annually.

Ensure that all employees complete mandated in-service training in a timely manner, preferably through utilization of training opportunities which will enhance career growth.

Provide career developmental counseling and guidance to each employee in conjunction with the performance evaluation process.

Provide employees who possess certification in a particular skill area, e.g., VCIN/NCIC, breathalyzer operator, instructor, etc, with opportunities to renew their certification and/or increase their skills.

Provide officers who possess law enforcement skill with opportunities to continue their growth and improve their skills in that area.

Utilize as required, the counseling services of other agencies in individual career development including such agencies as:

- The Hampton Roads Regional Academy of Criminal Justice provides basic, specialized and in-service training.
- Colonial Mental Health, provides personal counseling.
- Colleges: (W & M, CNU, TNCC): provides counseling for employees interested in higher education.
- In-house: various Supervisors offer counseling in specialized areas of expertise.

Program Inventories:

The Uniform Bureau Supervisor will maintain an inventory of skills, knowledge, and ability (SKA) of each employee. This inventory will be updated annually and will contain information in the following areas: educational background, training courses completed, developed law enforcement skill areas, increased level of skill ability, sharing/teaching of skill areas to others, foreign language skills, firearms proficiency, service activities, and employee appearance. Supervisors will utilize this inventory in performance evaluation and career counseling.

The Supervisor of the Uniform Bureau will maintain an inventory of skill areas available as well as an inventory of what skill area qualifications are possessed

by each employee. Skill areas are identified in the List of Career Development Skill Areas at Appendix A, and are based on important and frequently performed tasks and/or tasks requiring specialized or advance training, as well as on job classification and analysis information.

All supervisors will evaluate skill area qualifications of their rated employees. Skill area qualification requires a minimum of 8 hours of instruction in the skill. The 8 hours may be obtained by attending one course at least 8 hours in duration or by putting together multiple shorter periods of instruction which total 8 hours or more in the skill. Each supervisor will inform the Supervisor of the Uniform Bureau of each skill area qualification of assigned employees as that qualification is recorded in the individuals SKA inventory.

Career Counseling:

Career counseling is a vital component of the career development program. In addition, counseling is an integral part of employee performance evaluation, the supervisory process in dealing with positive discipline and the process of setting and achieving both departmental and individual goals and objectives.

Supervisors, in annual counseling sessions, should identify individual employee strengths and weaknesses and assist the employee in developing a plan of self-improvement and setting a timetable for performing key activities, and, then, ensuring departmental support as required and evaluating employee attainment as part of the rating process. The performance evaluation form will be used as a checklist for this process with comment being made, as to attainment of mutually agreed upon objectives listed on the "Career Development Review Check List".

Individual employees are responsible for self-analysis and identification of skill areas or other developmental goals they would like or need to fulfill. Employees should counsel freely with their supervisors and may at any time identify career needs in written memos sent through channels to the Chief.

Training:

All officers are required to attend state mandated in-service training, 40 hours every two years. The Hampton Roads Regional Academy of Criminal Justice annually offers a number of different subject matter in-service programs. Course offerings will be posted and an officer desiring to attend a specific subject in-service course may put such a request in to the Supervisor of Uniform Bureau. Where possible, this proficiency in-service mandated training will then be an integral component of career development.

Skill area training which assists in developing career specialties and enhancing the overall potential of the employee is an essential part of CDP. The nature of the job demands placed upon our personnel requires that they be generalists and able to deal with a wide range of duties. However, each employee should develop new areas of interest and specialization and, in turn be able to share these with co-workers not possessing the skills.

The Supervisor of the Uniform Bureau will:

Maintain on file written records of all proficiency and career specialty/skill and in-service training of personnel.

Maintain an annual inventory of resources/training opportunities available for use in developing in-service training as part of the career development program. This information will be made available to all participants.

Initiating Employee's Responsibility:

It is the responsibility of each employee to review the criteria that must be met and maintained for each level in the Career Development Program. Each employee who wishes to be considered for entrance/progression in the CDP must submit a written request to their supervisor by December 1.

Supervisor's Responsibility:

An employee must obtain a recommendation from his immediate supervisor.

The supervisor shall consider each criterion, address them separately, and state how the requesting employee has or has not met the criteria. The supervisor may include a narrative concerning the individual's advancement in the CDP.

All paper work concerning an individual's status in CDP shall be forwarded to the affected employees Bureau Supervisor. Bureau Supervisors will forward this correspondence to the Chief of Police along with their recommendations.

Notification of Acceptance/Rejection:

The Chief of Police will make the final determination of acceptance/rejection and notify the Bureau Supervisor of the employee. The Bureau Supervisor shall notify the employee of the results within 10 days of the determination.

If candidate is rejected for entrance or advancement in the CDP, that candidate has ten days from notification to initiate an appeal to the Chief through the chain of command.

Reduction in Career Development Status:

No appointment at any level within CDP should be considered permanent. An employee must meet the basic "Criteria for Evaluation" of the next level in order to be appointed to the higher level. The employee must also maintain the stated minimum performance standards to be assured of holding his position.

If the employee's supervisor determines that an individual is not maintaining the minimum standards prescribed for their respective level with the CDP, the affected employee shall be placed on a six month special evaluation status. The employee's supervisor will draft a memorandum, outlining the area(s) of deficiency, indicating what improvements are expected in order to comply with the standards, and advising the employee formally of the special evaluation.

If upon completion of the six month special evaluation period, the affected employee has not complied with the **outlined** standards, the employee's immediate supervisor shall forward a memorandum to the Chief of Police

recommending reduction in CDP status. This memo shall contain an outline of events leading to this recommendation for reduction in the CDP level.

The Chief of Police shall make the final determination on whether a reduction in CDP status is in order and the level the employee is to be reduced to. The Office of the Chief will make the necessary notifications concerning the employee's reduction in the CDP. The affected employee shall have ten days from notification to indicate an intent to appeal. Appeals shall be made in writing and forwarded to the Chief's office.

Once an employee's level has been reduced in the CDP, that employee must resubmit a written request if they wish to be considered for advancement. The employee may not be considered for advancement for a period of 12 months from the date of status reduction.

Criteria - Sworn Personnel:

Experience:

First Class - At least two years at the rank of Police Officer, served with good conduct as evidenced by no disciplinary action exceeding one written reprimand in the past three years.

Senior - At least two years at the first class level with good conduct as reflected by no disciplinary action exceeding two written reprimands over the past three years.

Master - At least three years at the Senior Police Officer level, with good conduct reflected by no disciplinary action exceeding one written reprimand in the past three years.

Efficiency Levels:

Efficiency Rate - An officer must be efficient regarding their handling of primary Calls for Service assigned. This is determined by citizen

feedback and supervisory evaluations over the past twelve months.

Officer follows up and individually handles situations along with other responsibilities or determines the need for someone else to follow up.

Officer assures that appropriate follow up is conducted and makes post contact with complainant or victims.

Accidents:

First Class - No more than one reportable (by State standards) vehicle accident in the past three years in which the officer has been determined to be at fault.

Senior - No more than two reportable vehicle accidents in the past five years in which the officer has been determined to be at fault.

Master - No more than three reportable vehicle accidents in the past eight years in which the officer has been determined to be at fault.

Upon the occurrence of an automobile accident involving a police department vehicle, the determination of fault will be made by the Supervisor of the Uniform Bureau. This decision may be appealed to the Chief of Police, who will make the final determination of fault.

If disciplinary action results from a police vehicle accident, such action will not count against an officer for CDP purposes. However, the reportable crash which prompted the action will count for CDP purposes.

Court Responsibility (All levels):

Proper attendance, preparation, presentation and adherence to Court Regulations must be maintained by officers on all levels of the CDP. Compliance with each of these responsibilities shall be based both upon

observation by the officer's supervisors and lack of negative feedback.

Firearms Proficiency:

First Class - 75
Senior - 80
Master - 85

An officer's average will be computed by the Range Supervisor for each qualification visit, not including night firing. Officer's level is determined by his range qualification visits in the past 12 months.

Patrol Proficiency (All levels):

An officer must demonstrate a willingness and ability to perform the police mission. This may be demonstrated in several ways:

Apprehension of criminal perpetrators.

Gathering and distributing information about possible criminal activities, criminal suspects, or hazardous individuals.

Providing aid and assistance to the community.

Reporting situations that are potentially liable to the City (unsafe roads or driving conditions, faulty road signs or signals, unsafe conditions on City facilities, or the unsafe operation of City equipment).

Evidence of the above may be made through actual events, community feedback and supervisory evaluation.

Investigation/Resolution of Criminal Activity Assignments (All levels):

An officer must demonstrate zeal and proficiency in the investigation and resolution of all crime assignments authorized or assigned for

follow-up by the candidate's supervisory officers.

Professionalism (All levels):

Each officer must clearly demonstrates subscription to the Law Enforcement Code of Ethics.

Education:

For each level, an officer must successfully complete the following number of college hours in Law Enforcement or other related field:

First Class - 30 hours.
Senior - 60 hours.
Master - 90 hours.

Exemplary and/or Extracurricular Activities:

First Class - No minimum requirements.

Senior - Served acceptably in at least one of the "Activities" listed in Appendix A during his career.

Master - Served acceptably in at least two of the "Activities" in Appendix A during his career.

In lieu of the above, active and constructive participation in a civic, church, or other service oriented organization is acceptable and encouraged. Documentation of such service may be required.

Department Policy and State Law (All levels):

Candidate must have demonstrated working knowledge of the Administrative Orders, a workable knowledge of Titles 18.2, 19.2, and 46.1 of the Virginia State Code, and the Williamsburg City Code.

Attendance (All levels):

Sick - Each officer shall subscribe to the City of Williamsburg's Personnel Rules and Regulations (sick leave). However in order to participate in the Career development program additional rules apply. Each officer must have a "sick leave usage rate" of three or less days of unexcused sick leave taken per year.

Reporting - Each officer must have a steady and punctual reporting record. Evidence of such shall be exhibited by having, on each such occasion, contacted his shift supervisor no later than the actual time his tour of duty is to begin and having advised such supervisor of the officer's impending late arrival or absence from duty. More than two such transgressions during any 12 month period shall be cause for rejection or reduction in CDP status.

Criteria - Civilian Communication Operators:

Experience:

First Class - At least two years service as a Communications Operator, serving with good conduct as evident by no disciplinary action exceeding one written reprimand in the past three years.

Senior - At least two years at the first class level with good conduct as reflected by no disciplinary action exceeding two written reprimands over the past five years.

Master - At least three years at the Senior level, with good conduct reflected by no disciplinary action exceeding one written reprimand in the past three years.

Efficiency Level (All Levels):

Efficiency Rate - An operator must be efficient regarding their handling of primary CFS and public assistance. This is determined by citizen feedback and supervisory evaluations over the past twelve months.

Operator follow-ups and/or individually handled situations. Operator assures that appropriate action has been taken and problem resolved.

Operators are expected to be helpful when making referrals, providing contact information or direct connection to appropriate personnel or City Departments.

Records Responsibility (All Levels):

Participants will maintain the highest standards concerning assignments within the Departments records system. Filing and other associated tasks will be completed in a timely manner, daily, unless relieved by Communications Supervisor. This area includes Court Paperwork.

Professionalism (All Levels):

Participant must clearly demonstrate the highest standard of professionalism by action and word. Professional behavior includes outside (citizen) and inside (employee) interaction.

Education:

For each level, each participant must successfully complete the following number of College credits:

First Class - 30 Credits
Senior - 60 Credits
Master - 90 Credits

Exemplary and/or Extracurricular Activities:

First Class - Served acceptably in at least one public/community

relations activity.

Senior - Served acceptably in at least two public/community relations activities and successfully completed one specialized training session since achieving First Class Level.

Master - Served acceptably in at least three public/community relations activities and successfully completed two specialized training sessions since achieving Senior Level.

Department Policy and State Law (All Levels):

Participant must have demonstrated working knowledge of the Administrative Orders, the E911 Centers S.O.P., and the VCIN Manual.

Attendance (All Levels):

Sick - Each employee shall subscribe to the City of Williamsburg's Personnel Rules and Regulations (sick leave). However in order to participate in the Career development program additional rules apply. Each employee must have a "sick leave usage rate" of three or less days of unexcused sick leave taken per year.

Reporting - Employee must have a steady and punctual reporting record. Evidence of such shall be exhibited by having, on each such occasion, contacted the supervisor no later than the actual time the tour of duty is to begin and having advised such supervisor of the impending late arrival or absence from duty. More than two such transgressions during any 12 month period shall be cause for rejection or reduction in CDP status.

33.8.2: Skill Development Training Upon Promotion

Where personnel are assigned to a specialized component (i.e., any unit, such as Investigations Unit, Crime Prevention, Field Training Officer, and newly promoted supervisors, for which skills are required in addition to skills, knowledge, and abilities

gained in basic or other in-service training), training will be initiated within thirty days of the assignment or where training is not available within thirty days, training will be initiated at the first opportunity.

APPENDIX A

CAREER DEVELOPMENT SKILL AREAS

1. Accident Investigation
    a. Hit and Run
    b. Traffic Accident Analysis
    c. DUI Enforcement
    d. Selective Traffic Enforcement
2. Armorer
3. Audio Intelligence
4. Breathalyzer Operator
5. CPR/EMT/Shock Trauma/Advanced First Aid
6. Civil and Vicarious Liability
7. Composite Artist
8. Computer/Data Processing
9. Crime Analysis
10. Crime Prevention
    a. Home Security
    b. Business Security

c. Community Program

d. Program Marketing

e. Neighborhood Watch Program Coordinator

11. Criminal Investigations

a. Arson

b. Burglary

c. Computer Fraud

d. Drug Enforcement

e. Forgery

f. Fraud

g. Homicide

h. Motor Vehicle Theft

i. Narcotics and Dangerous Drugs

j. Robbery

k. Sex Crimes

l. Vice

m. Other

12. Driver Training/Defensive Driving

13. Executive and VIP Protection

14. Field Training Officer

15. Foreign Language Skills

16. Hazardous Material

17. Hostage Negotiations

18. Instructor General ---

    a. Defensive Tactics

    b. Firearms

    c. Legal

    d. Physical Fitness

    e. Side-handle Baton

    f. DUI

    g. New Age Thinking

    h. Defensive Driving

    i. Other

19. Investigative Hypnosis

20. Interviewing and Interrogations

21. Juvenile Law and Procedures

22. Management ---

    a. Administration skills

    b. Management of ---

        1. Property

        2. Evidence

        3. Records

        4. Purchasing

        5. Personnel

        6. Patrol

        7. Criminal investigations

        8. Narcotics/vice

        9. Training

        10. Communications

        11. Fleet vehicle operations

    c. Budgeting

    d. Planning

e. Leadership

f. Policy development

23. Media Relations

24. Motor Vehicle Theft Prevention

25. Officer Survival

26. Physical Evidence Collection

a. Fingerprint

1. Classification

2. Collection

b. Photography

c. Other

27. Physical Fitness Counselors

28. Self-Development

a. Human relations

b. New age thinking

c. Stress management

d. Other

29. Special Weapons and Tactics

30. Supervision

    a. Communications

    b. Counseling

    c. Leadership

    d. Motivation

    e. Performance evaluation

    f. Other

31. Terrorism

32. Video Equipment Operator

ADMINISTRATIVE ORDER

PROMOTION

CALEA STDS: 34.1.1/34.1.7

EFFECTIVE: JUNE 18, 2003

APPROVED:
CHIEF OF POLICE

POLICY:

It is the policy of the City of Williamsburg and its Police Department to promote, and retain those persons best qualified to perform its work. The Department in conjunction with the City provides promotional opportunities for the full use of employee skills and abilities. The City's promotion policy is to fill higher level positions from the ranks of current employees providing there is a sufficient number of qualified applicants. The vitality of the Department is maintained through the selection and promotion of the most qualified personnel to positions of increased responsibility. The Department must help in the selection process by accurately rating employees and evaluating candidates for promotion and by advancing the most qualified.

PURPOSE:

The purpose of this Administrative Order is to provide information concerning the promotion procedure of the Williamsburg Police Department.

34.1.1: Agency Role

The Chief of Police is responsible for the formulation, direction and coordination of a comprehensive employment program for the Williamsburg Police Department. This employment program includes the functional area of promotion. Specific

responsibilities include:

Approval of position descriptions including any prerequisites for eligibility for consideration;

Announcements of vacancies, and processes to be used to fill these vacancies;

Receipt of applications;

Disqualification of applicants;

Establish, maintain, and periodically purge, eligibility lists, both promotional and open competitive, for the positions in the Police Department that are necessary to meet the needs of the Department. Such lists shall contain the names of those persons who are determined by examination process to be qualified to perform the duties required of the position. Names shall be placed on the lists in order of their final ratings in the examinations and the applicants shall be notified by the Support Services Bureau of their qualifying or failure to qualify.

Select and assist in the development of measurement instruments that are used in determining skills, knowledge, and abilities of employees for positions;

Conduct oral interviews of candidates;

Administers employee probationary periods.

The Supervisor of Support Services coordinates with the Chief of Police in the implementation of the Department's promotion process. These responsibilities include:

Removal of names from eligible lists. The Support Services Supervisor may remove from an eligible list the name of any applicant if any of the following conditions exist:

1. The applicant has intentionally made a false statement in his application;

2. The applicant is mentally unfit to serve;

3. The applicant fails to respond for an interview when properly notified.

The Support Services Supervisor shall notify each person of the removal of his/her name and the reason therefore.

Assist, as directed by the Chief of Police, in the development of measurement instruments for determining skills, knowledge, and abilities of employees seeking promotion.

All promotions in the Williamsburg Police Department shall be made according to merit and fitness. Merit and fitness may be ascertained by an assessment process which shall be approved by the Chief of Police. Assessments shall relate to those matters which will test fairly the capacity and fitness of the candidates to discharge efficiently the duties of the position for which the process is are held. Assessments may be written, oral, physical, or performance tests, or any combination of these. These assessments may take into consideration such factors as education, experience, aptitude, knowledge, character, physical fitness, or any other qualifications or attributes which in the judgment of the Chief of Police enter into the relative fitness of the applicant. In the case of written exams, candidates identity shall be concealed until the time the tests are graded. Applicants will be notified of examinations dates.

34.1.2: Authority and Responsibility

The Chief of Police is responsible for the formulation, direction, and coordination of a comprehensive employment program for the Williamsburg Police Department. The Supervisor of Support Services coordinates with the Chief of Police in the implementation of the Department's promotion process.

34.1.3: Promotional Process Described

The procedural elements of the promotion process include:

a. Candidates are evaluated for promotional potential by use of time in service and/or rank. Any questions about eligibility must be submitted to the Support Services Bureau one (1) week prior to examination date;

1. Police Sergeant: A police officer must have forty-eight (48) months of continuous service with the Police Department. In addition, the officer must be a participant in the Career Development Program.

2. Police Lieutenant: A police officer must have twenty-four (24) months of continuous service with the Police Department in the rank of Sergeant and possess an Associates Degree from an accredited college or university.

2. Police Major: This term will be used to describe any employee having charge of, or being responsible for a Bureau.

   A police officer must have served twenty-four (24) months in the rank of Lieutenant. Any Lieutenant wishing to qualify for the bureau supervisor examination must possess a minimum of BS or BA Degree.

3. Deputy Chief: This term will be used to describe any employee having charge of or being responsible for a Bureau and the responsibility to act for the Chief of Police in his absence.

   A police officer must have served twenty-four (24) months in the rank of Major prior to eligibility for appointment. The position of Deputy Chief will be appointed at the discretion of the Chief of Police based on merit, fitness for duty, and departmental needs.

b. If a written test of knowledge is used in the promotion process, an updated bibliography of reading materials used as the sources of questions will be provided to each candidate at least two weeks prior to administration of such test.

c. If an assessment center is used an assessment center manual will be maintained by the Supervisor of Support Services Bureau;
If oral board or private interviews are used in the process, all candidates will be questioned from a prepared text. All candidates will be asked the same questions and may be required to elaborate on their answers.

e. The right of employees to challenge any aspect of the promotion and advancement process is an integral part of the process itself. At a minimum, the following may be part of a grievance appeal:

1. Adverse decisions concerning eligibility;

2. Review of answer key if any written examination used;

3. Review of written results of scored elements of the process;

4. Contesting performance evaluation reports used in the selection decision.

f. Part of the grievance appeal may include reapplication, retesting and/or reevaluation; and

g. In cases where special qualifications and/or attributes are necessary and are not present in the eligible list that are certified, the Chief of Police may find it necessary to fill a department position from outside the Department. Promotions will be made from within when possible.

h. All promotional materials will be kept secured in the office of the Major of Support Services.

34.1.4: Job Relatedness

The Supervisor of Support Services is responsible for preparation of any relevant assessment components and procedures which will be tailored to meet the needs of the

Police Department. All components will be job related and non-discriminatory. All components shall measure the skills, knowledge and abilities of employees for the positions and assure all examinations are in compliance with the Equal Opportunity Employment commitment, program and practices. All elements must be approved by the Chief of Police.

34.1.5: Promotional Announcement

Promotional announcements will be issued in writing no later than thirty (30) calendar days prior to the administration of any approved assessments. This announcement identifies the pre-requisites of the job, and includes all dates, times and locations of all elements of the promotional process, and requires filing a letter of intent to participate.

34.1.6: Eligibility Lists

An eligibility list will be prepared and published by the Supervisor of Support Services detailing each component of the process as approved by the Chief of Police. The eligibility list will include;

a. The numerical weight, if any, assigned to each eligibility requirement;

b. The system of ranking eligible candidates on the list;

c. Time-in-grade and/or time-in-rank eligibility requirements, if any;.

d. The duration of the list. Examinations will be held on a need basis only.

e. The system for selecting names form the list. The promotional list is certified by the Chief of Police, who will select from the three (3) highest candidates.

34.1.7: Promotional Probation

The probationary period for promotion is regarded as an integral part of the

examination process. It shall be for a period of one (1) year. This shall be used for close observation of the employee's work, for securing the most effective adjustment of the new employee to his/her work, and for rejecting any employee whose performance does not meet the required work standards. There are no provisions for exceptions.

At the end of the probationary period, performance evaluations of the probationary employee will be reviewed by the Chief of Police. If favorable, the Chief shall make the promotion permanent.

Employees on probation should be closely observed and strictly rated. As early as possible during the probation period, unsatisfactory incumbents should be alerted about their need for improvement and told that lack of improvement would be cause for return to their former rank.

At any time prior to the expiration of the probationary period the Chief or his designee may remove or demote the employee from his position. Although no charges are required and no appeal is permitted, the employee shall be informed of the reasons for his/her demotion. A probationary employee who holds permanent status in a lower classification will be returned to the lower classification if demoted.

ADMINISTRATIVE ORDER

PERFORMANCE EVALUATION

CALEA STDS: 35.1.1/35.1.15

EFFECTIVE: JUNE 8, 2003

APPROVED:
CHIEF OF POLICE

POLICY:

Performance evaluation is an essential and integral part of the City's personnel management program in general, and of the pay administrative system in particular. The formal performance evaluation system is designed:

(1) To evaluate employees objectively based on job related and behaviorally anchored criteria.

(2) To allow supervisors and employees to discuss goals and approaches to accomplishing goals.

(3) To counsel employees on work standards and expected levels of job performance.

(4) To recognize and encourage outstanding job performance.

(5) To identify and lead to correction of work deficiencies.

(6) To support personnel actions, such as, promotions and demotions, transfers and reemployment, disciplinary actions including suspensions and dismissals.

(7) To assist in determining the amount of any annual based salary adjustments.

35.1.1: Performance Evaluation System

The Williamsburg Police Department's performance evaluation procedure includes:

a. Detailed instructions concerning measurement definition and categories for appraising performance;

b. Procedures for the use of the forms;

c. Responsibilities of the rater:

   1. Every rater will carefully read and follow the instructions provided for the Performance Appraisal Form.

   2. The rater will ensure that the subordinate is available for counseling and signature of the form.

   3. It is important that each rater evaluate each subordinate according to the same fair and impartial standards.

   4. The rater is responsible for the proper execution of the Performance Appraisal Form and will sign his name in the designated space.

d. The Chief of Police is responsible for the administration of the performance appraisal procedure, including the training of raters. This training is accomplished at regularly scheduled staff meetings.

35.1.2: Annual Evaluation

Annual performance reviews are conducted for all employees as of March 31, with submittal of completed evaluations to the City Manager not later than April 30. In addition, supervisors may submit special evaluations at any time to recognize outstanding performance or unsatisfactory performance without waiting for the annual review cycle.

Supervisors should not wait until a performance rating is due to recommend the separation or demotion of an unsatisfactory probationary employee who does not respond to counseling and additional instruction. The supervisor should initiate corrective action as soon as it is concluded that the employee will not be able to meet the requirements of the position.

35.1.3: Bimonthly Evaluation of Probationary Employees

Probationary employees will be rated on a monthly basis except during their basic training at the Hampton Roads Academy of Criminal Justice and their field training. Their academic records from the Hampton Roads Academy of Criminal Justice and their FTO reports will document performance in these periods.

35.1.4: Evaluation Criteria

Performance evaluations are specific to the assignment of the employee during the rating period.

35.1.5: Evaluation Period

Performance evaluations will be documented on Performance Appraisal Forms and cover a specific period. The actual dates covered by the evaluation are shown on the face of the form. Performance of the employee prior to or following the rating period should be excluded from the rating for that period.

35.1.6: Unsatisfactory Performance

Any employee whose performance is deemed to be unsatisfactory will be so counseled in writing by their supervisor at least 90 days before the end of the annual rating period. The supervisor should be prepared to substantiate ratings at the unsatisfactory level, to advise the employee of unsatisfactory performance, and to define actions that should be taken to improve performance. If unsatisfactory performance continues, this information should be included in the evaluation report at the end of the 90-day period.

35.1.7: Explanatory Comments

Raters are urged to include specific, concrete examples which illustrate the employee's performance, and recommendations for improvement in the comments section on all performance reports. Vague, general comments which repeat the rating dimension and description are not acceptable.

Substantiating comments are required for each dimension which is rated as "Below Standard" or "Always Exceeds Standard".

35.1.8: Responsibility of Rater's Supervisor

Each department head shall designate the individuals who shall serve as Rater and Reviewer for the employees in the various units of the department.

An employees Rater normally will be the immediate supervisor. The Rater's responsibility is to prepare the tentative rating as accurately and objectively as possible.

The Raters superior normally will serve as Reviewer. The Reviewers responsibility is to review ratings for consistency of standards and cooperation with the intent of the rating program. The Rater and the Reviewer will sign the evaluation.

Any disagreement between a Rater and Reviewer shall be resolved by a discussion between the two. If changes are agreed upon, a new evaluation report shall be prepared. In rare cases where agreement cannot be reached, the Reviewer's superior shall be consulted. The Reviewer does not have the authority to make unilateral changes on an evaluation without expressed approval of the Reviewer's supervisor.

The department head shall maintain a general review of ratings to encourage uniform standards throughout the department.

35.1.9: Employee Counseling

At the conclusion of the rating period an interview will be conducted between the ratee and the rater. This should be viewed as a two way training session whereby both parties are permitted to express themselves and explain reasons for past performance. The interview will also include counseling for improvement of future performance to include:

a. results of the performance evaluation just completed;

b. level of performance expected, rating criteria or goals for the new reporting period; and

c. career counseling relative to such topics as advancement, specialization, or training appropriate for the employee's position.

One of the most vital parts of the rating program is the discussion of the performance report between the employee and the Rater. A brief, effective discussion can encourage an employee to greater effort and clear up misunderstandings.

Should a Rater give a subordinate their rating without talking it over with them, the employee may easily misconstrue its contents. The employee may conclude (at times correctly) that the supervisor has little interest in them as a person. The same negative results can occur where a hasty, superficial discussion takes place.

Raters should have definite purposes in mind when planning and conducting a rating discussion. Some of the more important purposes are:

X To let the employee know how well they have met job requirements during the period.

X To give them credit and praise for special effort and above average results.

X To discuss specific ways of upgrading less than “Excellent” performance.

X To eliminate hidden misunderstandings.

X To discuss ways of helping an employee who is interested in advancement to prepare for higher responsibilities.

X To give special help to probationary employees.

The suggestions below make for more productive discussions of performance reports.

X Try to pick a time when the cooperative feeling is strong, and hold the talk in private.

X Spend two or three minutes to prepare in advance for the talk. Jot down the special points you wish to cover. Review appropriate records and notes.

X Try to put the employee at ease. Strive for an informal, positive atmosphere. Start with favorable performance factors wherever appropriate.

X Point out that the rating forms are treated as confidential matter. Stress that an important purpose of the program is to help the employee further their career with the City.

X Use a factual approach. Talk about the employee's performance, not the employee. Don't permit yourself to be drawn into an argument. Avoid a negative approach which consists entirely of criticism and fault finding.

X Emphasize the specific steps the employee should take to improve work or conduct. Ask for their suggestions as to what they can do.

X Give the employee a chance to ask questions and express feelings about their job situation. It isn't necessary to comment on everything the employee may bring up. Listen carefully to what they have to say.

X Conclude the discussion by summarizing the important points of agreement and the specific steps that are to be taken to improve performance. End on a positive, encouraging note.

35.1.10: Employee Signature and Comment

The ratee will review the Performance Appraisal Form in the presence of the rater and at that time question any items not understood.

The ratee is required to sign the Performance Appraisal Form. This signature is not an indication of agreement with the raters evaluation, but merely indicates that the ratee has seen and reviewed the Performance Appraisal Form. If the ratee refuses to sign, this should be noted on the signature line.

If the employee does not agree with the evaluation he has the right to write and attach comments, if desired.

35.1.11: Employee Copy

Distribution of the completed performance evaluation is as follows:

X Original to employee's personnel file, held by the City Manager.

X Copy to employee.

X Copy to Rater/Review (Departmental) file.

35.1.12: Appeal Process

Since an employee's performance report may influence many vital personnel decisions affecting the, it is important that they have the right to an impartial appeal if requested. However, only dimensional ratings of Below Standards and Unsatisfactory are subject to appeal.

In view of the nature of performance rating appeals, the special procedure below has been provided. Accordingly, appeals of performance reports shall not be subject to review as grievances.

Upon the written request of a permanent employee within ten (10) days after receipt of an evaluation report, a department head shall appoint a three man review committee of division heads or supervisors who are not a party to the performance report under appeal. The committee shall conduct an informal hearing and make a written report and recommendation to the department head.

The department head shall review the report and present a decision to the employee in writing within 15 days of the appeal request. The City Manager shall be furnished a copy of all correspondence and reports involved in the appeal.

Should an employee who has appealed the performance report feel that proper appeal procedures have not been followed, the assistance of the City Manager may be requested within ten (10) days after receipt of the department head's decision.

The City Manager shall not consider the contents of the performance evaluation, but only the question of whether proper appeal procedures were followed in the department. If the City Manager concludes that proper procedure was not observed, he may request that the department head appoint a new review committee to rehear the appeal.

35.1.13: Evaluation Retention

Performance evaluation reports will be filed permanently in both the employee's departmental personnel file and the employee's City personnel file.

35.1.14: Rater Evaluation

Each vertical level of supervision, to include, the Chief of Police, will evaluate, review and sign each Performance Appraisal Form. Raters will be evaluated regarding the fairness in impartiality of the ratings given, their participation in counseling rated employees, and their ability to carry out the rater's role in the performance appraisal system. The supervisors will ensure that the raters apply ratings uniformly.

35.1.15: "O"

ADMINISTRATIVE ORDER

PATROL

CALEA STDS: 41.1.1/41.3.6

EFFECTIVE: APRIL 1, 2004

APPROVED:
CHIEF OF POLICE

POLICY:

Law enforcement consists of many diverse activities which are directed toward attainment of departmental objectives. Activities such as patrolling and conducting field interviews are not objectives in themselves, but are methods of preventing and deterring crime and arresting offenders. Decisions in law enforcement operations must be made instantaneously, and the lives of officers and others depend upon the quality of those decisions. An officer is confronted with both criminal and non-criminal behavior, and must be capable of making a reasonable response in both cases. In either instance, an officer must base conduct and action upon the facts of the situation as they appear, relying upon experience, training and judgment as guides to legal decisions and actions.

As a primary function in law enforcement, patrol consists of activities beyond patrol itself. Patrol, due to its generalized nature will overlap a variety of law enforcement functions including the enforcement of criminal and traffic laws, responding to the complaints and other calls for service as well as engaging in crime prevention and community relations activities.

PURPOSE:

To establish procedures for the coordination of the patrol function with other departmental functions, the scheduling, assigning and roll call responsibilities of patrol officers, and development of procedures that optimize the use of Department

resources.

41.1.1 Continuous Patrol Coverage

The Williamsburg Police Department operates 24 hours a day, seven days per week, to provide the citizens continuous law enforcement services. The department will provide, generally, the same services at all hours of the day or night in relation to answering calls for service, emergency, prevention patrol, traffic enforcement, etc.

41.1.2: Shift/Service Area Assignment

a. When practical, officers are assigned to the shift of their choice; however, the Uniform Bureau Supervisor will have final authority to assure adequate and effective patrol coverage. In order to provide and maintain patrol coverage continuously during shift change, the police department will utilize the following early car procedure:

The 8 AM - 8 PM shift will assign, at a minimum, one officer to start patrol activities beginning at 7 AM.

The 8 PM - 8 AM shift will assign, at a minimum, one officer to start patrol activities beginning at 7 PM.

Early officers will come in fifteen minutes prior to the time schedule to start patrol activities in order to brief themselves on current information, reports, etc. It will be the responsibility of the Watch Commander to ensure that any other information presented at regular briefing is later passed on to the early officers. The early units will be assigned to any complicated or complex calls which might otherwise require holding over units from the shift due to go off.

Dispatchers will immediately contact the Watch Commander when either the number of calls or the nature of a call demands a response greater than currently available resources. Watch Commander may assign additional units on the street early or hold additional units over as required.

b. The Williamsburg Police Department operates with twelve hour rotating shifts which cycle every twenty eight days.

c. The assignment of officers to particular zones will be the responsibility of each Watch Commander based on the following criteria:

Number of calls for service;
Number of offenses/incidents;
Available manpower;
Other specific needs.

d. Watch Commanders may assign zones on a permanent or rotating basis as necessary to maintain a high level of officer interest and responsiveness in the law enforcement needs of the zone.

e. Patrol shifts operate a 28 day work cycle/schedule with 15 days off each cycle. In order to assure continuity in patrol supervision, either a shift Lieutenant or Sergeant must be on duty.

41.1.3: Roll Call

Fifteen minutes prior to each shift going on duty, roll call will be conducted. Roll call is paid duty time and is mandatory, except for those officers assigned to early or overlap units. An officer reporting for duty will present himself or herself in the prescribed uniform and with the required equipment.

Roll call will accomplish, at a minimum, the following tasks:

Briefing officers with information regarding daily patrol activity, with particular attention given to unusual situations, directed patrol activity, changes in the status of wanted persons, the stolen property list, major investigations, and for reading notices, bulletins, memoranda, and orders.

Notifying officers of schedules and assignments or changes therein.

Informing officers of new directives or changes in directives.

Evaluating officers readiness to assume patrol.

Advising the roll call supervisor of any obligations, such as court appearance, which may affect assignments.

Exchanging information with off-going personnel.

Providing personnel with roll call training.

41.1.4: Special-Purpose Vehicles/Animals

Police Motorcycles

A. It is the goal of the Williamsburg Police Department to implement strategies to create a safer community for the citizens of Williamsburg. Traffic control and enforcement are two areas in which the department expends considerable effort. The utilization of a motorcycle as an enforcement and control tool is advantageous to the department and the citizens in attaining this goal. Officers must understand the potential and limitations of the motorcycle in its law enforcement application. The purpose of the Motorcycle Patrol Unit is to reduce traffic accidents and related injuries, property loss and assist in the safe and efficient movement of vehicular traffic within the City of Williamsburg.

B. The motorcycle will not be used to respond to Level A calls for service unless specifically authorized by a supervisor. At no time will the police motorcycle be operated in excess of 60 miles per hour while responding to a Level A call. Officers operating motorcycles shall, except as otherwise specified by a supervisor, perform all duties and responsibilities as they would normally execute when in their patrol car.

   Officers operating motorcycles will not transport any passenger or prisoner. The assistance of another officer operating a patrol car will be utilized.

Motor officers will direct traffic violators to a safe off-road location to issue a summons, unless the situation will not allow such movement.

Motorcycles will not be operated in pedestrian crowds unless an emergency demands motorcycle access. Example: Grand Illumination and July 4th events.

Police motorcycles will not be idled for extended periods; example, while issuing summons or directing traffic.

Officers shall secure the motorcycle by utilizing an approved locking system when leaving the motorcycle for an extended period of time (accident investigation, court, etc.).

Officers shall maintain a constant vigil for potential hazards or conditions which may adversely affect the safe operation of a motorcycle.

Motorcycles shall not be operated in inclement weather which, in the supervisor's or officer's opinion, precludes safe operation:

X Inclement weather conditions may include, but are not limited to: snow, ice, sleet, heavy rain, high winds, and extreme cold or heat.

X Should the officer be confronted with inclement weather, the officer will, as soon as practical, seek shelter to await the passage of the weather. If, after a reasonable amount of time, it is apparent to the officer that the weather conditions will not abate, they shall return the motorcycle to the basement parking lot and resume regular patrol duties or assignments.

Pursuits - The inherent risk associated with high speed pursuits involving motorcycles dictates that the following procedure be strictly adhered to: Police motorcycles will not engage in vehicular pursuits for any reason.

At no time will a motorcycle be used in any type of stationary roadblock.

X The Uniform Bureau Supervisor will be in command of the MPU. The officer

assigned to the MPU will be under direct supervision of the shift supervisor. The shift supervisor will be responsible for daily patrol assignments and deployment of the motorcycle officer. The Uniform Bureau Supervisor, or his designee, will be responsible for the deployment and assignment of the motorcycle officer during special events (parades, motorcades, directive patrol, etc).

C. When deployed, the motorcycle officer will primarily enforce speeding and traffic violations with the use of RADAR. They will also work accidents and handle any assignment where use of the motorcycle would be advantageous.

Considerations for assignment of the motorcycle officer:

X School zones
X Speed studies
X Citizen complaints
X Intersections
X Areas in which accidents occur frequently
X Work zones
X Major roads/highways
X Funeral escorts (only when a police car assists at intersections)
X Community policing efforts
X Parades
X Special events

D. The selection of sworn police officers for the MPU will be on a voluntary basis. All sworn officers shall meet the following criteria:

X Be in good physical condition, free from disabling defects or injuries (officers will be required to lift a downed motorcycle during initial training).

X Possess a valid Virginia driver's license with the appropriate endorsement to operate a motorcycle, or be able to obtain the license prior to initial training (if selected).

X Possess and maintain above average performance evaluations.

X Possess and maintain an above average vehicle safety record.

X Be self-motivated and maintain an above average level of productivity in the area of traffic enforcement.

X Be a non-probationary officer.

Selection for the assignment to the MPU will be based on two categories of evaluation:

X The officer must obtain a written recommendation from his/her immediate supervisor outlining the officer's qualifications based on the selection criteria.

X Must successfully complete an Oral Review Board, consisting of the following:

- The Uniform Bureau Supervisor, or his designee,
- Two board members selected by the Chief of Police with knowledge and experience in the operation of a law enforcement motorcycle unit.

The Chief of Police will make the final determination regarding selection. Each candidate will be given notification in writing regarding their selection or rejection.

Upon selection the officer must:

- Successfully complete a motorcycle training program approved by the Chief of Police.
- Successfully complete in-service training, as may be required, in order to maintain proficiency in the safe and effective operation of

motorcycles.

- Maintain a valid Virginia driver's license with the appropriate endorsement to operate a motorcycle.

E. Officers will conduct a visual safety inspection of the motorcycle prior to beginning their tour of duty. All deficiencies in equipment will be reported immediately to the shift supervisor for correction.

No equipment will be installed on the motorcycle unless authorized or issued by the department. No alterations will be made to the motorcycle or issued equipment without authorization.

When the motorcycle is not in use, it will be stored in the covered area of the basement parking lot, and the motorcycle cover shall be utilized to avoid unnecessary exposure to possible inclement weather.

Each officer assigned to the MPU is responsible for maintaining the appearance of the motorcycle by cleaning, washing and waxing as needed.

Motorcycles will be maintained in accordance with the manufacturer's recommended procedures and within the guidelines of the lease agreement.

Towing and removal of a motorcycle shall be made by an authorized company having equipment to transport without causing damage to the motorcycle.

Officers will utilize the standard foot pegs or running boards for foot placement. At no time will they place their feet on the engine guards or other parts of the motorcycle.

F. While operating the motorcycle, officers shall utilize the issued helmet and will keep the chin strap securely fastened at all times. The standard windshield meets the requirements of the Code of Virginia for eye protection; however, officers should also utilize appropriate personal eye protection. A hand-held radar unit will be utilized for radar enforcement. Summons and traffic vests shall be placed in the storage unit of the vehicle.

G. Only officers that meet selection criteria and pass safety certification will be authorized to operate the motorcycle.

Police Bicycles

A. The Williamsburg Police Department in establishing a bike patrol provides a unique and additional patrol technique to augment traditional vehicle patrol. The use of the police bicycle aids in the patrolling of areas of heavy crowds, enhances positive citizen contacts and allows patrol during special events where traffic or crowds may limit vehicle access. The mission of bike patrol is to improve effective enforcement in selected areas while enhancing crime prevention, increase positive community relations, and correspond to the Department's law enforcement philosophy.

To provide written procedures and guidelines for assignment of officers, deployment of a bicycle patrol and operational regulations of bicycles for specialized patrol.

The Uniform Bureau Supervisor commands the Bicycle Patrol and is responsible for, but not limited to the following duties:

1. Overall command of patrol operations.
2. Oversight of equipment acquisition.
3. Patrol training.
4. Coordinates assignment of officers to the patrol.
5. Coordinates and documents patrol activities and training.

B. Operations

- Operations are conducted utilizing Department bicycle that are marked with "POLICE' decals and equipped for police patrol use.
- During all riding, the issued protective helmet and eyewear shall be worn.

- During hours of darkness or poor visibility conditions, the issued bicycle headlight and rear light is to be installed and used while riding on the street, except when involved in enforcement actions where the use of lights would adversely affect the action or officer safety.
- The siren will be used for maneuvering through crowd or for the safe operations of the bike.
- In the event that bicycles are left unattended in a public place, they are to be secured using an appropriate bicycle lock or standard handcuffs.
- At no time will a passenger be carried.
- Officers operating police bicycles shall have attended an approved police bicycle training program. Operation of police bicycles should always be with due regard for safety of the officer and public. The officer shall have a working knowledge of, and comply with all applicable laws on the operation of a bicycle.
- Officers shall adhere to the guidelines and methods taught in the training program.
- Officers escorting prisoners shall walk their bicycle.
- Officers shall complete a pre-tour and post-tour inspection of their bicycle, noting any deficiencies to the supervisor. Only bicycles authorized by the department shall be used. No removal or alteration of equipment shall be permitted, without permission of the Chief of Police.
- Any equipment, policy violation or bike crashes shall immediately be report the incident to the on duty watch-commander.
- Bike officers will maintain a clean standard police uniform at the station during their tour of duty.

C. The siren will be used to make traffic stops only when the same stop would be possible for an officer on foot patrol.

The Uniform Bureau Supervisor or the Watch Commander will govern the area, use and time of operation.

D. Appointment to Bicycle Patrol.

* Appointment to bicycle patrol in any capacity is a part-time voluntary assignment and does not constitute a specialized assignment.

* The Chief of Police accepts applications from perspective officers when they meet the minimum requirements.

* Application procedure.

  The applicant is a sworn officer, not on probationary status.

  Have and maintain a qualified for work classification on the Departments physical examination.

  Volunteer for appointment through a memorandum to the Chief of Police, which shall include the endorsement of the officer's chain of command.

* Selection process.

  The Chief of Police reviews the applicants, consults with staff supervisors and appoints selected applicants.

  Appointee serves a one-year probationary period.

  Appointee must meet all training standards as determined by the Chief of Police.

E. Maintenance and Repair.

An extra tube will be carried with each bicycle. Officers are expected to know how to change a flat tire and how to remount both front and rear wheels. Tools will be provided.

Mechanical breakdowns shall be handled by the designated repair shop. Upon notification of needed repairs, the patrol leader shall coordinate the delivery, repair, and pickup of the bicycle.

During periods when the bicycles and equipment are not in use, they shall be secured in the storage area of the basement approved by the Chief.

F. Bicycle Patrol Equipment

Equipment issued to officers shall include:

1. Issued/approved bicycle protective helmet.
2. Issued protective eyewear or impact resistant prescription eyeglasses.
3. Issued bike patrol shirts.
4. Issued Bike pants or shorts.
5. Issued lightweight uniform windbreaker or approved jacket.
6. Issued solid black bike shoes or approved boots.
7. Black socks with pants or solid white socks with shorts.
8. Black gloves, issued or personal.
9. Special cold weather gear may be issued and worn during inclement weather.
10. Issued nylon type duty rig - holster, baton holder,etc.
11. Ballistic vest.

Bicycles are normally transported to the operation area by vehicle, using dedicated hardware to transport the bicycle safely. Alternately, bicycles may be ridden to the operation area or transported by other means.

Officers appointed to the bicycle patrol wear a special bike uniform, only when operating in the capacity of a bike officer.

Special Equipment.

The following equipment shall be carried on the bicycles:

- Traffic vest
- First aid supplies
- Lock
- Flashlight
- Department forms
- Extra tube
- Tire changing tools

G. Only officers that meet selection criteria and pass safety certification/training will be authorized to operate the bicycles.

41.2.1: Responding Procedures

Emergency operating conditions are defined as those existing where the immediate presence of the police is required in order to protect a person from possible death or injury. While operating a police unit in an emergency situation, officers may disregard certain traffic regulations as authorized by State Statutes, however; special attention must be directed to the final sentence in each: "Nothing in this section shall be construed to release the operator of any such vehicle from civil liability for failure to use reasonable care in such operation". The safety of the public and the police officer must be the primary concern in emergency and pursuit responses, remembering that the careless or reckless operation of the police vehicle may jeopardize citizen and officer safety and will undoubtedly elicit negative citizen response.

Emergency response precautions:

Only police vehicles equipped with a siren and one or more blue lights will be operated as an emergency unit. Siren and blue lights must be operating when responding as an emergency vehicle. Headlights will also be utilized during the daylight hours. If the siren is turned off, the vehicle no longer qualifies as an emergency response vehicle, and must be driven in compliance with all traffic laws.

Officers operating unmarked vehicles under emergency conditions must

remember that although classified as an emergency vehicle, motorists and pedestrians are often unaware of the approach of an unmarked unit due to the concealment of the emergency lights. Unmarked vehicles, even with operating lights and siren, will not be used for high speed pursuit. Unmarked vehicles without lights and siren will under no circumstances be operated as an emergency unit.

Officers must give careful consideration to certain factors when determining a response speed, e.g. weather conditions, road conditions, traffic density, pedestrian traffic. Vehicle control is the key to speed. A police vehicle out of control due to speed won't get the task accomplished.

The driver of an emergency vehicle shall at all times drive defensively and with due consideration for the safety of persons and property.

The driver must exercise extreme caution in the area of schools in session, intersections and such other locations where potential dangers may arise to the public or to the member of the department. When operating in emergency mode, the police vehicle will come to a complete stop when approaching a school bus with red flashing lights, loading or unloading passengers.

The driver may proceed past a red traffic light, stop sign, or other intersection control device ONLY after bringing the police vehicle to a complete stop so that the safety of persons and property are assured.

The driver must use caution before entering any intersection, even those displaying a green or caution light, yield sign, etc.

Operators of police vehicles must bear in mind that traffic regulations, requiring other vehicles to yield the right of way to any emergency vehicle, do not relieve the operator of such emergency vehicle from the duty to drive with due regard for the safety of all persons using the highways, nor shall it protect the driver from the consequences of an arbitrary exercise of such right of way.

Authorization to use Emergency Operations Procedures: The decision to authorize the

use of emergency vehicle operations procedures will be made by:

Dispatcher for all Level A calls for service received by communications;

Officer exercising personal initiative;

Watch Commander as deemed appropriate and necessary in the performance of the law enforcement mission. Watch Commanders will monitor all emergency vehicle operations and may over-ride dispatcher classifications and police officers initiated emergency operations at any time deemed necessary.

Dispatcher - Directed Emergency Vehicle Operation

Calls for service received by dispatchers are normally classified as Level A, B, or C depending on a variety of factors and circumstances. Vehicle operation responses will be as follows:

Level A: Units responding to Level A calls as the primary and back up units shall respond expeditiously to the location of the emergency, by the most direct means, using all emergency warning devices with a paramount consideration for the safety of the public and the assigned officers.

Level B: Units responding to Level B calls shall respond to the location WITHOUT DELAY, by the most direct means, complying with traffic regulations, and shall NOT use emergency warning devices unless so authorized or directed by a shift supervisor.

Level C: Units responding to Level C calls shall respond, complying with all traffic regulations, and shall not use emergency warning devices.

Level A classification will be assigned by the dispatcher to those calls for police service which indicate a felony in progress, where the violator is armed, and all other requests alleging an implied or immediate threat to the safety of a person. Examples of Level A calls (but not all inclusive) are:

- Police Officer (or station) needs urgent help
- Burglary in progress
- Robbery in progress
- Person with deadly weapon
- Serious injury accident
- Riot or large disturbance with fighting, injuries or damages occurring

Upon receipt of a request for police service, either in person or by telephone, which necessitate the dispatch of a police unit, the person receiving such request shall determine sufficient facts to set the priority of the complaint.

The person receiving the information shall obtain information as to whether the perpetrator is:

- Still on the scene
- Armed
- Condition of the victim
- A potential hostage situation
- Direction and method of travel of any fleeing persons
- Description of any fleeing vehicles

When sufficient information has been obtained, the person originally receiving the request shall classify the complaint according to Level classification. Any doubt as to the character of the request shall be resolved in the presumption that an emergency exists, and Level A assigned.

Level A calls will be announced as "Level A" when the assignment is initially dispatched as follows: The dispatcher, after activating the tone alert, shall first announce the unit assigned to the call by number, followed by the offense/incident signal, the complete location, and "Respond Level A". (Example: Alert tone sounds, Unit 25, Robbery in Progress, Williamsburg Shopping Center, Respond Level A).

Upon receiving a Level A call, the police officer should initiate emergency vehicle operation in responding to the call.

Upon arrival at the scene of a Level A call, responding officer should rapidly evaluate the situation and determine whether additional units are needed or other units responding Level A can be slowed or canceled.

Units responding to Robbery and Burglary in progress calls, prior to coming within hearing distance, shall discontinue the use of lights and siren and at that time fully comply with all traffic laws.

In Level A situations requiring silent response, e.g. alarm response, prowler calls, officers will respond as directly as possible, obeying all traffic laws and signs.

Shift supervisors should ensure that all non-essential units at the scene of a Level A call are returned to service as soon as possible.

Officer-Initiated Emergency Vehicle Operations

When, in the opinion of the operator of a police vehicle, an emergency is imminent or exists, or that activation of emergency warning devices is necessary to protect life or render necessary police service, the use of emergency vehicle operations procedures is authorized. Examples (not all inclusive) include:

Responding to a NON-Level A call, where the officer has previous or additional information which, had it been known, would have resulted in the call being dispatched as Level A.

In response to an officer emergency request for assistance.

In such officer-initiated situations, upon activating all emergency equipment, the officer will contact the dispatcher and give unit number and the phrase "Level A", and a brief explanation. Examples: "Unit 25, Level A; Robbery in

Progress, responding to "Location". This practice will ensure that the officer's use of emergency operating procedures and equipment is made a matter of tape record in case later questions arise as to whether such equipment was in use.

Response to some calls may require several officers to deal effectively and safely with the problem. The type of situations requiring the response of at least two officers are:

- Potential or actual assault on an officer;
- Possibility of or actual on-scene arrest for a felony or violent misdemeanor;
- Potential or actual resistance to arrest;
- Possibility of, or actual use of force;
- Crime in progress;
- Fleeing suspect.

Dispatchers will ensure the dispatch of two officers to calls listed above. An officer finding the circumstances listed above will request back-up assistance. Two officers assigned to such a call will coordinate their simultaneous arrival, where possible.

41.2.2: Pursuit of Motor Vehicles

Vehicular Pursuit: The police vehicle must be operated at all times in a manner that it will not endanger the life and property of neither the officer nor others. The police driver must consider the road, the traffic, the weather conditions, his ability to control the vehicle, the seriousness of the offense, and the danger to himself and others when making a decision to pursue a fleeing vehicle.

Both within this department and without, numerous incidents involving pursuit driving have resulted in death or injury or both. In most instances, pursuit was initiated as a result of a misdemeanor violation or if a felony violator was the initiator, the officer failed to follow adequate safeguards to prevent the endangering of his own life and property or that of others.

The Virginia State Code exempts police officers operating a police vehicle in the chase or apprehension of violators of the law from certain regulations; however, the

protection afforded is qualified by stating that such exemptions do not protect the operator from criminal prosecution for conduct constituting reckless disregard for the safety of persons and property. Nothing in the code section protects the operator from civil liability for failure to use reasonable care in such operations.

In consideration of the probability of loss of life or limb and property in pursuit driving and considering the qualifications placed on the exemptions for police in pursuit to criminal prosecution and civil liability in the Virginia State Code, this department must establish a written policy concerning high speed pursuits.

It shall be the policy of this department that **NO VEHICULAR PURSUIT** shall be engaged to the point of endangering the life and property of the officer and/or the public.

NO VEHICULAR PURSUIT shall be initiated as a result of the fleeing of a traffic/misdemeanor violator. Williamsburg Police Officers will **NOT** follow misdemeanor or traffic violators once the vehicle in question has given any indication to elude or evade, under normal stopping procedures. When normal stopping procedures fail, officers will **IMMEDIATELY** disengage all emergency equipment and keep the police vehicle out of the line of sight of the violator.

The violator in question does not know officers will not pursue and the continued use of emergency equipment along with the visual presence of the police vehicle will only escalate the violators effort to get away, thereby, endangering the motoring public.

To some police officers, abandoning pursuit is unthinkable, and often mistakenly thought to be cowardly. But the well-trained, well-disciplined police officer is aware that to abandon pursuit is the most intelligent course of action.

Over the years, the courts have in the "civil area" placed constraints, on the police in the use of force. Most of these constraints have dealt with the police sidearm and rightfully so. There is case after case involving civil liability over the use of a high powered police vehicle that weighs approximately 3500 pounds that are causing serious injury, death, and mayhem to innocent citizens. The frequency of vehicle pursuits are far greater than the use of the sidearm and are therefore, without question,

the most serious use of force the police can use.

WE WILL NOT PURSUE MISDEMEANOR OR TRAFFIC VIOLATORS UNDER ANY CIRCUMSTANCES.

The use of emergency equipment, blue lights and siren will be disengaged as soon as normal stopping procedures fail. The police vehicle will be kept in such location to prevent any visual contact on the part of the officer or violator.

Vehicular pursuit of a suspect(s) shall be initiated only upon sufficient probable cause that a **felony involving violence** has been committed and shall comply with the following regulations when in pursuit:

All pursuits must be authorized by a supervisor.

The vehicle must display flashing lights and siren continuously during the pursuit.

The speed and movement of the vehicle must be reduced and controlled so that it can proceed past a red signal light, stop sign, or device indicating moving traffic, with due regard for the safety of persons and property.

The operator of the police vehicle may not pass or overtake any vehicle in its path of pursuit without having due regard for the safety of persons and property.

Unless authorized by a supervisor, no more than two (2) police units will be involved in any pursuit.

Pursuits will be abandoned at any time the speed of the police vehicle becomes a danger to either the officer or the public. This will be dictated by the environmental and traffic conditions present in the area of the pursuit.

The primary officer will, upon termination (collision, voluntary surrender, etc.) of the pursuit, not approach the offender unless absolutely necessary. The

offender will be confronted by the back-up units.

A regional pursuit policy has been developed by the Hampton Roads Chiefs Association and governs regional pursuits as follows:

$ Initiating agency's supervisor evaluates whether pursuit should continue.

$ Pursuing agency notifies neighboring agency when entering their jurisdiction.

$ Neighboring agency's supervisor must authorize participation in the pursuit.

$ Initiating agency notifies neighboring agency of the following: reason for pursuit, location of pursuit, description of vehicle and occupants, any weapons involved, and any other pertinent information.

$ Once two cars from the neighboring agency join the pursuit, the initiating agency will drop out. The primary unit will safely respond to the location of apprehension and make themselves available for investigating the origin of the pursuit.

$ The neighboring agency will either assume the pursuit or exercise one of two options: The neighboring agency may advise the initiating agency that the pursuit criteria do not meet their guidelines and they will not assist in the pursuit. The pursuing agency would be notified of any danger areas, schools, playgrounds, or other activities presently going on. If the neighboring agency does not actively participate in the pursuit, officers of that agency would attempt to block intersections (blocking intersections only to stop civilian motorists from danger - this does not sanction a roadblock) and use any available means to warn innocent motorists of the approaching hazard.

$ Common radio frequencies, if available, should be used to communicate between agencies.

$ Officers should use free speech when communicating with those of other jurisdictions.

$ Under every circumstance, this pursuit policy will govern the Williamsburg Police officer's actions.

Definition of pursue: An event involving a peace officer attempting to apprehend a person in a motor vehicle while that person is trying to avoid capture by willfully evading and eluding a police officer. Officers will not proceed along or follow; maintain line of sight contact with the violator; or allow violator to see police vehicle after the disengagement of emergency equipment.

Initiating Officer: The initiating officer in any pursuit will transmit to the radio dispatcher the following information:

- Unit Number (Emergency)
- Reason for Pursuit
- All available information on vehicle and occupants being pursued
- Location and direction of travel
- Speed traveling
- Furnish constant position reports

Dispatcher's Responsibility:

- Advise all other units of the pursuit and the information given by the pursuing officer. Assist in directing back-up units to strategic locations.
- Order the police radio cleared of all but emergency traffic.
- Notify the shift supervisor on duty.
- Alert all other nearby law enforcement agencies of the pursuit and information given by pursuing officer in pursuits that continue beyond the city limits.
- Query DMV, VCIN, and NCIC for license data and any wants.

Shift Supervisor Responsibility:

- The Shift Supervisor shall monitor all pursuits to insure compliance with this policy by police and communications personnel.
- The Shift Supervisor shall order the pursuit stopped when he determines that any condition listed in this order exists, or anytime he believes the pursuit should be terminated based on facts and information available.
- The Shift Supervisor shall conduct an administrative review of all

pursuits and prepare a memorandum report concerning same. All reports of pursuits will also be reviewed by the Supervisor of the Uniform Bureau and the Chief of Police.

Forcible Stopping:

Except in unusual circumstances no more than one vehicle should be DIRECTLY engaged in any close pursuit. Assisting officers should station themselves in strategic locations in anticipation of interception or assisting if needed after apprehension.

Except in extreme cases, three units are sufficient to box in a vehicle and slow its rate of speed to effect a safe, forced stop, minimizing the risk of injury and damage to property. Police vehicles shall not be used to barricade a street in order to stop a fleeing car nor shall they be used to "Bump" a vehicle that is being pursued, unless such action is used as a last resort to stop a person who would be a threat to life. No deliberate contact will normally be made between any police vehicle and suspect vehicle during pursuit.

41.2.3 Analysis of Pursuits

An analysis will be conducted by the Uniform Bureau Major of all vehicle pursuits. This analysis shall include any patterns or trends that indicate training needs and/or policy modifications that may be necessary.

41.2.4: Field Interviews

Law enforcement officers cannot function simply as agents who respond to the scenes of crimes and accidents after they have occurred. The police role must be pro-active in the performance of tasks designed to minimize or prevent such incidents from occurring. One such task is the conducting of field inquiries by the patrol officer. The field inquiry is based upon the principle that the opportunity to apprehend criminals and prevent crime increases with the number and frequency of persons interviewed.

No police officer can physically observe or have complete knowledge of all criminal activities occurring on his/her beat.

Interviewing residents, workers, and suspicious persons in an area extends an officer's knowledge greatly.

Field interviews seek information from anyone who has it. Information can be conveyed to other officers.

Consistent with the department's goal of preventing criminal success, the field inquiry will be used to carry out the responsibility and authority officers have to identify, inquire about, and inform persons whose presence and/or activities are apparently suspicious.

A miscellaneous report will be used to record all field contacts that have aroused suspicion or appear to be a potential source of information. Personal appearance, the area, the time of day, the information being sought, and other factors will determine who is to be questioned.

- A person not fitting the time or place.
- The unusual or suspicious action of people.
- Loiterers:
  - At scene of crime
  - At children's playgrounds
  - Sitting in vehicles or driving back and forth through an area.

> Stopping and questioning persons observed in the vicinity of the crime scene, checking the identification of someone resembling a suspected criminal; exerting the extra effort to talk to any noticeable strangers, or to the individual whose behavior arouses suspicion, or to talk to residents of an area are all proven methods of establishing identifications, obtaining information, and preventing crimes from being committed. A copy of the report will be forwarded to the Investigative Unit. Those reports not being assigned will be retained for 30 days and then destroyed. All other copies will become part of the department's record retention system and will be purged in compliance with the systems standards.

The police officer must have a reasonable approach to the use of the field inquiry. Recent court decisions tend to infer that the ability of the police to conduct inquiries has been reduced.

> The authority of the police to conduct field inquiries to identify, inform, and inquire about persons whose presence or activities are suspicious has not been diminished.
>
> Caution and courtesy must be used in the approach to any and every inquiry.
>
> The officer knows his basic reason to initiate the inquiry is suspicion.
>
> The officer recognizes that many citizens are sensitive to any police contact; that original suspicions may be unfounded and an overly aggressive approach may result in the loss of important support from the person being stopped.
>
> The factors tend to shape the officer's actions around the traits of caution and courtesy--caution for his own well-being should his suspicion be founded, and courtesy as the essential first element of every police-public contact.

The end results of the field interview are best achieved through an open professional approach. Discriminate questioning of citizens represents both a misuse of police authority and an infringement upon the personal liberty of citizens. Each person

questioned must, in the judgment of the officer, arouse suspicions or appear to be a potential source of information.

41.2.5: Notification Procedures

Notification of different agencies or persons may be required by the first responder units to a call for service. These agencies/persons include, but are not limited to:

The Uniform Bureau Supervisor shall be notified of the following:

- Officer Injury,
- Officer Involved Shooting,
- Officer Involved Accident,
- Homicides,
- Hostage/Barricade Situations,
- Fatality Accidents,
- Incidents involving VIP's, including but not limited to Heads of State, Heads of Government, Members of City Council.

The Uniform Bureau Supervisor shall be notified in the following manner: 1) Home Phone, 2) Pager, and 3) Cellular Phone.

The medical examiner will be notified in all situations where an officer responds to a location where a death has occurred. Notification will normally be made by the dispatcher on request from the investigator in charge at the scene. The name of the victim, location, telephone number and any preliminary facts pertaining to the death will be given to the medical examiner. The medical examiner will normally then communicate directly by telephone with the police officer or may come to the scene, prior to giving instructions to the police officer.

Street/Highway Personnel: When a situation exists that creates a hazard or potential hazard, the officer identifying the situation will request that the dispatcher make proper notification in order that the situation may be corrected in as short a time as possible. Typical situations and timing of notification are:

Immediate notification to proper agency:

- Essential traffic light in need of repair
- Large holes, large debris, etc., in road
- Snow/ice, etc. on roads
- Fire hazards needing immediate attention
- Notification at beginning of next business day:
- Non-essential traffic lights in need of repair
- Small (non-hazardous) holes in road
- Street lights in need of repair
- Dead animals in road
- Potential fire hazards not requiring immediate attention
- Excessive growth of weeds, grass, etc.

Public Utilities Personnel: When a situation exists that creates a hazard or potential hazard, the officer identifying the situation will request that the dispatcher make proper notification in order that the situation may be corrected in as short a time as possible. Typical situations and timing of notification are:

Immediate notification to proper agency:

- Electric Power Lines Down
- Breaks in water, gas, or other utility mains

Notification at beginning of next business day:

- Telephone/video cables down but not creating hazard

Some hazardous situations may demand immediate notification of the local radio stations in order to request immediate public service announcements. Normally, shift supervisors will notify the stations when such a hazard exists.

41.2.6: Missing Persons

Missing person reports will be handled as follows:

a. An officer will respond to the scene for an initial description and information.

b. All information will be disseminated to all officers on duty through use of the radio, and will be placed in the Police Information Book. Neighboring jurisdictions will be contacted by the dispatcher as soon as possible. When appropriate, the officer in charge will notify media with relevant information.

c. The reporting officer will complete departmental police reports and Virginia Clearing House Report to ensure entry of information in the criminal justice information system. When the missing person is located, the reporting officer will ensure removal of information from the system.

d. Missing person reports will be assigned to assure follow-up contact with the reporting persons. Contact will be maintained to receive any additional information that is available and to also provide the reporting persons with information that has been obtained by the police department.

e. The Police Department is responsible for search in cases where criminal misconduct is suspected. Follow-up investigation and search will be conducted by the reporting officer and the Investigative Unit. When necessary, additional assistance may be requested from available resources (i.e., State Police, etc.). Search and rescue of a non-criminal nature are the responsibility of the Williamsburg Fire Department. Police officers will continue to be the primary unit to respond to a report of a missing person. The Watch Commander will determine the nature of the complaint and authorize notification of appropriate personnel. In all cases of missing persons, a police report will be filed.

f. Critically missing and at risk persons include, but are not limited to, young children, elderly, mentally ill, suicidal, etc. Special at risk information articulating special needs and safety precautions will be collected and disseminated to all personnel involved in the search. Special expedience is important in these situations. When a missing person is a participant in the Project Lifesaver Program, qualified search personnel shall be notified to initiate the search from the list maintained in the Communications Center.

41.2.7 Missing Juveniles

a. It is the policy of the Williamsburg Police Department to investigate all missing juveniles in the City of Williamsburg. This policy does not differentiate between missing juveniles and runaways (including abandonment, abduction or other missing status). There is no requirement that a subject be missing any stated period of time before a report can be taken. All reports shall be handled in accordance with State and Federal guidelines and requirements.

b. Supervisory personnel shall be notified of all missing juveniles by communications personnel immediately upon receipt of the initial call and dispatch of responding officers.

c. Information required for immediate notification of appropriate inter- and intra-agency coordination shall be initially received by communications personnel. This preliminary information shall include name, race, sex, description, last know location and any other available information. This information shall be broadcast immediately to all inter-agency personnel. Additional information shall be obtained by responding officers and broadcast to all intra-agencies and area jurisdictions and entered into the Virginia Missing Persons Network and an Amber Plan Alert will be instituted when appropriate.

d. An AMBER Alert will be initiated as follows:

The Hampton Roads Regional "AMBER Alert" provides a valuable tool for law enforcement agencies in the continuing battle to protect children. It also allows the Virginia Association of Broadcasters (VAB), the Virginia Department of Transportation (VDOT), and the Virginia Department of Emergency Management (VDEM) to contribute to their communities in a very beneficial way. The concept is similar to that used during severe weather emergencies, but includes the assistance of the public in the search and safe return of a child in serious abduction cases.

Policy**:**It is the policy of this department to initiate the Hampton Roads Regional Amber Alert plan in the most serious and life threatening instances of

child abduction.

The following criteria must be followed prior to activating "AMBER Alert":

- The missing child must be 17 years of age or younger, and the law enforcement agency believes the child has been abducted (unwillingly taken from their environment without permission from the child's parent or legal guardian).

- The law enforcement agency believes the missing child is in imminent danger of serious bodily harm or death

- A law enforcement investigation has taken place that verified the abduction or eliminated alternative explanations.

- Sufficient information is available to disseminate to the public that could assist in locating the child, suspect, and/or the suspect's vehicle.

- The child must be entered into the Virginia Criminal Information Network (VCIN) and the National Crime Information Center (NCIC) missing person files as soon as is practical.

If all of the above criteria are not met, an "AMBER Alert" will not be activated.

II Procedures to activate an "AMBER Alert"

- Confirm that abduction has taken place and above criteria have been met.

- Complete the pre-established Hampton Roads Regional "AMBER Alert" forms required to activate an "AMBER Alert". These forms are available in the "AMBER Alert" manual located in the patrol form box, and the communications center. The facsimile/email message must include detailed information, which could be helpful to the public in identifying the child, suspect and/or the suspect's vehicle. If available send a current photograph of the abducted child.

- The reporting agency will notify the Virginia Missing Children Clearinghouse (VMCC) by telephonic facsimile and scan a current photograph of the abducted child to VMCC.
  Vamissing@vsp.state.va.us, Phone#804-674-2023, Fax# 804-674-6704

- The reporting agency will contact any/all broadcasting companies through the Emergency Alert System (EAS), or by telephonic facsimile providing them with a detailed summary of the child abduction, and forward a copy of the abducted child's photograph to any/ all broadcasting companies, if available.

- The broadcasters can either transcribe the information included in the faxed "AMBER Alert" notification or rebroadcast the EAS message. It is requested a rebroadcast of the "AMBER Alert" (non-EAS) is made at least every 15 minutes for the first two (2) hours, and every 30 minutes for the next three (3) hours. ***Once the first five (5) hours have passed, the broadcasters will provide the information and any updates on an hourly basis for the next seven (7) hours (not to exceed twelve (12) hours after the notification was received unless circumstances dictate that the alert should be extended). The decision to rebroadcast the "AMBER Alert" information will be left up to each individual broadcasting station and is completely voluntary.

The above mentioned steps provide an efficient and streamlined approach in disseminating detailed information regarding an abducted child whose life may be in danger. The goal of this notification process is to be quick, clear, concise, uncluttered and effective.

III Additional responsibilities of the investigator or supervisor.

- A VCIN message will be sent advising an "AMBER Alert" has been activated to anticipate an increase in the 911telephone traffic.

- The reporting agency will notify their Emergency Dispatch Center. An

Amber Alert initiated by our agency or an adjoining agency may require additional resources to be placed at the dispatch center in anticipation of increased call volumes. The decision to call out additional dispatch personnel should be made by the dispatch supervisor.

- A missing child poster will be created when appropriate.

- As additional information presents itself, including photographs, the investigator or his designee should contact VMCC, television, radio, and broadcasters with the pertinent information.

- The investigator/supervisor should follow the procedures outlined in the Hampton Roads Regional Amber Plan manual once the child is recovered or the Alert is desired to be cancelled.

e. Responsibilities of call takers, first responders, supervisors and investigators:

Communications Personnel:

- Obtain basic facts, details, description of the missing person, and any other pertinent data (vehicle, abductor, etc).
- Dispatch officers to the scene to conduct a preliminary investigation and broadcast known details on all police communication channels. Notify the Watch Commander and other appropriate local law and state enforcement agencies of the missing child.
- If an at-risk child is missing, determine if the child was a Project Lifesaver participant. If so, contact certified officer to initiate search.
- Maintain records/recordings of telephone communications/messages.
- Immediately enter the missing person into the NCIC/VCIN missing person file upon receipt of the report, if the missing person meets the criteria for entry. The Communications employee who receives the report shall place their name in the report indicating they receive the information.
- Immediately enter any type of abductor information into the NCIC/VCIN Wanted File upon receipt of the warrant.

- Ensure details of the case are reported to NCMEC (National Clearing House for Missing and Exploited Children).
- Upon closure of the case, it is the Communications employee's responsibility that receives the closure from the investigating officer to remove the case from NCIC/VCIN and all telecommunications networks. The Communications employee will indicate the removal and sign their name on the closing addendum.

First Responders:

- Immediately respond to the scene and interview the complainant.
- Obtain a complete description of the missing child, including photographs and/or video tapes.
- Verify that the child is missing by conducting a thorough search of the house and grounds and/or the area of last known whereabouts.
- Confirm the child's custody status to ascertain whether a dispute over the child's custody may have a role in the disappearance.
- Identify the circumstances of the disappearance.
- Determine when, where, and by whom the child was last seen.
- Organize and initiate area searches, as needed.
- Obtain a description of the suspected abductor(s), if any.
- Provide identifying and descriptive data about the child and suspect(s) to the dispatcher for immediate entry into NCIC and VCIN.
- Interview witnesses.
- If missing at-risk child is Project Lifesaver participant, contact qualified personnel to initiate search.
- Complete a Preliminary Investigative Report (SP-102).
- Prepare a Virginia Missing Children Information Clearinghouse Report (SP-183) and have the form signed by the child's legal guardian.
- Request assistance with the LOCATOR program at the National Center for Missing and Exploited Children. This program can create posters for distribution for rapid dissemination of information to law enforcement agencies and the public.
- Determine if incident meets criteria for activation of AMBER Alert.
- Notify the Watch Commander if the incident meets the criteria for

activation of the AMBER Alert System.

- Ensure the completed report package is taken immediately to the Communications Center for entry into national and state telecommunications systems.
- Provide the family/guardian with information on the National Center for Missing and Exploited Children and provide their telephone number, 1-800-THE-LOST. Also provide them with the Virginia Missing Children's Clearinghouse information and their telephone number, 1-800-822-4453.

Supervisors Responsibility:

- Obtain briefing and written reports from the responding officers and other agency personnel at the scene. Ensure First Responder duties are accomplished.
- Ensure that all necessary resources, equipment and assistance is available to conduct and efficient investigation.
- Determine if outside help is necessary (State Police, FBI, etc).
- Ensure coordination/cooperation among all personnel.
- Ensure all Policies and Procedures are in compliance.
- Coordinate a systematic search of the immediate area include the use of extra manpower, the Fire Department, other jurisdictions and/or K-9 tracking dogs.
- Utilize media to assist in search per establish protocols.
- Ensure all information is entered and removed from the proper communications systems.
- If the missing juvenile meets the criteria for an AMBER Alert, follow the guidelines in the AMBER Alert Plan.

Investigating Officer:

- Obtain briefing from responding officer and other on-scene personnel. Review and ensure First Responder duties are all accomplished. If first responder is unable to obtain a photograph, ensure that one is obtained.
- Obtain names, addresses, phone numbers of as many friends/associates/relatives/family as possible.

- Conduct a criminal history check on all principal suspects.
- Review and evaluate all available information and evidence collected.
- Obtain a brief recent history of family dynamics.
- Based on available information, make an initial determination of incident type, whether no-family abduction; family abduction, endangered, lost, injured, or otherwise missing.
- Develop and execute an investigative plan for follow-up.
- The investigating officer will keep the person appraised of case progress and disposition.

f. Follow-up activities by the investigating officers should include:

- Review of preliminary reports in the investigative file.
- Conduct a neighborhood investigation, if appropriate.
- Obtain a brief history of recent family dynamics, including family contact with law enforcement agencies, social services, courts, schools, and other organizations.
- Investigation of any conflicting information.
- Evaluate the need for additional resources or specialized services, such as polygraph examinations.
- Refer the complainant to appropriate assistance programs.

When the missing child is located, the NCIC/VCIN entry, Virginia Missing and Exploited Children Clearinghouse, and the AMBER Alert shall be cancelled. It is the responsibility of the officer taking the report to ensure that all entries have been removed.

41.2.8 Responding to Persons with Mental Illness

This policy establishes guidelines for the recognition and handling of people with disabilities and to provide them quality service, protect their rights and comply with the provisions of the Americans with Disabilities Act of 1990. No single policy and procedure can address police response to all people with disabilities. This police and procedure addresses common police interaction with people with disabilities including those who are complainants, victims, witnesses, arrestees, people seeking information and uninvolved bystanders.

The Williamsburg Police Department will afford people with disabilities the same access to programs and services provided to all citizens. This includes, but is not limited to, services such as first responder recognition of the nature and characteristics of various disabilities and appropriate physical and emotional support to people with disabilities who seek to access police services or who come in contact with the police.

A. Guidelines for the recognition of persons suffering from mental illness:

The terms “mental illness”, “emotional illness”, and “psychological illness”, describe varying levels of a group of disabilities causing disturbances in thinking, feeling, and relating. It has been estimated that ten percent of the population of the United States has some type of mental illness.

Mental retardation encompasses a broad range of developmental disabilities from mild to profound. Mental retardation and mental illness are distinct conditions, with no similarity. The largest percentage of people with mental retardation are in the range termed “mild” or “moderate”.

- In responding to the needs of people with severe or profound mental retardation, the aid of family and friends, and neighbors is invaluable.
- Officers should recognize that people who have mental retardation have varied degrees of limited intellectual functions.
- In all situations, employees should ask short questions, be patient when waiting answers, repeat questions and answers if necessary, have individuals repeat questions in their own words, and provide reassurance.
- In many situations and particularly when dealing with someone who is lost or has run away, the officer may gain improved response by accompanying the person through a building or neighborhood to seek visual clues.

Mental illness is often difficult for even the trained professional to define in a given individual. Officers are not expected to make judgments of mental or emotional disturbance, but rather to recognize behavior that is potentially destructive and/or dangerous to self or others. The following are generalized

signs and symptoms of behavior that may suggest mental illness although officers should not rule out other potential causes such as reactions to narcotics or alcohol or temporary emotional disturbances that are situationally motivated. Officers should evaluate the following and related symptomatic behavior in the total context of the situation when making judgments about an individual's mental state and need for intervention absent the commission of a crime:

- Degree of Reactions – Mentally ill persons may show signs of strong and unrelenting fear of persons, places, or things. The fear of people or crowds, for example, may make the individual extremely reclusive or aggressive without apparent provocation.
- Appropriateness of Behavior – An individual who demonstrates extremely inappropriate behavior for a given context may be emotionally ill.
- Extreme Rigidity or Inflexibility – Emotionally ill persons may be easily frustrated in new or unforeseen circumstances and may demonstrate inappropriate or aggressive behavior in dealing with the situation.
- Manic Behavior – Mania involves accelerated thinking and speaking, or hyperactivity.
- Anxiety – Feelings of anxiety are intense and unfounded. The person is in a state of panic or fright; may have trembling hands, dry mouth or sweaty palms; or may be "frozen" with fear.
- In addition to the above, a mentally ill person may exhibit one or more of the following:

    - abnormal memory loss related to such common facts as name, home address (although these may be signs of other physical ailments such as injury or Alzheimer's disease);
    - delusions, the belief in thoughts or ideas that are false, such as delusions of grandeur ("I am Christ") or paranoid delusions ("Everyone is out to get me");
    - hallucinations of any of the five senses (e.g. hearing voices commanding the person to act, feeling one's skin crawl, smelling strange odors, etc);

- the belief that one suffers from extraordinary physical maladies that are not possible, such as persons who rae convinced that their heart has stopped beating for extended periods of time, and/or;
- extreme fright or depressing;
- confusion; or incoherence.

B. Procedures for accessing available community mental health resources:

Voluntary Admission: The three following scenarios would indicate minimal officer involvement:

- Persons who appear to be in need of psychiatric evaluation and do not appear to pose an imminent danger to themselves or others should be referred to Colonial Mental Health. A family member or other responsible person is often available to assist the disturbed person in seeking such treatment and should be provided with the information necessary to secure the needed help.
- Persons who have been or are under the care of a private physician should be referred to the physician if possible.
- Persons who voluntarily agree to psychiatric evaluation, but who have no family member or responsible person to assist them will be screened by CMH. If the counselor believes that the person is in need of psychiatric hospitalization or that the screening must be done in a mental health facility, the counselor will designate the hospital.

Involuntary Admission: A higher level of law enforcement intervention will be required when officers encounter the following scenarios:

- The person is imminently dangerous to self or others.
- The person is unable to care for self (unable or refuses to accept intervention which would meet minimum needs for food, clothes, shelter or physical well being).
- The person is suffering substantial physical deterioration and shows an inability to function if not treated immediately.

In a misdemeanor incident where an individual is apparently mentally ill, officers will seek non-arrest resolutions. The most desired resolution being voluntary admission to an appropriate mental health facility. However, when public safety is at issue, officers will follow the Code of Virginia regarding involuntary detention:

> "A law enforcement officer, who, based upon his observation or the reliable reports of others, has probable cause to believe that any person is mentally ill and in need of emergency evaluation or hospitalization, may take that person into custody and transport him to an appropriate location to assess the need for hospitalization without prior judicial authorization".

C. Specific guidelines for sworn officers to following in dealing with persons they suspect are mentally ill during contacts on the street as well as during interviews and interrogations:

When anyone with a disability comes into contact with the Police, for whatever reason or circumstance, personnel must take extra caution to ensure that the person's rights are not violated and that he/she understands what is occurring. Some individuals may not have educational or communications comprehensions levels sufficient to fully understand the basic Miranda rights. Simply reading the rights to someone with these types of disabilities and having the individual acknowledge that they understood may not be sufficient.

When interviewing or interrogating a criminal suspect who has or is believed to have a mental illness, officers should follow these guidelines:

- The admissibility of a suspect's statement will depend on evidence that he/she understood his/her rights, and understood and answered the officer's questions willingly. This principle is based on the Fifth Amendment right of a criminal suspect to be free from self-incrimination, not the ADA. It applies to suspects who have mental illnesses just as it does to other people.

- Officers must recognize that an individual's constitutional rights are not diminished because of his or her mental illness.
- Whenever a person who has or is believed to have a mental illness is a criminal suspect and is taken into custody for questioning, officers must be particularly careful in advising the person of his/her Miranda rights, making a determination of their mental capacity to understand those rights, and eliciting a decision as to whether he or she is willing to answer officers' questions without an attorney.
- The Constitution requires that the Miranda warnings be comprehended, not simply administered. Before interviewing a suspect who has or is believed to have a mental illness, officers should make every effort to determine the extent to which the person's illness, or the psychotropic medication that he or she is taking to treat the illness, impairs his or her ability to comprehend and give informed consent.
- Before or during Miranda warnings, if officers doubt a suspect's capacity to understand these concepts, they should consult with superiors to explain their doubts and determine the appropriate course to follow.
- In cases where officers doubt a person's capacity to understand his or her rights, in order to make an informed decision about whether to initiate questioning, officers should ask the person to explain each of the Miranda warnings in his or her own words, and make a record of the person's explanations.
- Officers may want to obtain the assistance of a mental health professional or attorney in explaining the warnings to the person. These people may be in the best position to help the officers determine the person's capacity to understand those rights and make an informed decision about whether to answer questions.
- When there is adequate evidence that the person has understood and willingly decided to answer questions without legal assistance, officers are not required to provide an attorney for a suspect with mental illness. Officers may want to have an attorney present during questioning as a further safeguard to ensure the person's constitutional rights.
- It is important to question the individual in a calm setting, free of distraction and to make sure that the person has access to water, food, toilet facilities or prescribed medications as needed.

Officers and civilian employees must ensure that people with physical and mental disabilities receive the necessary assistance to access services. This may require time and patience beyond what is normally provided.

People with disabilities may also be suspects or arrestees and require detention, transport, and processing. Employees must familiarize themselves with the proper methods of transport, arrest and detention to ensure officer safety while providing all reasonable support to an arrestee with a disability.

Officers and civilian employees must recognize that responses of people with certain disabilities may resemble those of people who have abused substances such as alcohol or drugs. At times, such traits may be exhibited by people with diabetes, epilepsy, multiple sclerosis, hearing impairments and other disabilities.

Frequently a family member or friend is of great value in calming an individual exhibiting unusual behavior as a result of mental or emotional impairment. If needed, steps should be taken to gain placement for the individual in an appropriate emergency medical, health care or shelter facility.

Establishing a level of communication with mentally ill persons is essential in order to render assistance for contacts on the street as well as during interviews and interrogations. The persons should be handled calmly and spoken to in a reassuring voice. Officers should make no attempt to touch the person until rapport has been established. Officers should explain to the person that they are there to help. Listen to the person, but neither endorse nor argue with their delusions.

If an individual with a mental, emotional, or psychological disability is taken into custody, officers will make responsible effort to use the least restraining possible and protect the arrestee from self-injury, while taking all necessary precautions.

Persons taken into custody who appear in need of medical treatment

independent of their psychiatric needs, must be taken to a medical hospital prior to being taken to a psychiatric hospital. The officer will notify Communications to send an ambulance and that the paramedics should be advised of the situation.

Persons taken into custody shall be transported in a unit equipped with a safety shield. If ambulance transport is used, one officer may accompany the ambulance crew during transport, if requested by them, and approval is granted by a supervisor.

Persons taken into custody and transported shall remain the responsibility of the police officers until custody is assumed by the receiving personnel at the psychiatric hospital or detention facility.

The police officer transporting the detainee shall advise Communications of their destination and estimated time of arrival so that the receiving facility may be made aware that a mentally ill person is enroute.

D. All officers will receive documented entry level training at the Hampton Roads Academy of Criminal Justice during Basic Training.

E. Documented refresher training will be conducted at least every three years by all officers of the Williamsburg Police Department.

VISUAL DISABILITIES:

One of the most difficult issues facing people in need who are blind or vision impaired, is identifying police officials. Personnel should offer detailed information in identifying themselves as members of the Williamsburg Police Department. Whenever possible, if presence of a visual disability is known, officers may have Communications contact the victim or complainant to verify to him/her that a member of the Department has arrived. If needed, badges should be offered to the individual to verify the officer's identity.

Knowing what not to do is as important as knowing what to do to assist a

person who is vision impaired.

- You need not raise your voice when speaking.

- Do not grab the person's arm to lead him/her in a particular direction. If needed, the individual will take your arm for guidance.

- Never leave a visually impaired person standing alone without their cane, guide dog or physical contact.

If it is necessary for safety reasons to take the person's white cane away from him/her, guidance must be given by placing their hand on your arm or shoulder.

MEMORY IMPAIRED PERSONS:

Alzheimer's disease causes intellectual deterioration in adults severe enough to dramatically interfere with occupational or social performance. The changes include:

(1) Disturbances in memory – loss of short term memory with distant past remembered with some clarity.
(2) Language use – unable to speak coherently.
(3) Perception loss – reduced ability to learn or retain necessary skills.
(4) In some cases, paranoid symptoms are displayed that may result in violent behavior.
(5) Delusions – see and hear things not there.

These disorders are not only found in older people. The youngest diagnosed case is age 22, however most victims are people in their 40's and 50's when diagnosed. Many Alzheimer victims have a tendency to wander, mentally and physically, sometimes in an attempt to return to their past. The rate of deterioration differs from patient to patient.

Establishing a level of communications with memory impaired persons is essential in order to render assistance. Caution should always be exercised when an officer encounters memory impaired persons.

- Victims should be handled calmly and spoken to in a reassuring voice.
- Make no attempt to touch the person until rapport has been established.
- By agreeing with the victim's "stories", their attention can be diverted allowing the officer(s) to gain their confidence, thus avoiding conflict.

An important function of the Williamsburg police officer is to assist with the reuniting of memory impaired victims with family members of primary care providers in a timely fashion, utilizing available resources. The Williamsburg Police Department is a participant in the Project Lifesaver program and encourages all families of persons with memory impairments to participate. All officers should forward information to the Crime Prevention officer of city residents that would be a good candidate for this program and the Crime Prevention officer will follow-up with the family/caregiver.

MOBILITY IMPAIRMENTS:

Among the disabilities that are the most identifiable are mobility impairments. People with mobility-related impairments include those who have difficulty walking, those who use a wheelchair or other mobility aid, and those who are immobile.

In a critical/emergency situation, employees should be aware of the safest, most rapid methods for assisting people with mobility impairments to avoid causing them unnecessary strain or injury. In an arrest, once an arrestee with a mobility impairment is secure in a cell and safety concerns are resolved, an effort should be made to return use of any mobility aids (wheel chair, cane, etc.)

When there is a need to arrest a person who is confined to a wheel chair due to a physical handicap, this person will be given special attention and adequate transportation will be obtained.

INVISIBLE DISABILITIES:

Many disabilities are difficult to notice. An officer's failure to recognize

characteristics associated with certain invisible disabilities could have serious consequences for the person with the disability. Outward signs of a disability such as epilepsy generally do not exist unless the person with the disability experiences a seizure. People with diabetes may have reactions from either too little insulin or too much insulin. Low blood sugar reactions are common and are usually treated by ingesting sugar. Detaining someone and preventing them from getting sugar could have serious health implications for the individual and liability consequences for the officer and department.

- Officers should realize that involuntary behavior associated with some invisible disabilities may resemble behavior characteristically exhibited by intoxicated or, less frequently, combative individuals. For example, a person experiencing a mild seizure may appear incoherent and physically imbalanced. The response is temporary.

- An officer's patience and understanding of the characteristics commonly associated with invisible disabilities will lead to a successful resolution. An inaccurate assessment may lead to unnecessary confrontation, injury, and denial of needed medication and/or treatment.

- As with all types of disabilities, an employee's first obligation is to protect the individual from unnecessary harm. When aiding a person experiencing a seizure, protection from obstacles, a calm reassuring manner, and patience are important responses. Family members and friends should be sought to provide information and assistance. Their presence may prove invaluable in understanding the needs of the person with the disability and guiding the officer's actions.

SPEECH AND HEARING DISABILITIES:

Officers may confuse the behavior of individuals with hearing and speech disabilities with those of people who intentionally refuse to cooperate or those who abuse illegal substances. Officers should be aware that an individual's failure to comply with or respond to verbal orders does not always constitute defiance, but may be the result of that individual's inability to hear the officer

or respond verbally. Before committing themselves to a course of action, officers should attempt to identify whether or not they are dealing with a person who has a communication-related disability.

The Williamsburg Police Department will provide and communicate through a sign language interpreter in each of the following situations:

- At the earliest possible time after apprehension or arrest.
- During the presentation of the advise of constitutional rights (Miranda).
- During all questioning and interrogations.
- During any taking of statements.

A sign language interpreter can be obtained through the Virginia Department for the Deaf and Hard of Hearing, toll free number 1-800-552-7917. The right to a sign language interpreter may be waived:

- By the hearing-impaired arrestee;
- If there is no problem in communication; and
- After the hearing-impaired arrestee has received notice of this right through a qualified sign language interpreter.

The hearing-impaired arrestee who has waived the right to an interpreter may at any time reinvoke that right. In this situation, all questioning and communication must case until the arrival of a sign language interpreter.

ARREST OF PERSONS WITH DISABILITES:

Consideration should be given to the special needs of some people with disabilities in an arrest situation. The response of the officer(s) in these situations requires discretion and will be based largely on the officer's knowledge of the characteristics and severity of the disability, the level of resistance exhibited by the suspect and the immediacy of the situation.

Officers should always employ appropriate precautions and safety techniques in arresting and incarcerating a person, whether or not they have a disability, and

follow all policies and procedures for arrest and incarceration.

Some people with disabilities require physical aids (canes, wheel chairs, leg braces) to maintain their mobility. Once the immediate threat/presence of danger has diminished, and/or the suspect is safely incarcerated, every effort should be made to return the device. If mobility aids must be withheld, the individual must be closely monitored to ensure that their needs are met.

41.3.1: Equipment, Patrol Vehicles

All vehicles used in routine or general patrol service, whether conspicuously marked or unmarked, are equipped with emergency lights and a siren.

41.3.2: Supplies, Patrol Vehicles

Patrol officers will inspect their vehicles and personal briefcases daily to assure equipment and required supplies are present. If items are found to be missing that can be immediately replaced, the officer shall replace them. Tire treads and pressure will be checked. If tires are needed, this information will be immediately forwarded to the Watch Commander. If the tire pressure is low, the officer shall correct the problem prior to concluding that tour of duty. Any problems with the unit (trash left in unit, vehicle damage, mechanical malfunction or missing equipment that can't be immediately corrected) should be immediately reported to their Watch Commander. All Watch Commanders will inspect all patrol units every shift.

All patrol vehicles will carry in the trunk organizer, accident investigation equipment and emergency medical supplies to include:

1. Traffic cones (minimum of 3)
2. Adequate supply of flares (minimum of 12)
3. Sharp knife
4. 100 foot measuring tape
5. Marking crayon
6. Blankets (2)
7. Fire extinguisher

8. Basic emergency first aid kit
9. Antiseptic Hand Cleaner
10. Clipboard (individual officers). All officers will also carry with them on tour their previously issued accident forms and their traffic template. A 35mm/digital camera is available immediately at the Department if required and some may be available to be placed in the units.

If vehicle inspection reveals equipment/supply shortages or damage, officers will inform their supervisor and note it on their daily activity report. The supervisor shall ensure that the missing/damage supplies are replenished, prior to street duty, and make notation of this on the officers activity sheet. Mechanical trouble discovered during unit operation should be reported immediately to the supervisor, and noted on the daily activity report. The Supervisor of the Uniform Bureau/Watch Commander will determine if the vehicle should be placed out-of-service pending repairs.

At the end of the shift, officers will service their assigned vehicle (gas, oil) and record starting/finishing mileage and the amount of gas and oil used on their activity report.

41.3.3: Seat Belt Use

Drivers and all passengers in City vehicles must use the occupant safety restraining devises. Exemptions per State Code are:

Any law-enforcement officer transporting persons in custody or traveling in circumstances which render wearing of such safety belt system impractical, or

Law-enforcement agency personnel driving motor vehicles to enforce laws governing motor vehicle parking.

Infants and juveniles shall utilize occupant safety restraint devises in accordance with Virginia State Law while being transported in police units.

41.3.4: Personal Equipment/Apparel

Appearance for members of the Williamsburg Police Department is as follows:

Grooming: Employees will keep their persons clean and sanitary by daily bathing.

Moustache: The face shall be clean shaven, with the exception that the wearing of a neatly trimmed moustache is permitted. The lowest point of the moustache will be no lower than the lowest point of the bottom lip.

Hairstyle: Hair will be neat and clean in appearance at all time. The bulk length of the hair will not interfere with the normal wearing of all police headgear required in the performance of duty. The uniform hat will be able to remain on the officers head without the hair of the head forcing the hat up. The back will be neatly tapered, rounded or squared and may extend down to the top of the collar. Length of hair in front will not fall lower than one-half inch above the tops of the eyebrows. Length of the bulk of the hair on the sides will not extend lower than half way down the ear, however, the sideburns may extend downward to the bottom of the lowest part of the ear, but not below. Sideburns will not be flared or any wider at the bottom than their natural width at the top. The individual employee will be personally responsible for purchasing a properly fitting uniform cap, if a change of personal hairstyle requires.

Female employees' hair will not interfere with normal wearing of all police headgear required in performance of duty. On duty, female officers' hairstyle shall not extend below the bottom of the collar. Conspicuous pins, barrettes, and combs are not authorized. Wigs are authorized, but must conform to hairstyle standards. Civilians' hair will be neatly styled, trimmed and well kept.

Any employee whose current assignment may require any deviation from the above procedures may make a written request for exception. This request will be directed to the Chief of Police, through proper channels. If request for exception is granted by the Chief, the approval will automatically expire upon change of assignment of the employee affected, unless another date is specified.

Uniform:

Hat: The ornament on the hat will be the police shield. All officers holding the title of Lieutenant, Major and Deputy Chief will wear a gold hat badge, patrol officers and Sergeants will wear silver. The hat visor will be plain black, with the exception of Chief of Police and Bureau Supervisors, which will be decorated with oak leaf clusters.

Hats will be worn by all officers when directing traffic, attending funerals, and during periods of high visibility/darkness when visual identification of the officer might be questionable and the visual silhouette of the officer is reinforced by the outline of the cap. All officers must have their hats with them in the police vehicle.

Trousers: Trousers will be navy blue.

Shirts: Basic uniform shirt will be navy blue long sleeve, or an open neck short sleeve shirt. T-Shirts shall be of the type that when worn under short sleeve uniform shirts, no portion will be visible in the "V" formed by the open collar.

Rated officers will wear rank insignia on the uniform shirt collar and on the jacket epaulet. Large brass will be worn on jackets and sweaters. Only small brass will be worn on shirts.

Departmental shoulder patches will be worn on each sleeve, centered one-half inch down from the shoulder seam.

Service chevrons for five year service may be worn on the forearm of the left sleeve of uniform shirts and jackets.

The badge will be worn in the badge holder located over the left breast pocket. Name plates will be worn centered on the right breast pocket directly above the pocket seam.

Jackets: Departmental shoulder patch will be worn on each sleeve and badge will be appropriately placed in the left breast area similar to the shirt badge

position. Zipout linings will be worn as appropriate.

Leather Gear: Black in color, department issue only. Gun belt will be worn over black pants belt. Holsters will be worn appropriate to the shooting hand. Magazine pouches will be worn directly to the opposite side of the holster. Handcuff case, baton/flashlight holder will be worn on the opposite side of the gun belt from the holster. The handcuff case being closest to the rear. Black gloves may be purchased and worn by officers as desired. Placing hands in pockets is both an unsafe practice and undesirable in appearance. Batons shall be worn on the same side of the gun belt as the handcuff case and should be carried when leaving the unit in response to any type of call. Additional leather accessories may be worn upon approval of the Uniform Bureau Supervisor. Shoes will be black, issued only. Socks will be black or dark blue, unless health reasons dictate the wearing of another color.

Ties will be navy blue, break away style.

All officers will wear the fluorescent orange safety vests during all traffic duties after dark, or during periods of reduced visibility.

Basic Issue/Replacement of Items:

All personnel will be held personally accountable for the return of all issued items. No issued item is to become the property of any individual, all remain the property of the City of Williamsburg.

Replacement of items damaged through normal wear and tear is expected. Items lost or damaged during police activities will be reported through channels as rapidly as possible. Where loss or damage is determined to have occurred as a result of negligence, the employee will be required to reimburse the City for replacement cost. Property lost or damaged as a result of police activities in connection with the arrest of an individual will be promptly reported, replacement costs determined and the officer involved will include, during prosecution of the individual, a request to the courts that any sentence include reimbursement of costs to the Police Department.

Issuance of Portable Radios and Batteries

Portable radios, one (1) or two (2) spare batteries, and/or battery chargers are issued to personnel designated by the Chief of Police. Assignment of portable radios is conducted through the Uniform Bureau Supervisor.

Each individual is responsible for the radio they have been issued. If a problem develops with the radio or one of its' accessories, the individual will immediately report the problem to the Uniform Bureau Supervisor. Radios in need of repair will be delivered to the appropriate repair facility and all paperwork and records will be maintained by the Uniform Bureau Supervisor. Officers will be provided a replacement radio during the repair process.

Each individual assigned a portable radio will also be assigned a battery. Certain personnel will be assigned an additional battery and/or battery charger. Those individuals assigned two batteries will leave one battery at the station in the designated charger. It is the responsibility of the individual assigned the radio to ensure they have a fully charged battery before beginning their shift. Problems with batteries will be reported immediately to the Uniform Bureau Supervisor to determine if replacement or recycling is necessary.

41.3.5: Body Armor

Body armor is issued to all sworn personnel. Body armor will be worn at all times by uniform patrol personnel. Exceptions for medical reasons will be considered by the Bureau Commander. A note from a physician is required.

41.3.6 Body Armor, Pre-Planned, High-Risk Situations

Wearing will be required for all personnel participating in raids, any barricade or hostage situation, or in any situation deemed appropriate by supervisors. Any exceptions must be approved by the Chief of Police.

41.3.7 Mobile Computer Terminal (MCT) Operating Procedures

MCT hardware and software shall be used for law enforcement purposes only**. Use of MCT hardware and software for any other reason is strictly prohibited.** Inappropriate comments or slang is not appropriate law enforcement communication.

1. Only those persons certified in the use of the MCT and the systems that it accesses are authorized to operate the equipment.

2. MCTs shall be used in accordance with the Virginia Criminal Information Network (VCIN)Manual, and all user training.

3. All messages transmitted or received by MCTs are a matter of public record. Queries of network databases are logged.

   * Electronic messages, queries, and retrieved data are considered official correspondence and shall be handled with the same degree of propriety and confidentiality.

   * The MCT shall remain in possession and control of the employee to whom it is assigned. To ensure that database access and locally stored information is not accessible to passengers, prisoners, or motorists, the MCT shall be secured at all times and not left unattended while in operation.

   * For safety and security reasons, the MCT display screen shall be positioned so that retrieved information can be viewed only by the operator and other authorized persons.

4. In order to protect access to sensitive information and ensure accountability, MCT users shall not divulge their password to others. Users shall change their password when required by the server software, or whenever a security breach is known or suspected.

5. The MCT shall remain secured and locked in the docking station while the vehicle is in motion to ensure safety of the driver and passengers during air bag

deployment. Employees are to operate their vehicles with due regard for the safety of others and themselves.

6. Employees are responsible for the car and proper use of MCT equipment in their possession or control. Every effort shall be made to protect and secure the MCT and related equipment from theft, damage, or exposure to the elements or environmental hazards.

   * The MCT should be removed from an unattended patrol vehicle as necessary and properly secured.

   * The MCT shall be disconnected from its' power supply prior to changing or charging the vehicle battery, or any jump-starting activity involving the vehicle.

   * The MCT, screen, and keyboard shall be cleaned in accordance with the manufacturers recommendations.

   * Foreign objects, such as pens, pencils, and paper clips shall not be placed on the MCT, Screen, or keyboard.

   * Magnetic objects, such as magnetic clips or dash lights, shall not be placed close to the MCT.

   * Beverages shall not be placed on, above, or in proximity to the MCT equipment is such a way that liquid may be spilled into the unit.

7. Any known or suspected breach of the system security, malfunction or physical damage or loss of the MCT, or any of its accessory components, shall be reported immediately to the Supervisor of Support Services.
8. Only persons authorized by the Chief of Police shall add, remove, modify, or reconfigure software or hardware on the MCT.

9. When an MCT is equipped with peripherals or network connections to allow loading of documents, forms, software or other files, such files shall be scanned

with a current version of Department-approved virus scan software prior to loading any documents.

10. The MCT will be subjected to and operated in only those environments for which it was designed and intended.

11. Records will be retained for at least 60 days and will be reviewed by the Supervisor of Support Services periodically.

41.3.8 IN CAR AUDIO/VIDEO RECORDING POLICY

In-car video equipment has demonstrated its value in the evaluation and management of officer performance, as well as prosecution of unlawful activities. The audio-visual recording of law enforcement activities also protects officers and the police department from unsubstantiated claims.

This agency has adopted the use of in-car video equipment in order to accomplish the following objectives.

- Accurate documentation of events, actions, conditions and statements made during arrests or critical incidents, to enhance officer reports, collection of evidence and court testimony.

- Enhancement of this agencies ability to review probable cause for arrests, arrest procedures, officer and suspect interaction and evidence for investigative purposes, as well as for evaluation and training.

Officers shall adhere to the following when utilizing in-car video equipment:

- In-car video equipment is the responsibility of the officer assigned to that vehicle and it is to be operated according to the manufacturers recommendation and department training.

- Before each shift, officers assigned to a vehicle with a camera will check to ensure the equipment is working properly. If not, it should be brought to the attention of the watch commander as soon as

possible. Additionally, officers will check to ensure that there is at least 1 hour of video tape remaining. If not, the officer should get a new tape from the watch commander. It is the watch commander's responsibility for insertion and removal of all videotapes.

- Watch commanders will remove a tape when: an officer advises a new tape is needed, needs the tape held for evidence in a case, or, if an incident or complaint occurs in which the tape needs to be reviewed.

- If the tape is to be considered evidence in a criminal or traffic case, it is to be placed in the property vault accompanied by a property receipt along with the appropriate documentation and labeling of the tape (date/time of offense, case number, officer).

- If the tape is removed for administrative reasons such as a complaint on an officer, it is to be turned over to the custody of the appropriate bureau for further investigation.

- Completed tapes will be stored by the watch commander on duty in the tape cabinet in the equipment room. Tapes will be marked by vehicle number, date of insertion and date of removal. Tapes will be held in storage at least 45 days before being erased and put back into use. Tapes will be re-issued a maximum of three times before being destroyed.

- Officers will not erase, reuse, or alter an in-car videotape under any circumstances. Only the watch commander may erase for reuse.

BASIC UNIFORM AND EQUIPMENT ISSUE

ITEM	UNIFORMED OFFICERS/ INVESTIGATORS	DISPATCHERS
Hat	1	0
Hat Badge	1	0
Shirts (SS)	3	3
Shirts (LS)	3	3
Pants	3	3
Necktie	1	1
Coat	1	0
Coat Liner	1	0
Raincoat	1	0
Hat Cover	1	0
Shoes	1 PR.	0
Sam Brown Belt	1	0
Holster	1	0
Handcuff Carrier	1	0
Magazine Carrier	1	0
Magazines	3	0
Baton Carrier	1	0
Radio Carrier	1	0
Weapon	1	0
Handcuff	1	0
Handcuff Key	1	0
Baton	1	0
Ammunition	25 RD.	0
ID Card	1	1
Badges	2	1
Whistle	1	0
Nameplate	1	1
Traffic Template	1	0

Grid Maps	1	1
IACP Training Keys	1	0
Locker Key	1	0
Sweater	1	1
Miranda Card	1	0
Traffic Accident Manual	1	0
Body Armor Vest	1	0
Portable Radio	1	0
Portable Radio Batteries	2	0