SANTA BARBARA HARBOR PATROL PREFACE
Organizations are only as good as the personnel who staff them. The employees of the Santa Barbara Harbor Patrol Department are valuable resources. To be effective and accomplish our mission, we must provide them with guidance, direction and leadership in the form of policies and procedures.

This Policy Manual is a living document that is subject to constant change. The manual was prepared with technical and professional guidance. New laws, court decisions, City of Santa Barbara ordinances, new methodologies, and other factors dictate the need for a continual review of these policies, initiating revisions where necessary and appropriate.

No set of policies and procedures, no matter how complete, can hope to address all the situations that may be encountered. There will be situations that occur that must be left to the good judgement and discretion of the persons involved. This judgment and discretion must be employed with sound reason.

It is the responsibility and duty of every employee to become thoroughly familiar with the content of this manual. The information contained in the manual should be followed as closely as circumstances permit.

Upon distribution or revision of this manual, all other exercising orders, policies, and regulations that are in conflict are revoked.
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Chapter 2 - Organization and Administration
Role of the Harbor Patrol

200.1 ROLE OF THE HARBOR PATROL

FUNCTION:

- Enforce laws, educate the public and provide emergency fire, medical and ocean response services to facilitate the safe and orderly use of the Waterfront area, specifically including:
- Enforce Santa Barbara City Ordinances, County, and State laws regulating conduct in the City Waterfront.
- Enforce the California Harbors and Navigation Code and provisions of other codes that relate to waterborne activity.
- Generally monitor harbor facilities and leaseholds for unsafe or deteriorating conditions and report it to the Harbor Operations Manager and/or Facilities Manager.
- Respond to public safety related calls including boat rescues, fires, and medical emergencies; handle them or call in the appropriate agency to assist or take over the call.
- Conduct all business functions necessary to operate and manage the harbor. Assist any Waterfront Department staff when needed to assure smooth operations.

RESPONSIBILITY:

The Harbor Patrol is basically a preventive safety force. As such, it is not self-sufficient in either numerical strength or technical training and cannot encompass all phases of law enforcement, fire response or emergency medical response. As peace officers with all the authority of regular police, such authority shall be exercised with due consideration for an individual's rights and privileges. Only in situations where personal hazard appears imminent shall positive police action be initiated. Otherwise, ordinary citations, warnings, interrogations, and instructions shall be rendered with tact and courtesy.

The "Peace Officer Authority" of Harbor Patrol Officers extends primarily to the enforcement of laws and regulations found in Chapter 5 of Division 3 of the California Harbor and Navigation Code, provisions of Title 17 Santa Barbara Municipal Code, and regulations directly affecting the use of the Harbor and other maritime facilities and waterways.

As a general rule, when Harbor Patrol Officers, acting under their peace officer authority, arrest an individual for public offenses that are under the jurisdiction of the Harbor Patrol, Harbor Patrol Officers have the same power and protections as any other peace officers.

Harbor Patrol Officers are peace officers pursuant to Section 830.33(b) of the Penal Code. The purpose of this legislation was to enable Harbor Patrol personnel to perform their duties more effectively. It was not done to encourage them to broaden the range of activities to include police work that is the responsibility of the Santa Barbara Police Department. It is the Department's policy that violations that come to the attention of the Harbor Patrol, except water-related violations that
Role of the Harbor Patrol

fall within Department guidelines, are to be reported to the Santa Barbara Police Department. Harbor Patrol Officers are expected to render assistance to other authorized law enforcement officers. This includes furnishing information within their knowledge that might be material to investigations being conducted by any such law enforcement officer.

In consequence, complete and wholehearted cooperation with appropriate agencies of safety and law enforcement, i.e. fire, and police will be the method of operation. The proper agency will be promptly notified by the Senior Watch Officer of any condition or suspect situation outside the scope of responsibility, as defined in this section, which comes to the attention of a Harbor Patrol Officer. In an emergency situation, i.e. boat or dock fire or emergency medical response, Harbor Patrol Officers should act as the situation demands, but endeavor to contact the agency having proper authority so representatives of that agency can take needed action.

If, in the opinion of a Harbor Patrol Officer, responding fire or police personnel fail to cooperate or to take positive or appropriate action, a detailed report of the circumstances will be made, through the Patrol Supervisor, to the Harbormaster. The Harbor Operations Manager will initiate inquiry as to the merit of the complaint and determine appropriate action. In no instance shall a Harbor Patrol Officer enter into personal disagreement with the action of police or fire department personnel.

"Emergency Response" Harbor Patrol, when called, shall respond to all Harbor emergencies falling within the scope of responsibilities defined herein and shall respond and render emergency aid. Any problem, question or issue of jurisdiction will be resolved after said response.

Harbor Patrol shall be dispatched with all necessary equipment when:

- The Waterfront Department has primary jurisdiction;
- There is any question of jurisdiction;
- The situation is a matter of life or death; or
- When requested by another jurisdiction and availability permits.
Duties and Responsibilities of Harbor Patrol Officers

201.1 DUTIES AND RESPONSIBILITIES OF HARBOR PATROL OFFICERS

PERFORMANCE OF DUTY:

While on duty employees shall abide by the following rules:

Officers shall devote their time and attention to the service of the Santa Barbara Waterfront and shall direct, coordinate, and conduct their efforts in a manner that establishes and maintains the highest standard of efficiency and public service.

Uniformed officers shall maintain a dignified bearing and shall perform their duties in a calm and firm manner acting together to assist and protect each other in maintaining law and order.

Officers shall serve the Waterfront Department loyally and discreetly, and shall not fail to support their fellow officers in the performance of duty.

DUTIES:

Harbor Patrol Officers shall, in accordance with established policy and Departmental regulations:

- Take all actions necessary and prudent to protect life and property, respectively.
- Enforce all provisions of Chapter 5 of Division 3 of the California Harbors and Navigation Code.
- Enforce local and State laws as required to ensure public safety and the proper use and/or protection of Waterfront resources and facilities.
- Notify appropriate City, County, State, and Federal agencies of any violations falling within their jurisdictions and assist them in their enforcement.
- Carry out specific duties and responsibilities assigned to them by their superiors.
- Carry out any duty required by a lawful order.

OFFICER BEHAVIOR:

Officers shall at all times be sensitive to the importance of presenting a positive image when assisting the boating public and general public.

Courtesy is not indicative of weakness. As a public employee, a citizen is, in actuality, your employer. Due respect with courtesy and patience shall be shown in all instances where felonious acts are not evident.

All contacts with individual citizens shall be conducted in a manner that displays respect for said individuals. Firmly require observance of regulations or ordinances, but do so politely and considerately until such methods prove unavailing. Reserve assertive action as a last
resort. Nothing in the above shall be construed as denying an officer the right to take due precaution for self-protection. Obvious criminal or dangerous situations should be avoided whenever possible. Harbor Patrol Officers encountering obvious criminal behavior or dangerous situations shall refrain from further personal involvement, assume an observation role and contact the Santa Barbara Police Department immediately for assistance.

Law enforcement authority and responsibility exercised by Harbor Patrol Officers will be exercised with due consideration for an individual's rights and privileges. All legal restrictions regarding search and seizure shall be observed. Except in extreme cases where personal hazard appears possible, all arrest, detention, or instructions will be rendered with courtesy. Where an apparent offender is difficult or warrants positive, assertive action, Harbor Patrol Officers will be firm but not abusive.

SIGNATURES ON OFFICIAL COMMUNICATIONS:

Officers shall only engage in official correspondence over a signature of a person who has been officially authorized to conduct such correspondence, or without said signature if authorized by that person. Officers shall be bound by Departmental regulations in conveying official communications outside of the Department by telephone or other means.

CONFLICT OF ORDERS:

In the event of a conflict of orders, officers shall respectfully call such conflict to the attention of the supervisor giving the last order. Should the latter not change this order, the order shall by obeyed. The officer shall not be held responsible for disobedience of any former order or for any violation of the rules in obeying the last order given.

CRITICISM:

Unless an officer has first submitted a complete written report concerning information of a critical nature regarding the Department or its members, the officer shall not communicate such information to any person or agency.

Harbor Patrol Officers shall not speak derogatorily, either to other Waterfront Department employees or to persons outside the Department, regarding an order or instruction issued by any supervisor. However, in any case where an officer has found reason to believe that such order or instruction is inconsistent or unjust, the officer has the right to respectfully bring the inconsistency or unjustness to the attention of the supervisor issuing it.

REPORTS AND RECORDS:

Officers will make written log entries of all incidents, actions and relevant contacts that occur during their watch. Such reports will be detailed as to personal identities, materials description, serial or license number of items such as guns, boats, vehicles, etc., and the names, addresses and phone numbers of principles and witnesses. An excess of detail is preferable to insufficient information.
The Harbor Patrol shall maintain the following records and reports:

- Incident reports.
- Warnings/Inspection/Citations.
- Weather Reports.
- Boating Accident Reports.
- Department Vehicle and Vessel Reports.
- Lost/Stolen/Found Property Reports.
- Liability Release Form.
- Daily Watch Log.
Duties and Responsibilities of Supervisory Personnel

202.1 DUTIES AND RESPONSIBILITIES OF SUPERVISORY PERSONNEL

LEAD WATCH OFFICERS:

Lead Watch Officers are assigned by the Harbor Patrol Supervisor and charged with the overall responsibility for Harbor security during the period of their respective watch. Lead Watch Officers will function as their title implies. They are vested with full authority for their respective watch.

The Lead Watch Officer is responsible for submitting necessary reports in the proper form, covering incidents of law violations, damage to City property under jurisdiction of the Department and any equipment, or unsafe conditions in the area located on or adjacent to the navigable water of the City under the jurisdiction of the Department.

The Lead Watch Officer shall act as the decision maker in all matters involving the Harbor Patrol in an arrest or any matter involving Police Department or Fire Department action.

The Lead Watch Officer shall, when conditions of his/her watch permit, respond to all major emergencies and disasters occurring in the Harbor and will act as the Department's representative until relieved at the scene by a responsible division head.

The Lead Watch Officer on duty at Harbor Patrol Headquarters are directly responsible for the appropriate notification of any and all emergencies requiring the Harbormaster's attention or for notifying the Waterfront Director and Patrol Supervisor of any circumstances that require correction or action prior to commencement of working hours.

A rule of thumb shall be, "When in doubt notify your supervisor."

DEVELOPMENT OF ACCEPTABLE ATTITUDES:

The Harbor Patrol Supervisor shall be responsible for the development and maintenance of proper attitudes and decorum by Harbor Patrol Officers in dealing with the public.

RELATIONSHIP WITH SUBORDINATES:

The Harbor Patrol Supervisor shall strive to maintain a high level of morale and respect through friendly conduct toward subordinates that encourages thoughtful communication.

WELFARE OF SUBORDINATES:

The Harbor Patrol Supervisor shall strive to assist subordinates and improve or ensure their safety and welfare. Non-disciplinary counseling may help an employee recognize problems and assist him/her in solving them.
RESPONSIBILITY FOR CONDUCT OF SUBORDINATES:
The Harbor Patrol Supervisor shall investigate reports of laxity in the performance of duty or violations of Department rules. After determining the facts, the Harbor Patrol Supervisor shall report his/her findings in writing to the Harbormaster.

IMPLEMENTING SUPERVISION:
Supervision shall be implemented by:
- Routine observation of Harbor Patrol Officers performing their duties;
- Watch Log review; and
- Review of incident reports and case reports.

DELEGATION OF AUTHORITY:
The Harbor Patrol Supervisor shall make suitable and clearly defined delegations of authority so that maximum efficiency may be achieved.

IMPROVED PROCEDURES:
The Harbor Patrol Supervisor shall develop sound and resourceful operating procedures based on personal experience and that of others and shall see that these procedures are passed on from the experienced subordinates to new subordinates. The Harbor Patrol Supervisor shall encourage the contribution of new ideas by Harbor Patrol Officers.

ASSIGNMENT FOR EFFICIENCY:
The Harbor Patrol Supervisor shall strive to accurately match the skills and capabilities of Harbor Patrol Officers with requirements of tasks, duties or assignments to be executed.

MANNER OF GIVING ORDERS AND INSTRUCTIONS:
The Harbor Patrol Supervisor shall use tact in giving orders and in correcting mistakes in order to inspire confidence and initiative. The Harbor Patrol Supervisor shall carefully test the understanding of instructions to ensure that subordinates know in detail what they are to do and how to do it and, if desirable, the reason therefore.

RESPONSIBILITY FOR SUBORDINATES:
Duties and Responsibilities of Supervisory Personnel

The Harbor Patrol Supervisor shall be aware of the progress of Harbor Patrol Officers and assist them by non-disciplinary counsel, advice, and direction and shall, when possible, recommend solutions to problems that arise.

EVALUATION OF HARBOR PATROL OFFICERS' WORK:
The Harbor Patrol Supervisor shall be fair and impersonal in evaluating the work of Harbor Patrol Officers.

SUPPORT OF SUBORDINATES:
The Harbor Patrol Supervisor shall support Harbor Patrol Officers who are acting within their rights.

TIME OF DISCIPLINE:
The Harbor Patrol Supervisor shall avoid censuring a subordinate in the presence of others.

RESPONSIBILITY FOR COMPLETION:
The Harbor Patrol Supervisor shall take all reasonable steps to determine that Harbor Patrol Officers perform their duties completely and promptly and in compliance with Department rules. The Harbor Patrol Supervisor shall accept responsibility for achieving essential objectives.

CHAIN OF RESPONSIBILITY:
The Harbor Patrol Supervisor shall assume ultimate responsibility for the supervision of all subordinate officers in the chain of command. The Harbor Patrol Supervisor may not delegate this responsibility.

ORGANIZATIONAL CONTROL:
The Harbor Patrol Supervisor shall, by act, manner, and attitude promote understanding of all procedures essential to effective organizational control and shall convey to Harbor Patrol Officers the intent and spirit of orders and directives.
Harbor Patrol Headquarters Procedures

203.1 HARBOR PATROL HEADQUARTERS PROCEDURES
The Harbor Patrol Office, 132 A Harbor Way, is the Waterfront Department’s Operations Division business office and will function twenty-four (24) hours a day, seven days a week, as a communications and dispatch center.

Officers manning this station shall be completely familiar with all phases of radio transmission and the applicable codes and proper procedures.

The Officers staffing this station shall familiarize themselves with current and forecasted weather, plus information on services and facilities available in the Harbor, including but not limited to location of the yacht club, pump-out facilities, launch ramp, tenant buildings, marinas, boat haul-outs, shore side amenities, anchorages, marine fuel stations, etc.
Patrol Room Procedures

204.1 PATROL ROOM PROCEDURES
Each Officer shall maintain his/her locker and the surrounding area in a neat orderly fashion. It will be the responsibility of the Lead Watch Officer to check the Operating Center, the building and the locker room before going off duty. The Lead Watch Officer shall assume or assign any housekeeping duties necessary at shift change.

The Lead Watch Officer will be in charge of operations and will remain in charge until he/she is relieved by the Lead Watch Officer of the succeeding shift and the succeeding officer has been briefed. If an emergency arises that requires additional personnel, those personnel shall be called at once. Upon their arrival, they shall assist where necessary, as directed by the Lead Watch Officer.

In all emergencies related to Waterfront Department property or personnel, the Waterfront Director, Harbor Operations Manager and Harbor Patrol Supervisor will be notified as soon as possible.
Telephone Greeting Procedures

205.1 TELEPHONE GREETING PROCEDURES
In our continuing effort to improve the level of service provided to the public, all Harbor Operations staff, when answering the telephone, will use this telephone greeting. The phone greeting will consist of a greeting (good morning, good afternoon, or good evening), "Santa Barbara Harbor Patrol," and the staff person's name.
Late for Work Procedure

206.1 LATE FOR WORK PROCEDURE
In order to provide a fair and equitable system for dealing with the problem of employee tardiness, the following policy has been adopted:

Any employee who is late reporting to work will be required to write a memo that includes his/her name, the date, the number of minutes late, the shift late to, and the reason for the tardiness. The memo will be completed prior to the end of the shift and given to the Senior Watch Officer for routing. An employee is considered late when he/she fails to report to the Operations Center in uniform on or before the scheduled time for the shift to start.
Chapter 3 - General Operations
Firearms Qualification at Sea Procedures

300.1 FIREARMS QUALIFICATION AT SEA PROCEDURES
TO CONDUCT FIREARMS TRAINING AT SEA THE FOLLOWING MINIMUM CONDITIONS MUST BE MET:

- Visibility must be at least two miles in all directions. If visibility is reduced to less than two miles in all directions during an at-sea firearms training operation, the operation will immediately cease.
- No weather advisories or warnings posted by NWS (SCA, Gale, High Surf, etc.).
- Daylight hours only.
- Two-mile Clear Zone in all directions from the firing line. This means no land, pier, jetty, vessels, float, platform, oil rigs, aircraft or marine mammal is visible within the clear zone. Firing line must be at least two miles offshore.
- Firing must be to a seaward direction only. No firing towards shore, piers, jetties, floats, platforms, oil rigs, aircraft, marine mammals, birds or vessels (other than target vessels).
- If a vessel or other object enters the Clear Zone during an at-sea firearms training operation, the operation will immediately cease.
- Ranking Harbor Patrol Officer, Police Officer, Weapons Instructor and/or range master must all agree that weather and sea conditions are adequate to safely conduct firearms training.
- A certified range master or Weapons Instructor familiar with these guidelines must be present to give direct orders to participating Officers during the training.
- When any of these minimum conditions cannot be met the range master and/or Weapons Instructor should consider using "simunitions" or "less-than-lethal" weapons in order to complete firearms training at sea on the planned day.
- Any person taking part in firearms training who observes a safety issue has a duty to halt the training and call attention to the problem. If the issue cannot be resolved, the training operation will cease.
- In addition to the conditions listed above, standard firearms safety guidelines and range safety guidelines will be followed.

INJURY REPORTING:
Any injuries incurred during firearms training at sea will be reported to the range master, Weapons Instructor, Harbor Patrol Supervisor and Harbor Operations Manager immediately and in accordance with the Injury and Illness Prevention Program (IIPP).
Responding on Patrol Boat Procedures

301.1 RESPONDING ON PATROL BOAT PROCEDURES
The primary reason for having patrol boats is to provide the public with security through law enforcement, protection of life and property and maintaining peace and safety on the water areas within the boundaries of the Waterfront Department. The Department's philosophy will be to render assistance outside our boundaries only in such cases where there exists an immediate danger to life, or at the request of another agency, providing that the requesting agency's resources are unavailable and the Waterfront area will not be left without coverage. Every effort should be made to avoid getting near the surf line or other hazardous areas.

Responding to a rapidly developing emergency outside the harbor requires optimum utilization of personnel, equipment, and other agencies’ resources. The extra time that it takes to dispatch the right personnel and the right equipment to the right place is often realized as a substantial time savings in the long run. One operator responding on a boat is very limited in what it can save or accomplish. Having at least two personnel on board provides a dedicated boat operator and someone who can handle lines, provide CPR and first aid, swim to make a rescue, operate the radio, set up firefighting equipment, a second pair of eyes, and any other abilities in which the second person has been trained.

When one officer is on duty, that officer shall recall the on-call officer before responding to incidents outside the harbor that are likely to continue for an extended period of time or are likely to deteriorate to a distress situation before other aid would be available. This is not to preclude the use of officer discretion on a case by case basis, but in no case should the harbor be left unattended for a significant period without fireboat coverage, unless there is imminent danger of human mortality.

301.2 CODE-3 VESSEL RESPONSE PROCEDURES
Harbor Patrol vessels operated by Harbor Patrol personnel are classified as emergency vessels, and as such are equipped with blue lights and electronic sirens to assist in obtaining recognition when proceeding to a water-borne or waterfront emergency.

Harbor Patrol Officers are admonished to exercise due care and to avoid negligence in responding to emergency situations.

There are to be no Code 3 runs to be made through the inner area of the Harbor near dock areas. Proceed at a safe, moderate speed until you are clear of those areas where boats are tied up or docked. Extreme caution shall be used when leaving the inner Harbor on emergency calls.

Utilize the center of the channel to reach your destination.

Consider your equipment when making an emergency run. Do not jeopardize or damage your vessel by attempting to run faster than sea conditions safely permit.
Crime Reporting Procedures

302.1 CRIME REPORTING PROCEDURES
Delineation of responsibilities between the police and the Waterfront department assigns the police department the responsibility of taking crime reports, criminal investigations, and making of arrests except in certain emergency situations. It is vital that the system be maintained faithfully to enhance the public trust and ensure the uniform handling of incidents. The following order is issued to clarify the procedures.

PROPERTY CRIME REPORTS, VICTIM WALK IN:
- Briefly determine the classification, priority, and the time of occurrence of the crime.
- Get information forwarded to the Police Department.
- Have the victim wait in the office.
- If the situation says the crime is very brash and the suspect is still in the area, get the Police Department to expedite the call.
- Log all information, no crime shall go unreported.

WHEN AN OFFICER WITNESSES PUBLIC OFFENSES:
- When a Harbor Patrol Officer witnesses public offenses or minor violations and disturbances the Police Department will be informed of the circumstances.
- The Harbor Patrol may cite for offenses they see and the information should be logged.
- No incident shall go unreported.

AN IMMEDIATE DANGER TO PERSONS OR PROPERTY:
In situations where there is an immediate danger to persons or property or the escape of the perpetrator of the offense, Harbor Patrol Officers are justified in making an arrest or detaining the subject until police officers arrive.
- Use the minimum amount of force necessary to take the perpetrator into custody and safely detain him until custody can be transferred to police.
- Report all of your observations and action to the police officer responding, and to the patrol supervisor in a case report.
- If the subject cannot be safely detained or is in a vehicle, follow at a safe distance and report your status and direction of travel to P.D. dispatch.
- Police Officers shall prepare offense, arrest, and booking reports from Harbor Patrol officers information.
**CITIZENS ARREST:**

When a citizen desires to make a citizen arrest or file a complaint, a police officer shall be summoned to accomplish the necessary paperwork and arrests. It is emphasized that this department will conform to 100% crime reporting policy so far as offenses come to our knowledge.
Watch Logs and Other Reporting Procedures

303.1 WATCH LOGS AND OTHER REPORTING PROCEDURES

DAILY WATCH LOGS:

The watch log is an official record of the events that occur during each 24-hour period. All pertinent information should be entered into it.

FORMAT OF WATCH LOG:

The standard daily watch log form should be used. The information in the heading should be completed. Each individual entry should refer to a specific event, not a group of unrelated events. Each entry should include starting and completion times, what officer/s were involved, what vehicle/vessel were used, a case number if required, and a description of the event.

RESPONSIBILITY:

The Harbor Patrol Supervisor, or acting Harbor Patrol Supervisor should review and electronically sign each daily watch log. He/she is responsible for the accuracy and completeness of the document.

WEATHER RECORDS:

Weather reporting and awareness is an important part of the daily job of Harbor Patrol Officers. Boaters often call our office asking about current and future weather conditions. Though we are not an official weather station, all officers should be constantly aware of marine weather conditions and forecasts. Officer’s response to weather questions has a great deal of effect on how the patrol is perceived as a professional boating organization.

NOAA WEATHER REPORTING:

Santa Barbara Harbor is a weather reporting station for NOAA. Harbor Patrol makes weather observations every 3 hours and enters the data directly into the NOAA weather reporting web page. Weather data is achieved and can be retrieved from a link on the weather reporting web page.

LOCAL WEATHER REPORTING:

The National Weather Service Los Angeles/Oxnard reports coastal weather conditions on the Internet and on the marine VHF radio broadcasts. As a public service the Harbor Patrol transcribes these reports and provides them to the local boating community in the following manner:

- A Santa Barbara Harbor Coastal Weather Update form is completed in the early morning hours around 0600 using information from the National Weather Service
forecast and local weather observations. The form is posted on the bulletin board at the bottom of the stairs and at the front counter.

- A phone message recording is made once the weather is updated.
- The lead watch officer will monitor weather forecasts and update the posted reports whenever there are significant changes in forecasts or weather warnings.

SCRIPPS INSTITUTE OF OCEANOGRAPHY WEATHER REPORTING:
Santa Barbara Harbor is a weather reporting station for Scripps Institute. The on-duty officer is responsible for completing the Scripps weather form in the early morning hours around 0600-0700 hours.

FOG SIGNAL REPORTING:
When visibility is restricted to less than one mile the fog signal is activated from the Harbor Patrol office by calling Coast Guard Los Angeles and requesting them to activate the signal via cell phone. The signal is then deactivated in the same manner when visibility improves.

MONTH-END REPORTING:
Data that has been collected and recorded during the month is distributed in the following manner:

- Scripps data sheets for the month are mailed to the University of California at San Diego in the envelopes provided.
- Copies of all Scripps data sheets, fuel logs and the watch logs from the same month will be put together in a large envelope, labeled and filed.

WORK ORDERS:
The Facilities Division can be requested to take action, as needed, by use of the city work order system. Work orders shall be logged into the watch log. Use work orders when any of the following conditions exist:

- When officers find or citizens report any unsafe conditions caused by deteriorating or damaged city facilities, enter a work order describing the location and nature of the problem, and what action you believe needs to be taken. If the situation is hazardous, radio or telephone the Facilities Division representative, in addition to entering the work order.
- When something needs to be built or modified by facilities personnel, complete the form with specific details of what is required. This will then be forwarded through the proper chain of command.
- When any boat, vehicle and/or equipment needs to be checked or repaired, including requests to inspect hull, propellors and shafts for possible damage or entanglement. Work orders must be completed for vessel or equipment modifications.
FOUND PROPERTY REPORTS:
The Harbor Patrol will take custody of property found in the Harbor area or turned in by citizens and shall record and handle it in the following manner:

UNREGISTERED BOATS:
When unregistered boats are found or turned in to the Harbor Patrol, they shall be assigned a Harbor Case Number and logged into the found property logbook with a copy of the completed found property report. A waterproof case number tag shall be attached to the boat with a copy of the found property report. If the boat remains unclaimed after 90 days it will be entered into the Police Department case reports and property system even though the boat may continue to be stored in Harbor Patrol custody.

REGISTERED BOATS:
In addition to found property procedures, registered boats can be traced to the last registered owner via the C.L.E.T.S. terminal. Contact the registered owner by telephone and inform him that his/her vessel is in our custody and should be recovered at the earliest date possible. Inform the Patrol Supervisor of the registered boat so he/she can follow up with a letter to the owner.

REGULAR PROPERTY:
Items of a value of $10.00 or more should be logged in and assigned a Harbor and Police Department case number. If the person turning in the found property wishes to claim the property, they may do so after the required time has passed. The Police Department shall be notified and respond to pick up the property at their convenience.

VALUABLE ITEMS:
Items of high value, such as cameras, expensive jewelry or electronics shall be turned over to the Police Department right away. Have the person turning in the property sign the Declaration of Finder on the property form and inform them of their responsibility if they wish to claim the property. Have a Harbor and Police Department case number on the form and give the number to the finder. Inform the Police Department that you would like to have the property picked up when a unit is available.

UNCLAIMED PROPERTY:
When property remains unclaimed after 3 days, it will be entered into the SBPD case report and found property system. This will be in addition to the Harbor Patrol case numbering system. The following are steps to follow when dealing with unclaimed property:
Watch Logs and Other Reporting Procedures

- Obtain a Harbor Patrol case number. This is done as soon as the property is taken into custody.
- Forward a copy of the found property report to the Police Property Officer who will maintain a separate file on property in our possession.
- Unless inconvenient to do so because of physical size, i.e. skiffs, the property should also be sent to the Police Department for retention.
- The only types of property we will retain in our custody are boats and related equipment such as anchors, oars, etc.

CLAIMED PROPERTY:
When property is claimed, a copy of the release will be sent to the Police Department to complete their records if the property is recorded with them.

SEWAGE AND HAZARDOUS MATERIAL SPILL REPORTING:
Refer to the most recent "Notifications for Sewage and Hazardous Materials Spills" Memorandum for notification instructions and updated phone and fax numbers.

REPORTS TO NEWS MEDIA:
In order to facilitate clear, concise factual reports of incidents to the news media, the following procedures will be followed:
When the Harbor Operations Manager or Harbor Patrol Supervisor are on duty, media calls will be referred to them. Otherwise the Lead Harbor Patrol Officer on duty will issue reports to the media. Lead Officers reports will be confined to assistance calls and rescues, and will contain only those facts documented in reports, unless expressly authorized by the Harbor Operations Manager or Waterfront Director. Those facts to be reported are further confined to:

- Time of call,
- Identity of persons and vessels rescued; in case of death do not release identity until all appropriate procedures, including but not limited advising next of kin, have been completed by responsible agencies,
- Department personnel and resources used,
- Prevailing weather conditions,
- A brief narrative on what occurred.
- There shall be no speculations as to cause, consequences, results, problems encountered or problems about personnel or equipment nor editorial comments relative to the incident or to Departmental or City Policy, unless discussion of such issues are expressly authorized by the Harbor Operations Manager or Waterfront Director.
Watch Logs and Other Reporting Procedures

- On significant assistance calls where additional comment may be newsworthy, the Patrol Supervisor shall be advised in order that there may be additional news released.
- Only the Waterfront Director, Harbor Operations Manager or Patrol Supervisor shall release news about:
  - Crimes and offenses, enforcement and arrests, policies and procedures, and proposed departmental actions.
Court Appearance Dates and Times

304.1 COURT APPEARANCE DATES AND TIMES

- Adults: Santa Barbara Municipal Court, Monday through Friday at 8:00 a.m., 4 weeks from the violation.
- Juveniles: Follow juvenile procedures for citation as established by the courts. 4 weeks from the violation by the court "to be notified."
- Custody: Santa Barbara County Municipal Court. Will be assigned by jail.
Court Time Procedures

305.1 COURT TIME PROCEDURES
Overtime for court appearances on a patrol officer's regular day off must be approved. The amount of time granted will be the actual time spent in court. No extra time (other than time actually spent in court) is approved when the time is contiguous with regular shifts. On overtime requests, reference to the case number is required.
Communication in Support of Waterfront Staff Procedures

306.1 COMMUNICATION IN SUPPORT OF WATERFRONT STAFF PROCEDURES
Harbor Patrol receives calls for assistance from Waterfront Department staff to address problems of many different natures. When the call is for information on policy or procedures a simple answer or direction will suffice. When the call is to report hazards, unsafe conditions, or something that requires immediate attention, Patrol will initiate personnel notification or recall procedures as needed. Officers will respond and take whatever actions are needed to solve the problem.

When staff reports fire emergencies, medical emergencies, threats to public safety or crimes in progress they should dial 911 and report directly to dispatch then notify Harbor Patrol of the situation. There will be time when staff contacts the Harbor Patrol to report this type of situation without contacting 911 first. In these cases Harbor Patrol should gather information from the staff person reporting just as a dispatcher would, then notify dispatch of the situation and request assistance from the appropriate agency. As an added precaution, instruct the reporting staff person to dial 911 and make their report directly to dispatch.
Video Surveillance System Procedures

307.1 VIDEO SURVEILLANCE SYSTEM PROCEDURES

PURPOSE:

This system was designed and installed to monitor important Waterfront assets including Stearns Wharf (Navy ship facility), Sea Landing (cruise ship facility), Harbor Way commercial area, City Pier, USCG Cutter, Patrol Boats, Harbor Operations Manager Office public reception counter and the East Beach Anchorage (drifting boats, etc.). The system will be used to monitor the Waterfront for public safety and security.

SYSTEM DESIGN:

This system consists of four pan-tilt-zoom cameras, five fixed cameras, a wireless mesh network and a network disk recorder connected to the City's intranet. The intranet and network recorder are protected by a secure firewall. A login password is required to access the system through workstations on the City's intranet. Keep the password confidential. The system captures and stores digital video from each camera. We can access video as needed, within a set, programmed time frame. Video can be searched and copied in the investigation of an incident or crime.

USE:

This system does not replace the need for regular foot, motor and boat patrols, during which officers use all their senses to locate, visibly deter and prevent problems and assist the public. The system can, however, assist Patrol in monitoring known problem areas. Some examples of known problems appropriate to monitor with this system include:

- Vandalism at the Laundromat,
- Trashcan fires on Stearns Wharf,
- Drinking alcohol on the Rock Groin,
- Fights behind Santa Barbara Landing,
- Graffiti vandalism,
- Gang activity,
- Aggressive panhandling at the base of Stearns Wharf,
- Vessels adrift off East Beach, and
- Vandalism of beached vessels.

Other appropriate uses include:

- Monitoring Mission Creek water flow,
- Monitoring dredging operations,
• Monitoring Stearns Wharf for fire hazards,
• Monitoring the Passenger Loading Ramp and Sea Landing during Navy and cruise ship visits, and
• Monitoring vessel traffic and monitoring swim areas.

MISUSE:
This system shall not be used inappropriately. This system was not designed to monitor Harbor users inside marinas. Misuse of this system includes voyeuristic monitoring of persons including, but not limited to, City employees, sunbathers, friends, acquaintances, tenants, lessees, family members or, unless criminal behavior is suspected, the general public. The system will not be used for issuing citations based solely on camera observations. Statutory violations including, but not limited to, open container, speeding in the Harbor and urinating in public must be witnessed by an Officer in person before a citation can be issued. The Police Department will be called to investigate major crimes witnessed by camera operators.

AUTHORIZATION REQUIRED TO OPERATE VIDEO SURVEILLANCE SYSTEM:
All persons operating this system must be expressly authorized by the Harbormaster, or the Harbor Patrol Supervisor. In addition, no person shall be allowed access to this system unless they have read, signed and dated this component of the Division's SOP.
Vessel Boarding Procedures

308.1 VESSEL BOARDING PROCEDURES
Harbor Patrol Officers have various reasons for boarding vessels in the performance of their duties. The following are some general guidelines.

LAW ENFORCEMENT: AUTHORITY SECTION 633 HARBORS AND NAVIGATION CODE:
Any boarding of vessels for law enforcement purposes should be conducted in accordance with all current laws and rules of search and seizure.

RESCUE, SAVING OF PROPERTY:
In some cases, boarding of vessels is necessary in order to save lives and/or property. In these cases officers should maintain a sensitivity to the boat owners' right of privacy and 4th Amendment Rights. The boarding will be limited to the access needed to conduct a rescue and save property. Always act within Harbor Patrol's General Rules of Conduct.

GENERAL HARBOR OPERATIONS:
During day-to-day activities, it may become necessary to board a vessel to tow it to another location. An attempt to contact the owner over the telephone should be made to apprise him/her of the need to board their vessel. Boarding for other activities (such as MSD inspections) will be limited to the actions needed to complete the intended purpose. Entry into enclosed areas is inappropriate without permission of the boat owner.

Notes should be left in a location that will be immediately seen by the returning boater but will be least invasive of his/her privacy. Be aware of the possibility of tape residue, colored paper paint transfer, etc.

As a point of courtesy, if the boat owner is present and you must board to assist him/her, request "permission to come aboard?" This request will be appreciated and will enhance your image as a concerned and helpful Officer.

BOAT RELOCATION:
When conditions necessitate that a boat be relocated from one slip to another, several precautions must be taken.

EMERGENCY BOAT RELOCATION:
If time does not allow telephone notification of the boat owner, call the owner immediately after the relocation.
NON-EMERGENCY BOAT RELOCATION:

Give the boat owner as much advance notice as possible through a telephone call. It is preferred that the owner move his/her vessel. If this is not possible, we will move it for them with all due care.

In all cases, secure the vessel in the same manner that the owner secured it, plug in electrical power. When in doubt about whether or not a boat may need to be moved, call the owner and tell them the reason for the potential relocation. In some cases, utility service could be disrupted. Again, be sure to notify the boat owner of the circumstances.

In the case of a boat as a residence, use great sensitivity in the handling of the vessel and maintenance of privacy for the location. If feasible, try to relocate them within the same marina and area ("neighborhood").

Note all telephone contacts and vessel movement in the daily watch log.
Marine Sanitation Device (MSD) Inspection Procedures

309.1 MARINE SANITATION DEVICE (MSD) INSPECTION PROCEDURES
The main purpose of MSD inspections is to educate the boating public about water quality issues and better familiarize them with their sanitation systems. Take the opportunity during an MSD inspection to generate a positive public relations contact. These contacts, although short, can provide lasting positive responses that will reflect our professional attitude and make for good relations with the boating public.

PROCEDURES FOR VISITING VESSEL MSD INSPECTIONS:
Direct the visiting vessel to the Accommodations Dock. Greet the operator(s) and advise them of the Clean Marina Policy and the MSD inspection. Advise the operator that boating law requires all vessels with an installed marine toilet have an operable Coast Guard approved MSD. A brochure can be provided if further information is needed. Advise the operator to secure the overboard discharge valve and/or Y valve so that no sewage can be discharged into the Harbor. When the valve(s) are secure, the officer will place a single dye tablet into each toilet aboard the vessel and have the operator flush it into the holding tank. There should be no discharge of dye into the harbor. If the system fails and there is no way to secure the system from further overboard discharge, berthing shall be refused. Some officer discretion must be used in determining whether a system is adequately secured to prevent overboard discharge. Porta potties need not be dye tabbed, but the vessel must be checked to confirm that no other marine toilets are installed.

It is the lead officer's responsibility to ensure that all MSD logs are accurate and complete. A watch log entry should be made for visiting vessel MSD inspections. Start and end times shall be included in the watch log entry, as well as the vessel name or number, any unusual circumstances, systems or if an overboard discharge occurs. The officer shall note on the Daily MSD Tally Sheet and on the visitor card each time an MSD inspection is completed. At the end of each shift, note in the log the total number of MSD inspections completed. A visiting vessel MSD inspection should take only a few minutes to complete.

Visiting vessels will be inspected each time they call for a slip assignment. This includes visitors on the credit card system. When a visitor pays for several days and leaves the harbor every day, only to return later, his or her vessel need not be inspected again. They will not be notifying patrol of their every move, whether they are a day sailor or a commercial fishing vessel. When a vessel checks out of a slip, but returns at a later time, they get a new MSD inspection. Officers will need to return from patrols to conduct the MSD inspection, unless attending to high priority matters in the field.

Harbor Patrol Crew may conduct an MSD inspection on a visiting vessel once they have received adequate training and feel comfortable with the task. The training will consist of completing a minimum of 5 visiting vessel MSD training inspections using the procedures previously described.
These training inspections will be under the direct supervision of the Harbor Patrol Sergeant or Training Officer. The Training Officer will confirm that the crew has received adequate training before they are allowed to conduct an inspection on their own. Keep in mind the MSD inspection is the Harbor Patrol Officer’s task. Only when an officer is not available for an extended time period should trained Harbor Patrol Crew conduct the inspection. We want to complete the MSD inspection and accommodate the visitor in the shortest possible time. The officer or crew should make a reasonable effort to accommodate special requests (removing shoes, assisting disabled or elderly persons, etc.) made by the vessel owner(s) or operator(s).

PROCEDURES FOR OTHER TYPES OF MSD INSPECTIONS:

MSD inspections for new permanent vessels, live-aboard vessels, and other vessels should be more detailed than with visiting vessels. Crew persons are not authorized to conduct this type of inspection. The type of MSD (Type I, II, or III) must be identified and recorded by the inspecting officer. The owner, operator or caretaker must show the officer the entire system and explain how it functions. Officers must confirm the overboard discharge valves are padlocked or cable tied closed, or have the valve handle removed with the valve in the closed position. The officer will place a single dye tablet into each toilet aboard the vessel and have the owner, operator or caretaker flush it into the holding tank. There should be no discharge of dye into the harbor. If the system fails, the Harbor Patrol Supervisor and Harbor Operations Manager should be notified. They will determine the proper course of action. Officers will make a log entry for this type of MSD inspection and record the inspection on the Vessel Length and Operability Verification form or the Live-Aboard Inspection Checklist form.

We will handle any out-of-the-ordinary systems and situations as they arise. As always, use your good judgment and discretion. Ask your lead officer, supervisor or manager if you have any questions.
Chapter 4 - Patrol Operations
Various Call Response Procedures

400.1 VARIOUS CALL RESPONSE PROCEDURES

SINKING BOATS:

When Harbor Patrol receives a report of a sinking vessel in the harbor it should be responded to as quickly as possible with equipment ready to pump. The City dispatch should be notified of the call and the status of the responding unit. When you arrive on scene you will need to determine the following:

- If there is anyone on board or if there is a danger to any person. If a rescue is needed it will be the first priority.
- If the sinking vessel presents a pollution threat.
- If the vessel can be saved without endangering anyone including the responding officers. If possible, pump the vessel out and patch it to keep it afloat.
- If the sinking is beyond the capability of Harbor Patrol, assistance may be obtained from the Fire Department through dispatch, or the Coast Guard over VHF channel 16, or an independent contractor, as the situation demands.

Owner(s) of the vessel needing attention should be notified as soon as possible and advised to respond to take control of their boat. If the Harbor Patrol has to respond repeatedly to the same boat for the same reason, the boat owner will be charged according to the department fee schedule.

Coast Guard Marine Safety Division (MSD) should be notified of any pollution caused by the incident.

After the vessel has been pumped out and turned over to the owners or responsible party the patrol officer shall inspect the scene to assure that he is leaving the situation in satisfactory condition and has recovered all equipment. The Combined Communications Center should be notified that Patrol is clearing from the call. The incident shall be assigned a case number, reported, and logged.

VESSELS NEEDING A TOW:

There are two classifications of call for tows, emergency and non-emergency:

Emergency Tows:

- When to tow is classified as an emergency and the patrol is responding the Combined Communications Center shall be notified of the call and the responding unit's status. All emergency tows will be communicated to the USCG.
- When the responding unit arrives on scene the officers will size up the situation and report back to control. From this point the situation will be dealt as an emergency tow or downgraded.
• After the boat has been towed in and the emergency situation has been resolved, the responding officers will assure that they are leaving the scene in a satisfactory condition with all of their equipment. The DISPATCH shall be notified that patrol is clearing from the call.
• All emergency tows shall be assigned a case number and reported and logged.

Non-Emergency Tows:
• In non-emergency situations Patrol will follow the guidelines in Item 6 of this SOP. All non-emergency tows shall be assigned a case number and reported and logged.

FUEL IN THE BILGE:

There are two classifications of this call, gasoline in the bilge and diesel in the bilge. Both classifications indicate potential pollution and hazardous material disposal problem. The gasoline call indicates a potential explosion problem and will be handled differently than the diesel call. For either type of call, if the source of the contamination is unknown or unverified, officers shall respond in full turn-out gear, as information provided may be incomplete or inaccurate.

Gasoline in the Bilge:
• The fire department should be notified and will respond to the launch ramp unless otherwise requested. The Harbor Patrol will respond to the vessel, in full fire turn out gear, and do a size up and notify dispatch on the fire department green channel. Make sure the area is secure and all people are removed from the area of danger.
• Apply a blanket of Aqueous Film Forming Foam (AFFF) over the fuel in the bilge. In any fuel-in-the-bilge call tow the vessel to the launch ramp and secure the vessel. Assist the fire department in arranging for the removal of the fuel and returning the vessel to a safe status.
• The boat owner is responsible for the cost of disposing of the fuel. This is a complicated procedure so patrol will attempt to assist them in finding disposal companies who will respond. After the fire department secures the scene, notify dispatch that the harbor patrol is clearing from the scene.
• The incident shall be assigned a case number, reported and logged.

Diesel in the Bilge:
• Diesel in the bilge is not considered a potential for explosion, but still poses a potential environmental hazard.
• The boat owner is responsible for the cost of disposing of the fuel. This is a complicated procedure so patrol will attempt to assist them in finding disposal companies who will respond. After the fire department secures the scene, notify dispatch that the harbor patrol is clearing from the scene.
• The incident shall be assigned a case number, reported and logged.

BOAT FIRES:
Various Call Response Procedures

- All fire response shall be in accordance to the fire department's tactical plan. Notify the fire department that the Harbor Patrol is responding to a boat fire and specify if it is inside or outside of the harbor. Communicate with the fire department and advise what fire boat is responding (PB#1, PB#2 or PB#3), and what boat will be staged for engine 6.

- All officers shall be familiar with the fire department operations manual. Each officer shall be familiar with the locations of fuel lines, valves and electric junction boxes in the event that they need to be turned off (refer to the facility manual).

- Upon arrival on scene, the fire department unit first on scene will assume command. If a harbor patrol unit is first on scene, they will assume command and relinquish command and act as supporting units when the fire department arrives.

MEDICAL EMERGENCIES (INCLUDING VICTIMS IN THE WATER):

- If there is a boating or water-related rescue, inform dispatch that patrol is responding to an emergency and relay any reported injuries. If there is a medical emergency on a boat not in a slip, and response time is expected to be extended, advise dispatch to have paramedics meet the patrol boat at the dock for transportation out to the boat. If the call is at a slip in the harbor have the paramedics respond to the scene of the emergency.

- Once on scene, patrol will conduct a scene size-up, don personal protective equipment and report the findings to dispatch. Try to determine what type of injuries there are and communicate to dispatch what emergency response or medical personnel will be needed.

- Conduct any rescues and stabilize victims for transportation back to land. Communicate to dispatch your actions and intentions. Deliver victims to emergency medical personnel with a report of your observations and actions.

- Document the event into the watch log and complete a case report providing all details of the event.

RESPONDING TO A FIRE ON STEARNS WHARF:

- All fire response shall be in accordance to the fire department's tactical plan.

RESPONDING TO SITUATIONS OUTSIDE OF THE HARBOR IN THE ANCHORAGE WITH NO PERSONS IN DANGER:

- Get a complete description of the call with as much information as possible from the reporting party. If the reporting party is near the situation ascertain if they can stand by to pass on information to the responding units. If the vessel in question is in the anchorage attempt to notify the owner of the vessel of what the situation is and what is required of them. Notify any other agencies that may be affected. For example, if the boat is on the beach notify the Parks Department. If a vessel is adrift and can be safely taken under tow without danger to the vessel, other property, civilians or patrol officers,
and taking the vessel under tow will not jeopardize Harbor Patrol's ability to respond to other emergency calls in or outside the Harbor, officers shall use their discretion on a case-by-case basis whether to take such vessels under tow.

SINKING BOATS OUTSIDE THE HARBOR WITH NO PEOPLE IN DANGER:

- Try to notify the owner of the vessel and advise them of the situation. Patrol will respond and take what action needed to save property, preserving the safety of officers, crew and patrol equipment, including boats. Actions should be limited to stabilizing, towing to safety and dewatering as necessary to keep the vessel from sinking. If the situation needs further attention it is the owner’s responsibility. If a partial sinking results in any water pollution, notify the Coast Guard. Document the event into the watch log and complete a case report giving all details of the event.

RESPONDING TO REPORTS OF PERSONS IN DANGER OUTSIDE OF THE HARBOR:

- Near shore searches are frequently focused on swimmers, divers, and small boats. Often in these cases, reports of distress come from a person on the beach or from a coastal resident. Reports may come by telephone and may be second or third hand when an observer on the beach sends another person to find a telephone. Obviously, when the chain of communications becomes extended, the accuracy of information can become compromised. Making matters more uncertain, reporting parties may not have any skills in determining positions or describing scenes. Through experience, ocean rescue personnel have developed skills in interviewing reporting parties on the telephone to obtain the most accurate information possible. Following are some of the obvious elements of effective information gathering, dispatching, and rescue.
  - Name, address, telephone number of the caller.
  - Name of the observer if different than the caller.
  - Exact location and time of observation.
  - Complete description of the accident/activity/scene.
  - Methods of communication available to observer.
  - Number of observers at the scene.
  - If possible, keep a communications schedule with the caller so that they can relay any changes in the scene. If the caller cannot stay by the telephone then they should call back periodically.
  - Depending upon the location and the resources available, send a land-based unit (police, fire, sheriff, lifeguard, or park ranger) to the scene to make observations and interview people. Radio communication between shore units and rescue boats can enable boats to be directed to the scene without delay. If this is not possible, some effective means of communication between beach observers and rescue boats is necessary.
• Once a rescue boat has identified the observer on the beach, the rescue boat can use a loud hailer to ask directions. Since it is usually not possible for those on the beach to be heard they can be instructed to give visual signals. The rescue boat can ask a series of questions which have yes or no answers such as, "Is this the right location?", "Is it further offshore?", "Should I move to the west/east?". The beach observer should be told to respond with arm signals. Some simple signals might be as follows:

• Arms raised above head or flashlight raised and lowered vertically to signify "YES."

• Arms moved horizontally across chest or horizontal movement of flashlight to signify "NO."

• This technique can also be used to communicate with small boats that are being towed.

• There is another effective tactic on broad beaches. Beach observers can utilize road flares planted in the sand as range markers. One flare should be placed in the sand a few feet above the height of the ocean and a second flare located about 50 feet behind the first and above the first flair. A line drawn through the flares should point directly at the last known position which the rescue boat can see from offshore. If fire hazards are present or flares are not available then flags or poles can be used.

WHEN RESPONDING TO EMERGENCIES OUTSIDE THE HARBOR AREA THE FOLLOWING WILL BE TAKEN INTO CONSIDERATION:

• The primary concern shall be the protection of life and property. Each officer must exercise due consideration of the conditions as they may exist.

• If no emergency exists in its broadest form, commercial assistance shall be called.

• If a tow is requested and commercial assistance is not available a charge may not be made for towing by the Harbor Patrol.

FACTORS TO CONSIDER BEFORE INITIATING A TOW:

• Is there a danger to life or property?

• Who is the most appropriate agency to assist? (Coast Guard, commercial assistance, another boat in the area, the owner of the boat, or Harbor Patrol)

• Is the condition likely to worsen or will it remain the same?

• During the assistance, who will be responsible for the Harbor District. (Example: distance from the Harbor and the time it will take you to tow the boat back to the Harbor)?

• In all cases, safety of the rescuers and the Harbor Patrol boats must not be risked unduly. It is suitable that more risks may be taken for saving lives than saving property.

BOATING RESCUES UNDER STORM CONDITIONS:
Various Call Response Procedures

- When it is necessary to make a rescue under adverse conditions, have tow-qualified persons on the patrol boat. If possible get a Coast Guardsman for the extra help outside of the harbor.
- As a safety precaution, notify dispatch of the rescue under way and the possibility of an emergency call back of personnel.
- Lock the office and both officers respond.
Change of Watch Procedures and Responsibilities

401.1 CHANGE OF WATCH PROCEDURES AND RESPONSIBILITIES
All officers shall arrive on time and in uniform for the start of their assigned shift, and shall remain in uniform and on duty until the designated conclusion of their shift. Barring exigent circumstances or approval from the Lead Duty Officer, Harbor Patrol Supervisor, or Harbor Operations Manager to arrive late or leave early, will constitute violation of this Section and be cause for disciplinary action.

It shall be the responsibility of all officers before going off duty to inform the relieving duty officers of the exact condition of the harbor including; the status of all emergency response equipment, boats and vehicles, and any unsafe conditions in the harbor that need to be passed along for further monitoring or action.

The off-going duty officers shall make written case reports, log and status board entries and note any discrepancies on any equipment that needs to be tended to.

All on-coming officers are responsible for checking the previous day’s logs, the operations memo board, Be on the Lookout (BOLs) and past case reports to familiarize themselves with anything they may need to know during their watch or may need to pass on to further watches:

Watch #1 Specific Duties and Responsibilities:
- Update status board and weather reports.
- Attend briefing by the off-coming watch. Be aware of any actions that need to be taken, read weather conditions, check equipment status, and marina conditions.
- Read past logs BOLs and status board.
- Foot patrols remain a priority. As staffing and circumstances permit, patrol marinas at least once during the shift.
- Update the weather, post it, and record it on the telephone answering machine.
- Chart the launch ramp lot and enforce parking and storage regulations.

Watch #2 Specific Duties and Responsibilities:
- Attend briefing by the off-coming watch. Be aware of any actions that need to be taken, read weather conditions, check equipment status, and marina conditions.
- Update the status board.
- Check the fuel levels and the readiness conditions of all boats and vehicles.
- Conduct the vessel checklist and update the status boards.
- Assist administrative staff in assigning boats and collecting fees.
Change of Watch Procedures and Responsibilities

- Patrol marinas twice during the shift. One foot patrol and one boat patrol should be made of each marina.
- Make appropriate log entries and case reports as needed.
- Check the launch ramp with the first watches log and take any appropriate action on trailers needing to be towed out of the lot.
- Complete visitor slip check between 1200-1600 hours. Before events, complete vacant-slip checks and follow up with slip permittees to confirm availability.

Watch #3 Specific Duties and Responsibilities:

- Attend briefing by the off-coming watch. Be aware of any actions that need to be taken, read weather conditions, check equipment status, and marina conditions.
- Update the status board.
- Complete a boat patrol outside the harbor before dark.
- Check the launch ramp, especially during summer and on weekends.
- Complete visitor slip check between 2100-2400 hours. Complete empty-slip checks as assigned before events.
Security Duty Procedures

402.1 SECURITY DUTY PROCEDURES

FOOT PATROLS:

- Marina business area: Check area at night for security of the businesses and safety of facilities in the area.
- Harbors and marinas: Check marinas for safety of facilities and vessels. Check liveaboards, visitor slips and any other assigned details.
- Other Waterfront areas: Foot patrols in other waterfront areas to assist other city staff and check on special conditions as needed.

BOAT PATROLS:

- Marinas: This is the main area of concern and is a high priority. Maintain high visibility and a helpful, professional attitude.
- Outside the Harbor: This is a secondary area of concern, although occasional patrols east of Stearns Wharf are advisable. Patrols east of the Wharf are made to regulate boating near City beaches, assist lifeguards and ensure water enthusiasts (kite boarders, kayakers, stand-up paddle boarders, etc.) are not in danger as darkness approaches. Patrols in this vicinity are also made to ensure compliance with anchorage and mooring zones.

MOTOR PATROLS:

- Harbor lots and business areas: This area is patrolled for parking enforcement in the launch ramp lot, and supplemental parking enforcement in other harbor areas. In the main harbor parking lot, observe unsafe conditions, security problems, and violations of parking and stored or abandoned vehicle regulations. Make reports to the Police Department through the Harbor Patrol Supervisor.
- Other Waterfront lots: Other lots along the waterfront are routinely patrolled by the Police Department. The Harbor Patrol will check these lots when ordered for special conditions or to respond to calls to assist other City staff.
- Stearns Wharf: The wharf is a secondary area of concern. The wharf staff handles routine business on deck including parking and public relations. The Harbor Patrol should patrol the area when possible and/or feasible, to give visible support to wharf staff. Patrol will be called upon to respond to calls and handle situations that are beyond the scope of wharf staff’s responsibility or to summon the Police Department via the direct ring down line.
- City beaches: The Harbor Patrol will drive on the beaches to handle special circumstances, and in support of other City agencies and personnel.

AREAS OF RESPONSIBILITY AND PERSONAL CHECK:
Dealing with suspicious persons in the marinas or harbor facilities: When Patrol contacts persons where there is a question as to whether they belong in the marina or facility they should:

- Identify the person and determine if they have a valid reason for being where they are.
- If the person does not have reason to be within the facilities, determine how they got in and either have them leave with an explanation of facilities' limited accesses, or cite if necessary.

DEALING WITH SUSPICIOUS PERSONS IN OTHER WATERFRONT AREAS:

- Use standard field contact procedures in contacting persons in non-restricted areas, calling for police assistance if needed. Notify dispatch of your contact and actions and when you clear from the call. Call for police to handle situations that are more than a cite and release, or that call for any action not within Harbor Patrol's scope of enforcement.

ASSISTING STEARNS WHARF STAFF IN DEALING WITH UNRULY SUBJECTS:

- When Stearns Wharf staff asks for assistance in dealing with unruly subjects, notify the police or other appropriate agency and respond to see what needs to be done to handle the problem. If it can be handled by Harbor Patrol, take appropriate action and let dispatch know what was done and when you cleared from the call.

HANDLING KEYCARD VIOLATIONS:

- When key cards are confiscated for unauthorized use, return them to the office and determine who the card was issued to. Forward the card with your incident report to the Harbor Patrol Supervisor for follow-up. Persons gaining entry to Harbor facilities with unauthorized cards may be cited as warranted.

WHAT TO LOOK FOR ON ALL PATROLS:

- Motor patrols, while not the primary function of the Harbor Patrol, serve many purposes. During motor patrols, officers present a high degree of visibility to harbor and waterfront users. Waterfront parking, maintenance, and wharf staff all can feel that they have Patrol's support if only through visual contact during patrols.
- Officers should be looking for opportunities for good promotional contacts with other waterfront employees and the public. Look for any situations that could affect public safety or Harbor security. Make notes to report on what you find so actions can be taken as needed. Get a feel for what goes on in your area of patrol, make contacts, observations, and take actions as needed.
Beach Driving Procedures

403.1 BEACH DRIVING PROCEDURES
The driver of an Authorized Emergency Vehicle has the duty to drive with due regard for the safety of all persons and property (CVC 21807). Always drive Harbor Patrol vehicles as cautiously and safely as possible and per the following standards.

Preplan the driving path, including the entrance and exit locations, to assure the safety of beach goers and to avoid obstacles. Choose a route across the beach that balances the greatest safety for beach patrons and fastest response time. Generally, this is the route with the fewest people. Avoid crossing deep and/or fast moving streams or pools of water. Avoid crossing soft sand where the vehicle could get stuck.

Beware of beach patrons who are not always alert to vehicles on the beach and may respond in unexpected ways. Use the headlights, forward and reverse beepers, loudspeaker, horn, red and blue lights and/or siren in line with Code 2 and 3 driving to clear people out of the vehicle's path.

Vehicle speed is based on the response Code (1, 2, or 3), beach conditions and the driver's ability to ensure public safety. Never exceed the maximum beach driving speed.

- Code 1 Non-Urgent Call/Patrol 5 MPH Maximum Speed
- Code 2 Urgent Call 15 MPH Maximum Speed
- Code 3 Emergency Call 15 MPH Maximum Speed

Before moving from a stopped or parked position, always check under the vehicle and physically walk around the vehicle looking for people.

Avoid berms, ditches, drains and objects on the beach. Do not attempt to ascend or descend a berm, ditch, or drain unless it is known that no person or personal property is in the vehicle's path. When ascending or descending a berm, position the vehicle so it is at a slight angle to avoid high centering. Avoid ditches with running water as they are notorious for soft sand and vehicles have been known to sink and become stuck. Do not drive over boards, pipes, or other objects.

Avoid making right turns whenever possible. Making left turns better assures the driver's visibility will remain unobstructed.

Transporting passengers is limited to emergency response personnel, victims requiring medical treatment and persons conducting official City business.

When driving at night visibility is dramatically reduced. People often sleep on the beach and do not always hear an approaching vehicle. People occasionally dig pits in the sand and lie at the base of a pit. There is no way to see the person until the vehicle is immediately upon them.
Water Entry Procedures

404.1 WATER ENTRY PROCEDURES
Entering the water should only be considered when all other means of rescue have been exhausted and is limited to emergency situations in which there is danger of loss of life. Entering the water is not appropriate as a mere convenience to the public.

Entering the water is not appropriate for protecting property or the environment unless expressly approved by the Harbor Patrol Supervisor, Harbor Operations Manager or Waterfront Director.

Entering the water for vessel maintenance or repair, (i.e. clearing a propeller), in non-life-threatening situations requires approval from the Harbor Patrol Supervisor, Harbor Operations Manager or Waterfront Director.

No officer should enter the water unless he or she is confident that doing so will not risk injury or death to themselves or their victims.

No officer shall enter the water without a personal floatation device or rescue tube, unless emergency circumstances do not permit.

Other water entry equipment and/or procedures to be used when circumstances warrant include:

- Helmet - Headgear protects the rescuer from head injury in the presence of floating and stationary objects.
- Flashlight – A flashlight or other illumination device will be used during times of low-light or darkness. The light may be attached to the helmet or PFD.
- Whistle - A whistle is an effective way to communicate over the roar of moving water and engine noise.
- Wet Suit - Provides thermal protection and floatation; protects against scrapes and scratches; reduces fatiguing effects of cold water.
- Fins – Fins assist the rescuer’s speed and mobility in the water.
- Gloves - Protect against cold water, cuts and scrapes.
- Knife - A safety knife attached to the personal floatation device allows easy access for the rescuer to reach the knife should it be required to cut entangled line or debris.
- Hand Signals - When visual contact is possible, the following standard arm signals should be used to communicate basic messages. The rescuer can use arm signals to point out a danger or direct movement:
  - One hand extended above head: Distress, need assistance
  - Two hands forming an "O": Okay or 1 hand - palm down flat on the head
  - Two hands extended above the head, pointing left/right: move or swim that direction.
**Entrance Channel Sounding Procedures**

**405.1 ENTRANCE CHANNEL SOUNDING PROCEDURES**

During heavy-weather months, entrance channel soundings will be undertaken to monitor sand buildup and dredging progress.

Conduct an electronic sounding as directed by the Waterfront Director and after any weather conditions have passed that cause sand movement. This applies routinely to the entrance channel and on a case-by-case basis for other areas of the harbor.

Take depth readings along both sides and the middle of the channel. Also record any areas with abnormalities.

Place shoal buoys as necessary and/or as directed by the Waterfront Director.
406.1 LIVE-ABOARD ENFORCEMENT PROCEDURES
The Municipal Code allows 113 vessels to be utilized as "Live-Aboard" vessels, each of which contains one live-aboard permittee and up to four Other Occupants who use the vessel as their primary residence (unless a greater number of Other Occupants is approved by the Waterfront Director). A monthly fee is charged for the permit, and is included as part of the slip permit fee. A waiting list is maintained for persons wishing to apply for a live-aboard permit. No permits are issued unless the number of outstanding permits drops below 113. Boats with a permitted live-aboard occupant are marked with a small metal tag nailed on the dock.

To "live aboard" means to use or occupy a vessel for habitation, sleeping, cooking, or eating on any four (4) nights during a seven (7) day period. The vacation use of a vessel by its registered owner and the owner's guests does not require a live-aboard permit, provided such vacation use does not exceed a total of sixty (60) days in any calendar year. A minimum of fifty percent (50%) of vacation use must be utilized in increments of seven (7) days or more. The names of the vacation users and the dates of vacation use must be registered with the Waterfront Director. A vessel used for live-aboard or vacation use shall be equipped with a fully operational marine sanitation device suitable for preventing direct discharge of human waste into the Harbor.

In order to control unauthorized live-aboard use, the Harbor Patrol will use diligence and discretion in enforcing section 17.18 of the Municipal Code, by the following procedures:

- Evening and graveyard shifts will conduct nightly checks of vessels suspected of unauthorized live aboard use. Observations can be made while on foot, boat, or motor patrols.

- The Harbor Patrol will maintain a detailed log of the illegal live aboard checks. The Harbor Patrol Supervisor will review the log and direct officers with appropriate follow-up procedures.

- The log entries will include the date, time, slip number, and name of the officer making the observations. Detailed remarks should be made about the observations. Some examples might include: cabin unlocked, observed two subjects in the cabin, visible through the forward port hole was a WMA (describe the subject) sleeping in the V-berth, lights on in main cabin, music playing inside, curtains closed, food, beverages, pots and pans on the table, clothing on hangers, trash bag on the deck which was not there last night, bicycle on the dock that was not there during the day, telephone connections and television antenna, television on, vessel covered with tarp and windows are blacked out, etc. Officer safety is of prime concern during observation of suspected illegal live-aboards. Do not enter into closed areas or disturb vessel occupants while making the observations.

- While on motor patrols check for the occupants' vehicles in the parking lots and other nearby parking areas. Log the license plate number and a description of the vehicle along with its location. Note if the vehicle has moved to a different stall than the night before, or record the odometer each night.
Live-Aboard Enforcement Procedures

- Photographs depicting the vessel, vehicle(s), and evidence of live-aboard activities should be taken as warranted.

After four (4) nights of occupancy, Harbor Patrol Officer(s) will contact and identify the subject(s) on the vessel. Officers will courteously question their reasons for living on the boat and explain the live-aboard rules and regulations. If the occupant is identified as:

- The Live-aboard permittee or "Other Occupant," tactfully warn them that the slip permittee will be issued an administrative citation and action will be taken against the slip permit if the violation persists. Advise them to contact the Harbor Operations Manager or Harbor Patrol Supervisor if extenuating circumstances exist.

- Other than a slip permittee, "Other Occupant," vessel owner or the owner's guest, use discretion in determining whether the violator should be merely advised of the rules or escorted from the marina and/or arrested for illegal entry or trespassing in the marina. The slip permittee or vessel owner may wish to have the violator arrested for trespassing aboard or breaking into their vessel. Call the Police Department to assist as needed.

- Advise the Harbor Patrol Supervisor of all contacts with persons suspected of living aboard a vessel without a valid live-aboard permit. The Harbor Patrol Supervisor will review all circumstances and evidence of the suspected live-aboard activity, and determine if a violation Municipal Code Section 17.18.010 exists. The Harbor Patrol Supervisor will issue all warning letters and administrative citations.
Swimming Beaches and Power Vessel Procedures

407.1 SWIMMING BEACHES AND POWER VESSEL PROCEDURES
Regulatory buoys ("swim buoys") along City beaches mark areas that restrict power vessels from operating inside the swim areas during the day. State boating law restricts them from operating at speeds over 5 mph within 200 feet of a beach frequented by bathers or within 100 feet of a bather. The bather definition now includes surfers.

The Harbor Patrol receives complaints on power-boat operators from the public and the City lifeguards. When taking the initial report, officers should gather as much information as possible from the reporting party and find out if they are willing to sign a citation for a specific violation. If the reporting party wishes to sign, handle the situation like a citizen's arrest. If nobody wishes to sign but there is a complaint of violations or unsafe conditions, officers should respond and observe. Contact the operator of the vessel and explain what the complaint was, what you observed, and take whatever action you decide is appropriate. Citations can be issued on the water, beach or dock in a routine manner. Warnings can be issued verbally and recorded in the log and in the warning file in the field interrogation drawer.

Educating users of Personal Water Craft (PWC), among the most common power vessels found inside regulatory buoys marking swimming beaches, is an ongoing Harbor Patrol function. Make your contacts positive. Inform the operator of the laws and explain the rules for use in City areas. Use the ABC's of California Boating Law when ever possible. Attempt to get PWC operators to see the benefits of operating safely and following the rules for the good of all waterfront users.
Overdue Vessel Procedures

408.1 OVERDUE VESSEL PROCEDURES
Document the following information; size, type, and the CF number of the vessel, the owner's name, the number of people on board and who they are, the date and time of departure, and the estimated time of arrival.

Keep the reporting party on the line and get as much information as possible. Take their telephone number so that we can return their call if we have any information or get disconnected.

Report all of the information to the Coast Guard.

Search the Harbor, launch ramp and anchorage for the missing vessel and report your finding to the Coast Guard.

Log in the daily watch log all reports and actions taken. If active involvement in the case goes beyond a harbor search a case number should be assigned and a report completed.
Commercial Diving Guideline Procedures

409.1 COMMERCIAL DIVING GUIDELINE PROCEDURES
The City Legal Staff has researched and determined that no agency requires divers off our immediate coast and in our traffic channels to have tenders and/or flags up while they are diving alone.

Local urchin divers often work alone and have their hoses extended to their full length over the surface of the water. Lines have been cut by boating traffic in our channel and just off our shores. If a diver is out on the line and it is taut, the slightest pull could cause him to be jerked up significantly and possibly cause the diver to be physically affected.

Divers operate at their own risk. We will not regulate their actions or interfere with their operations in any way. Emergency situations, which require rescue of divers, may occur. In emergency situations if it becomes necessary to signal or pull a diver out, the officer should document and get witnesses (even over the radio) for such an emergency before signaling or pulling on a diver's hose. Document and get witnesses to where such an event occurred, the depth of the water, and how long it took the diver to surface. Take care to cite for actions over which we have jurisdiction.
Beached Boats Procedures

410.1 BEACHED BOATS PROCEDURES
Investigate all reports of boats washing ashore into City beaches. Identify the beached boat and notify the owner or responsible person. Post a "No Trespassing" sign and secure police tape around the boat to protect it from looters. Signs referring to the Harbors and Navigation (H&N) Code 571, "Unlawfully taking or having possession of wrecked property" may be posted on the boat. The Harbor Patrol will assign a case number, take photos and complete a Vessel Accident Report (VAR) for every boat washed ashore on City beaches. Notify the City Park Supervisor and Dispatch Center. Fax a copy of the beached vessel report to the Park Supervisor. Notify the County Sheriff's Department for any known beached vessels outside City limits. If the vessel contains or may spill hazardous materials, notify the proper agencies.
Vessel Measurement for Slip Assignment Procedures

411.1 VESSEL MEASUREMENT FOR SLIP ASSIGNMENT PROCEDURES
Vessels will be measured for their overall length, including outdrives, rudders, swim steps, pulpits, bowsprits, bumpkins and any other appurtenances extending beyond the hull length of the vessel, with the use of plumb bobs. They will be billed for the length of the entire vessel, as described above.
Wartime Security Procedures

412.1 WARTIME SECURITY PROCEDURES
Harbor Patrol Officers need to be alert during wartime and at times of potential terrorist threat. Consider any and all potential targets on the waterfront and in the surrounding area. These include but are not limited to: Stearns Wharf, City Pier, Fuel Dock, USCG Cutter, USCG MSD Office, SBHP boats, vehicles and offices, WCB, restaurants, and other populated areas. Other targets may include Oil and Gas infrastructure in the Santa Barbara Channel. Threats from land and sea must be considered:

- Officers will increase the frequency of boat, motor and foot patrols to these areas. Check on, under and around Stearns Wharf and the City Pier every shift.
- Increase offshore patrols between Leadbetter Point and East Beach.
- Search the WF offices after returning from patrols.
- Increase vehicle-parking enforcement on the City Pier for non-commercial and unattended vehicles. Consider the United Stated Coast Guard Cutter as a potential target when in port. Enforcement should increase accordingly.
- Be alert to suspicious items, persons, vehicles and vessels. Make contacts with officer safety in mind.
- Check ID during enforcement contacts.
- Check ID of anyone claiming to be an official looking for information.
- Take all Suspicious Circumstances reports seriously.
- Call on superiors, other authorities and agencies when in doubt.
- Officers should wear body armor at all times while on duty for their own protection.
- Check weapons, safety and communications equipment at the start of each shift.
- Remain diligent. Complacency in your duties can be dangerous to yourself, your partners and the public.
Chapter 5 - Traffic Operations
## Vessel Accident Reporting Procedures

### 500.1 VESSEL ACCIDENT REPORTING PROCEDURES

Santa Barbara Harbor Patrol Officers will investigate reports of vessel accidents within City waters. Vessel accidents include one or more of the following events involving a vessel or its equipment:

- Groundings (including beached boats);
- Capsizing;
- Flooding;
- Swamping;
- Falls within or overboard a vessel causing injury, death or disappearance;
- Person(s) ejected from a vessel causing injury, death or disappearance;
- Person(s) leaving a vessel that is underway to swim for pleasure leading to injury, death or disappearance;
- Person(s) leaving a vessel in an attempt to retrieve a lost item, another person, or another vessel leading to injury, death or disappearance;
- Sinking;
- Fire or explosion;
- Skier or wakeboarder involved injury, death or disappearance;
- Collision with another vessel or object;
- Striking a submerged object;
- The vessel, propellor, propulsion unit, or steering machinery strikes a person;
- Carbon monoxide asphyxiation.

A Vessel Accident Investigation and Report (VAR) will be completed by the Harbor Patrol Officer(s) first receiving the report of an accident that occurs in City Waters and if:

- A person dies;
- A person is injured beyond first aid;
- Total property damage exceeds $500 or there is a complete loss of a vessel; or
- A person disappears;
- The "Vessel Accident Report Manual" published by the State of California, Department of Boating and Waterways will be used as a guideline for conducting vessel accident investigations and completing Vessel Accident Reports.
Citation Procedures

501.1 CITATION PROCEDURES
When a citation is issued for equipment (or other proof of compliance) violation and appearance is scheduled for Santa Barbara Municipal Court it should be explained to the defendant that evidence of correction may be shown to any Peace Officer and the citation "signed off" prior to the court appearance. The officer must affix his signature, title, and date. This procedure does not eliminate the possibility of a fine being assessed. The defendant should be advised that the citation may be taken to the court before the appearance date. Citations for violations other than those mentioned above will require a court appearance or the posting of bail. In order to advise the Judge of the circumstances of the citation, an Incident Report is to be completed and submitted to the Harbor Patrol Supervisor or Lead Officer for forwarding to the court.
Vehicle and Boat Trailer Parking Enforcement and Towing Procedures

502.1  VEHICLE AND BOAT TRAILER PARKING ENFORCEMENT AND TOWING PROCEDURES

When Harbor Patrol suspects a single vehicle is being stored beyond the 72-hour parking limit in the Harbor Parking Lot, without a valid slip-holder's parking permit, they will post a warning notice and mark the vehicle for citation purposes. After at least 72 hours have passed, Harbor Patrol will issue the vehicle a citation for SBMC Section 17.36.040 and call the Santa Barbara Police Department's Vehicle Abatement Hotline (805-897-2413) to initiate towing. Provide the hotline with the location, license plate number and description of the vehicle. SBPD will respond within a few days to post and mark the vehicle for towing. SBPD may need to post and mark the vehicle themselves, since they are responsible for the tow. They will return to tow the vehicle sometime after 72 hours have passed. The applicable code sections are listed below.

72-HOUR PARKING LIMIT IN HARBOR PARKING LOT (MC 17.36.04):

No person who owns, or has possession, custody or control of any vehicle shall park, stop or leave the vehicle in the same parking space in the Harbor parking lot in excess of a period of seventy-two (72) consecutive hours, except persons with valid permits or prepaid permits as established by City Council Resolution, under the following circumstances:

- Vehicles owned by harbor slip holders who have also been issued a valid Waterfront slip-holder's parking permit will be allowed unlimited parking in the Harbor parking lot, providing that such vehicles are currently registered with the California Department of Motor Vehicles and remain fully operational.

- Any person wishing to park a vehicle in the Harbor parking lot over the seventy-two (72) hour limit may be allowed to do so, providing advance notification and approval by Harbor Patrol and Waterfront Parking. Approval will be granted on a limited case-by-case basis for exceptional circumstances. A vehicle description, license plate number and dates it will be parked in the Harbor Lot must be provided. Accumulated parking fees will be due upon exiting the lot.

- The vehicle owner registers with the Waterfront Parking office prior to leaving the vehicle in the Harbor lot.

- The vehicle owner pays, in advance, the appropriate daily parking fee for each twenty-four (24) hour period the vehicle will remain in the Harbor parking lot, provided that any vehicle bearing a Waterfront parking permit will be allowed to park for the first seventy-two (72) hours at no charge. (Ord. 4757, 1992.)

PENALTIES FOR PARKING OVER 72 HOURS IN HARBOR PARKING LOT (MC 17.36.050):
In the event a vehicle is parked, stopped or left standing in the Harbor parking lot in excess of a period of seventy-two (72) consecutive hours, does not have a valid slip holder parking permit, and has not been registered with the Waterfront parking office in advance, the vehicle may be cited and any member of the Police Department authorized by the Chief of Police may remove the vehicle from the Harbor parking lot in the manner and consistent with the requirements of the California Vehicle Code. (Ord. 4757, 1992.)

PROPERTY CRIME REPORTS (REPORTING PARTY):
Briefly determine the classification, priority, and time of occurrence of the crime. Interview the reporting party and have them fill out the Citizens Crime/Incident Report form. Assign a Harbor Patrol case number for reference. The police will assign their own number. Forward the report to the Police Department if it is for information and reporting purposes only or if it is a petty theft with no suspects. If the situation indicates the crime is very brash and the suspect is still in the area, get the police to expedite the call. If the report is a grand theft, over $400.00, or there are extenuating circumstances that require a full police report, request an Officer to respond as soon as there is one available. Log all information; no crime shall go unreported.

When a reporting party wants to report an incident that may not be a crime, or if they want to report a crime to the Harbor Patrol and not the Police Department, use the Harbor Patrol Crime Incident report form to record as much information as possible. Turn in the forms to the Harbor Patrol Supervisor and log the incident. The Harbor Patrol Supervisor will forward appropriate crime information to the Police Department and direct action to be taken on non-crime related incidents.

OFFICER-WITNESSED PUBLIC OFFENSES:
When a Harbor Patrol Officer witnesses a public offense, minor violation and/or disturbance, they may issue a citation or warning for the offense and the information should be documented in the daily watch log. No incident shall go unreported.

In situations where there is an immediate danger to persons or property or the likelihood that the perpetrator of the offense might escape, Harbor Patrol Officers are justified in making an arrest or detaining the subject until a police officer arrives. Use the minimum amount of force necessary to take the perpetrator into custody and safely detain the subject until custody can be transferred to the police. Report all of your observations and actions to the police officer responding and to the Harbor Patrol Supervisor in a case report.

If the subject cannot be safely detained or is in a vehicle, follow at a safe distance and report your status and direction of travel to police dispatch. The police department shall prepare offense, make an arrest, and book the subject based on Harbor Patrol information.

When citizens desire to make citizen arrests or file a complaint, a police officer shall be summoned to accomplish the necessary paperwork and arrests. It is emphasized that this department will conform to 100% crime reporting policy when offenses are brought to our attention.
Launch Ramp and Parking Procedure

503.1 LAUNCH RAMP AND PARKING PROCEDURE
In order to effectively enforce overnight parking regulations at the launch ramp, the following procedures will be followed:

- First-shift officers will patrol the launch ramp and keep a log sheet identifying vehicles, trailers, and vessels in the lot. Following the survey, the officers will refer to the previous log sheets and cite or warn vehicles, trailers, or vessels that have been in the lot longer than 3 consecutive nights.

- Vehicle trailers still in the lot after receiving an abatement warning shall be issued a citation each fourth night thereafter. After the vehicle trailer has been cited a second time, first-shift officer(s) shall phone the Police Department abatement line to tow the offending vehicle, trailer, or vessel from the launch ramp lot.

- All trailers without license numbers or VIN numbers will be given a 72-hour tow away abatement warning. Call dispatch during day watch and request a tow for any unregistered trailers. If there is a vessel on the trailer, an attempt to identify and notify the owner should be made prior to towing.
RV Camping Enforcement Procedures

504.1 RV CAMPING ENFORCEMENT PROCEDURES
The Police Department is the primary agency in charge of RV camping enforcement in the parking lots and roadways within the Harbor District and throughout the City.

Keeping Officer Safety in mind, Harbor Patrol Officers should not unnecessarily initiate contact with vehicle occupants or write citations for camping or sleeping in vehicles outside of the main Harbor Parking Lot. Harbor Patrol's role in RV camping enforcement outside of the main Harbor Parking Lot, will be to post a warning notice on the windshield of the vehicle after the lot closes. It is intended as a non-confrontational means of educating and deterring future violations. See the attached example of a warning notice. If the vehicle is found in the lot a second night, the Police Department should be called to cover before vehicle occupants are contacted and/or a warning or citation is issued. The Harbor Patrol Supervisor will notify the Police Department's Waterfront Beat Coordinator of any ongoing RV camping problems in Waterfront parking lots.

Harbor Patrol Officers can initiate RV camping enforcement within the main Harbor Parking Lot. This should be done with a second HP officer or PD unit as cover, keeping officer safety in mind. Use officer discretion in determining whether a citation and/or warning is appropriate for the situation.
Catamaran and Beach Storage Equipment Procedures

505.1 CATAMARAN AND BEACH STORAGE EQUIPMENT PROCEDURES
Catamarans, outrigger canoes, outrigger storage racks, rowing dories and small sailboats are issued storage permits for Waterfront beach areas. Boats may be stored on beach dollies, but not on street trailers. Harbor Patrol will enforce the storage of boats on the beach as follows:

Once a week, preferably on Mondays, check all catamarans and boats on the beach for storage permits. Post 72-hour tow warnings on boats and equipment lacking permits.

Check the list of boats lacking permits against the permit file. If a vessel has been issued a permit but it is not displayed, contact the permittee and inform them that he/she must display the permit on the hull of the boat as instructed or else the permit is not valid.

All other un-permitted boats will be checked through CLETS for registered owner information. Attempt to contact the owner and have them remove their boat from the beach. Do a follow up check after 72 hours and submit the results to the Harbor Patrol Supervisor for further action. Log all actions and contacts with boat owners and log the results.

There will be times during the year when boats are allowed to be stored on the beach for special events or due to extenuating circumstances. If you are in doubt about the status of any boats on the beach check with the Harbor Patrol Supervisor.
Chapter 7 - Equipment
Boat Maintenance Procedures and Responsibilities

700.1 BOAT MAINTENANCE PROCEDURES AND RESPONSIBILITIES

EQUIPMENT AND OPERATIONAL CHECKS:

Daily equipment checks of all vessels will be conducted in accordance with preventive maintenance schedule check lists established for this purpose. It will be the lead officer's responsibility to assure that the check sheets are completed and filed with the vessel technician daily.

FUELING:

It is the responsibility of on-duty officers on the day-watch to assure that the fuel levels on all vessels are checked and the results are properly logged on the status board. No vessel shall be allowed to go below a 50% fuel capacity without refueling at the first opportunity.

Fueling Procedures:

- Before fueling, all hatches and ports will be secured against gasoline vapor penetration.
- Vessel blowers will be operated after refueling for a period of three minutes with hatches and ports open before turning over engines or making way.
- Check the bilges and smell the air first before starting engines or activating switches.
- All salvage pumps and spare fuel tanks shall be full at all times, for emergency operations.
Equipment Checkoff List Procedures

701.1 EQUIPMENT CHECKOFF LIST PROCEDURES
There is one check-off list for each boat and vehicle that will be kept in the patrol shed. The list for all in service equipment will be checked each morning. The check off list is used to determine if any equipment is missing or inoperative. Report any missing equipment or needed repairs observed on a work order form. If a work order has been submitted, it should be routed through channels for proper action.
Fuel Procedures

702.1 FUEL PROCEDURES
Personnel will fuel the boats or vehicles when the tank is less than three quarters full. Oncoming 2nd and 3rd watch crews will check fuel levels and update the status board.
Boat Tie-Up Procedures

703.1 BOAT TIE-UP PROCEDURES
All Harbor Patrol boats shall be secured properly and fendered at all times, and when needed utilize weather hitches and spring lines. When it is necessary for mechanics to run the engines for long periods, extra lines will be used.
Use of Waterfront Department Vehicle Outside Waterfront Department Boundary Procedures

704.1 USE OF WATERFRONT DEPARTMENT VEHICLE OUTSIDE WATERFRONT DEPARTMENT BOUNDARY PROCEDURES
Officers shall not use Waterfront Department vehicles outside Waterfront Department boundaries unless specifically authorized to do so by the Lead Watch Officer. Officers may travel outside normal boundaries for meals while on duty. The boundaries are as follows: North on Castillo Street to W. Montecito Street, East on W. Montecito Street to Chapala Street.
Use of Harbor Patrol Boat Procedures

705.1 USE OF HARBOR PATROL BOAT PROCEDURES
Vessels shall be used solely for the purpose designated; patrol, rescue, firefighting, and work, except under special circumstances when authorized by the Harbormaster.

No member of the Harbor Patrol shall have on board any patrol boat or rescue boat any person(s) unless such person(s) are involved in the operations or can assist in rescue work involving immediate action. Exception may be granted per SOP specifications for the Ride-Along program.
Chapter 8 - Support Services
Lost and Found Procedures

800.1 LOST AND FOUND PROCEDURES
This document is intended to supplement the City of Santa Barbara Policy on Lost and Unclaimed Personal Property and Abandoned Property Found on City-Owned Property.

The following procedures shall be followed when handling marine related found property discovered within the Harbor District. All other lost and found property of value discovered in the Harbor District shall be handled as outlined in the City of Santa Barbara Policy on Lost and Unclaimed Personal Property and Abandoned Property Found on City-Owned Property.

PROCEDURES FOR DOCUMENTING AND STORING MARINE RELATED FOUND PROPERTY:

1. Waterfront personnel shall make all reasonable efforts to contact the owner of the found property.
2. Check Lost Property Logs to see if the found item has been reported lost. The reporting party will be contacted if the item has been previously reported as lost (see Procedures for Lost Property Reporting).
3. Complete a Harbor Patrol Found Property Report and assign it a Case Number.
4. Record information regarding the found property in the Daily Watch Log and the Found Property Log.
5. A found property tag and a copy of the found property report must be completed, placed in a zip lock bag and attached securely to the item of found property.
6. Found property will be stored at the impound facility in the Harbor Maintenance Yard.

PROCEDURES FOR RELEASING FOUND PROPERTY:

1. Claimant will provide a description of the property or other proof of ownership.
2. Claimant will provide identification.
3. Waterfront staff will enter the following information on the Found Property Report:
   a. Check Disposition Box (released to owner, disposed of or sent to auction)
   b. Name, ID number, date and signature of staff person authorizing release
   c. Name, ID number, address, phone number and signature of claimant.

PROCEDURES FOR UNCLAIMED PROPERTY:

1. Found property will be stored for a minimum of ninety (90) days.
2. Unclaimed property valued < $100 will be disposed of in maintenance yard dumpster.
3. Unclaimed property valued > $100 will be sent to auction.
4. Disposition of unclaimed property will be recorded on the Found Property Report and on the Found Property Log.

PROCEDURES FOR LOST PROPERTY REPORTING:

1. Staff will check Found Property Log for the reported lost property.
Lost and Found Procedures

2. Citizen or staff will complete Lost Property Log noting date reported, property description, location lost, owner name and phone number.  
3. If property is found, complete date found, date released and get owner's signature on Lost Property Log.
Found Boat Procedures

801.1 FOUND BOAT PROCEDURES
When found property is brought into the possession of the Harbor Patrol, the item(s) will be promptly attended to. Found boats will be secured to any available space at the Accommodation Dock while a search is made for the registered owner. If it is not possible to locate the registered owner of the found boat, it shall be impounded for safekeeping. Found property of negligible value will be tagged and sent to the Police Department. A Found Property Report shall be completed. Debris will be disposed of in the most expeditious, environmentally sound manner.
CLETs Security and Media Disposal Procedures

802.1 CLETs and Media Disposal Procedures
To participate in the California Law Enforcement Telecommunication System (CLETs) we must maintain a high level of security for the computer system and all printed documents. CLETs information can only be used for law enforcement purposes and only trained CLETs users can access the CLETs computer system and CLETs documents.

The Waterfront Department building has keypad access and has 24/7 camera surveillance. The Harbor Patrol office is key only access to sworn personnel. A single computer station has password protected CLETs access.

To ensure to physical security of the information system, software, and media, trained users will:

- Regularly update passwords as required by General Utilities Switch (GUS) located at the SBPD.
- Log off CLETs after completing inquiries.
- Escort all untrained persons entering the Harbor Patrol Office.
- Keep CLETs documents and computer inquiries undercover when untrained persons enter the office.
- Cross-cut shred any printed CLETs material that is no longer needed.
- Lock the Harbor Patrol Office and Supervisor’s Office doors whenever a trained CLETs user is not monitoring the offices.
Wildlife Rescue Procedures

803.1  WILDLIFE RESCUE PROCEDURES
Living and dead marine mammals come ashore along the Santa Barbara beaches. If the animal is dead and on the beach (not including the sandspit), City Parks and Recreation Department shall be called for proper removal or burial.

The Channel Islands Marine & Wildlife Institute (CIMWI) is permitted by NOAA Fisheries to conduct marine mammal response/rescue, transport and rehabilitation. Although CIMWI has local authority, Harbor Patrol may assist their operations via transportation to distressed marine mammals.

Note: Following involvement with any wildlife, officer(s) involved shall wash their hands thoroughly, and, if necessary, change out of soiled or otherwise adulterated uniforms and/or equipment.

AUTHORITY:

Harbor Patrol has the authority to "take" a marine mammal under the Marine Mammal Protection Act (MMPA).

MMPA Section 109(h): TAKING OF MARINE MAMMALS AS PART OF OFFICIAL DUTIES.

1. Nothing in this title or title IV shall prevent a Federal, State, or local government official or employee or a person designated under section 112(c) from taking, in the course of his or her duties as an official, employee, or designee, a marine mammal in a humane manner (including euthanasia) if such taking is for:
   1. The protection or welfare of the mammal,
   2. The protection of the public health and welfare, or
   3. The nonlethal removal of nuisance animals.

An Officer shall not, at any time, for any reason, willfully subject any animal to cruel treatment or willfully neglect humane action that circumstances may require.

SEALS AND SEA LIONS:

Unless emergency circumstances dictate otherwise, avoid direct contact with seals and sea lions. Seals and sea lions can be very strong, very heavy and they can bite. In an emergency when direct contact is necessary, wear heavy gloves when handling these animals. Precautions should also be taken to avoid exposure to blood, urine or feces. If exigent circumstances dictate contact with the animal, and if the animal is larger than 25 pounds, two or more people will be needed. Do not at any time attempt to lift or carry a seal or sea lion whose weight exceeds 25 pounds per person, unless personal injury, loss of life or damage to municipal property is imminent. In an emergency, and when capture of an animal is necessary, use a large hoop net or catch pole, then place the animal inside a holding cage and contact CIMWI immediately for pickup. There is no need to keep the animal wet.
DOLPHINS AND WHALES:
Cetaceans can be very large, strong animals. If a live cetacean is found on the beach, contact CIMWI. They are the only local agency authorized by NOAA Fisheries to respond.

SEA TURTLES:
If a turtle is observed, attempt to determine if it is sick or injured. If it is sick, injured or found swimming inside the harbor, it can be captured using the "hoop net." If it appears to be healthy, it can be transported offshore and released. If a turtle appears to be sick, injured or found on the beach, it can be captured and transported by CIMWI, who should be contacted immediately upon discovery of the animal. Do not attempt to lift or carry a turtle whose weight exceeds 25 pounds per person.

BIRDS:
When a bird is determined to be sick or injured, the bird should be captured using a net and gloved hands. Eye protection (sunglasses or safety glasses) should be worn as protection from beaks and talons. Long sleeves can be worn to limit bird lice from getting on the skin. The bird should be placed in a ventilated box of appropriate size. Call the Santa Barbara Wildlife Care Network (SBWCN to pick up the bird once it is captured. Place the boxed bird in a location where it will not be disturbed while waiting for SBWCN volunteers to pick it up.

Dead birds found on beaches and in the water should be removed, placed in plastic bags and disposed of.
Radio Operation Procedures

804.1 RADIO OPERATION PROCEDURES
Radio operating procedures are intended to promote clear communications between the many radio users in the Waterfront Department. While these procedures are focused primarily on the "gold channel" system, they are applicable to other radio systems to facilitate multi-agency operations. Police, fire, marine, Coast Guard, and Waterfront "gold" radio systems each have their unique radio procedures, codes and pro-words. While these various users are seldom proficient in each other's unique language, there is some commonality. The Harbor Patrol utilizes each of these systems and must demonstrate proficiency in each in order to communicate clearly and accurately in times of stress and urgency. When in doubt, use plain English.

BASIC RADIO USE:
The Waterfront Department "gold" radio system uses a repeater. The radio operator must key the microphone 1-2 seconds before talking so that the repeater will activate. Failure to key the microphone for the prescribed time will result in loss of the first part of a spoken message.

Always speak in a clear, steady, normal tone of voice. Shield the radio microphone from the wind which will cause a booming effect to the listener. Listen before talking to avoid breaking in on another's conversation.

Remember that the airways are public and others are listening to what you say. Be discrete. If the subject is confidential or sensitive, use a telephone.

When a portable radio battery charge gets low the radio will emit a squelch (hissing) sound. It is time to recharge or replace the battery.

Safeguard radios by keeping them in proper holders. Radios can slip out of packets and into the water and be destroyed. Be responsible for the radio that you are using. Leaving it lying around carelessly invites theft.

RADIO CODES:
All radio communications in the city are in plain language with a few exceptions in the police and fire departments. There is a body of accepted words and phrases which are used frequently and which clarify messages and reduce radio time. Harbor Patrol Officers are expected to utilize accepted radio procedures on the various radio systems.

OPERATING PROCEDURES:
Network control rests with the Harbormaster's Office or with the lead watch officer if the office is not open. All operations units are expected to maintain a radio guard if radio equipped.
Radio Operation Procedures

Harbor Patrol units will radio when underway, in service, out of service, on scene, clear, or moored. Dispatching of routine administrative, security, safety and enforcement calls will be addressed to the assigned unit. Dispatching of marine search and rescue (SAR) calls will be addressed to the assigned unit on "gold channel" after which the unit may switch to marine working frequencies. A response to areas where UHF communications is known to be dead requires that the unit establish a secondary VHF frequency.

RADIO GUARD PRIORITY:

All Harbor Patrol Officers will monitor UHF and VHF radio's at all times. The primary channels to be monitored on the UHF radio will be the Gold frequency (Harbor Patrol, Waterfront Parking, and Waterfront Maintenance), and SBPD channel 1. The primary channels to be monitored on the VHF radio will be channel 12 and 16, and Fire channel 1. Officers shall carry on their person both UHF and VHF radios at all times.

Other temporary frequencies that may be monitored by Harbor Patrol Officers is the Lifeguard frequency during the summer months and SBPD channel 2 while "running" individuals with SBPD.

Control may regulate the use of the radio system by broadcasting a "Code 33" which when in effect means that there shall not be any non-emergency radio traffic. A Code 33 shall only be used when emergency conditions require it, and shall be lifted as soon as possible to allow the continuation of normal radio traffic. Code 33 can only be lifted by the radio unit that initiates it.

RADIO DESIGNATIONS:

Administration:
- Waterfront One - Waterfront Director
- Waterfront Two - Harbor Operations Manager
- Waterfront Three - Business Manager
- Waterfront Four - Facilities Manager
- Waterfront (Number) - Administration Personnel

Harbor Patrol:
- Control Operations Command Center
- Harbor One - Harbor Patrol Supervisor (Lieutenant)
- Harbor (Number) - Harbor Patrol Officer
- Crew - Harbor Patrol Crew (Part time)

Note: Patrol Officers normally carry the identity of the vessel or vehicle they are operating.

Harbor Maintenance:
Radio Operation Procedures

- Maintenance One - Maintenance Superintendent
- Maintenance Two - Maintenance Supervisor
- Maintenance (Number) - Maintenance Personnel

Stearns Wharf:
- Wharf One - Wharf Supervisor
- Wharf (Number) - Wharf Personnel
- Wharfinger designates shift person in charge.

Waterfront Parking:
- Parking One - Parking Supervisor
- Parking Two, Three - Parking Coordinators
- Parking (Number) - Parking Personnel

UNIT RADIO DESIGNATIONS:
- Boat One - Harbor Patrol Rescue Boat Number 1
- Boat Two - Harbor Patrol Fire Rescue Boat Number 2
- Boat Three - Harbor Patrol Fire Rescue Boat Number 3
- Boat Four - Harbor Patrol Rescue Boat Number 4

Vehicles are referred to by their four-digit number assigned by ICS or by an assigned "mobile" number.

RADIOS MONITORED:

VHF Channel 16:
Marine radio channel 16 is the calling and distress frequency and should be monitored at all times. When vessels call patrol on this channel for anything other than an emergency they should be instructed to switch and answer on channel 12 for further traffic. In an emergency or MAYDAY call stay on channel 16 until the U.S. Coast Guard takes over the call and they will decide when to change channels.

VHF Channel 12:
Marine channel 12 is a port operations channel and should be monitored whenever possible. The Harbor Patrol uses this channel to communicate with vessels for any traffic other than emergencies.

Police Channels:
Radio Operation Procedures

Police channel 1 is the police department's operations channel and the Harbor Patrol's primary link to the 911 system. If the city's combined communication center needs to contact the Harbor Patrol they usually call on this frequency first. This channel must be monitored at all times when the ring-down phone is not being monitored from Harbor Patrol headquarters. During law enforcement activities, Harbor Patrol officers may use this channel to inform dispatch of their status and actions and to request police assistance if needed.

Police channel 2 is a secondary channel used for administrative traffic. Officers may be directed to switch to this channel to pass further information or to run wants or DMV checks. Animal control officers operate on this channel. All officers should be familiar with police radio procedures and use them properly at all times.

City Fire Channels:

Channel 1 is the primary channel for communication with the combined communication center and Fire Department during the initial stages of fires, medicals, or hazmat emergencies. When multiple engine's and/or a Battalion Chief respond's, the response will utilize Command 2, and TAC 4 for assignments. If there are two multi engine responses at the same time, the additional response will utilize Command 3, and TAC 5 for assignments. All officers should be familiar with Fire Department radio procedures and use them properly at all times.

LOCAL Government:

Local government channel is used by all city agencies other than fire and police. Patrol can use this channel to contact unit 638, emergency city services for after hour utility problems. Dispatch monitors and uses this channel.

Waterfront Department Gold Channel:

The gold channel is the Waterfront Department internal communications system and is not monitored by the combined communications system.

All divisions in the Waterfront department use the gold channel in conducting their own operations and for interdivision communications within the department.

All operations vehicles and vessels are equipped with gold channel capabilities, except Boat 4. Patrol headquarters also has an installed unit. The Harbor Operations Manager and Harbor Patrol Supervisor have portable radios while on duty. Other Waterfront divisions distribute their portable radios to personnel as needed.

PATROL BOATS AND PATROL VEHICLE RADIOS:

Boats 1, 2, and 3 have the following radios and capabilities; VHF scanner with full marine and fire frequencies, UHF scanner with police, gold, and city government channels, and Radio Directional Finder (RDF) capabilities.

Harbor Patrol vehicles have the following; VHF scanner with full marine and fire frequencies and UHF scanner with police, gold, and city government channels.
Radio Operation Procedures

All division radio equipment will periodically be changed or updated. Lesson plans and operation manuals for instruction in use of radios, radar, GPS, and related equipment are available through the Harbor Patrol Supervisor, training officer or vessel technician.

HANDLING EQUIPMENT MALFUNCTIONS OR IMMEDIATE PROBLEMS:
During the operation of patrol boats equipment sometimes fails, lines foul props, engines overheat, or steering cables break. Patrol officers should be ready to take actions to insure the safety of everyone on board and that the vessel is not unnecessarily damaged.

When a patrol boat is disabled or malfunctions it should be returned to the dock as soon as possible. If the boat cannot return to the dock under its own power or without causing additional damage due to operation, the operator should call for a tow.

MAINTENANCE REPORTING:
Equipment check logs are filed daily with the vessel technician. Any discrepancies found are noted on the check sheets for corrective action. Any equipment on any boat that is not working shall be properly recorded on the status board and a work order submitted for corrective action.

Fueling operations shall be recorded in the shifts watch log and a record of the engine hours and amount of fuel taken on recorded in the fuel log. The status board will be updated after fueling operations to reflect current status.

Incidents of equipment failure shall be recorded in the watch log and on the status board, and work orders shall be submitted for repair, as appropriate. If events causing equipment failure are of an unusual or extraordinary nature, a case number shall be assigned and a report submitted to the patrol supervisor.
Chapter 10 - Personnel
Citizen Complaints and Requests for Service Procedures

1000.1 Citizen Complaints and Request for Service Procedures
Use the Waterfront Department Citizen Complaint/Request for Service form to record all information needed to respond to and follow up on complaints and requests for service. Fill out the form while interviewing the reporting person. Assign a case number and log all complaints and requests. Route a copy of the form to the Harbor Patrol Supervisor and appropriate Division Managers.
Physical Training Procedures

1001.1 PHYSICAL TRAINING PROCEDURES

PURPOSE:

This physical training (PT) program is designed to benefit Harbor Patrol Officers and the City with improved employee health, wellness and fitness for duty. This allows officers to perform at their highest physical ability and helps avoid on-duty injuries, resulting in a high level of ongoing service to the boating community and cost savings to the Department and the City.

PT GUIDELINES, LIMITATIONS AND RESTRICTIONS:

- PT may include stretching, walking, running, swimming, weight lifting, calisthenics and bicycling.
- PT does not include recreational activity such as surfing, SCUBA, team sports, tennis, volleyball, stand up paddle boarding (SUP), kayaking, paddle boarding, outrigger paddling, kitesurfing, windsurfing, etc. and is not permitted under this program.
- Participation in PT is voluntary, but encouraged.
- Maximum time of one hour per PT session, including donning and doffing uniforms.
- Maximum of two PT sessions per week, per officer.
- PT will take place only when three or more officers are on duty. Two officers must remain in uniform completing patrol duties, while third officer completes physical training.
- Physical training times can only take place during the historically low calls-for-service times from 0600-1000.
- Officers will make watch log entries to document when they begin and end PT.
- Officers participating in PT will carry their assigned cell phone or Waterfront radio during PT. If swimming at Los Baños Pool, they will check their cell phone for calls/messages at least every five minutes. When called back from PT, officers will don appropriate work attire and safety equipment before responding to incidents.
- Timing of PT activities shall be arranged by on-duty officers.
- Lead officers shall resolve timing conflicts.
- Unless otherwise authorized by the Harbor Patrol Supervisor or Harbor Operations Manager, approved locations for PT include Shoreline Park, SBCC field and stadium, Los Baños pool and weight room, Cabrillo Bath House weight room, Palm Park, Leadbetter Beach, East Beach and West Beach.
- PT will not be conducted from patrol boats or vehicles.
- Officers on PT shall not depend upon or unnecessarily impact on-duty uniformed Harbor Patrol officers, Harbor Patrol crew or other City staff. This includes but is not limited to drop-off, pick-up, non-emergency communication, radio or cell phone monitoring, etc.
Physical Training Procedures

- PT uniform will consist of plain colored unmarked clothing appropriate for on-duty PT activities. No badges or "Harbor Patrol" lettering will be worn during PT for officer safety reasons. Harbor Patrol t-shirts may be worn inside-out.
- No overtime is permitted as a consequence of this program.
- This program will be reviewed continuously by the Harbor Patrol Supervisor and Harbor Operations Manager to ensure safety and effectiveness.
- Any abuse or misuse of this program could lead to its termination and or/disciplinary action.

INJURY REPORTING:

Any injuries incurred during PT will be reported to the Harbor Patrol Supervisor or Harbor Operations Manager immediately and in accordance with the Injury and Illness Prevention Program (IIPP).
Attachments
Departmental Directive Sample.pdf
Law Enforcement Procedure Guide Sheet.pdf
INTRODUCTION

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

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

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

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

- Please review all procedure content carefully. The Guide Sheets provide additional specifics on certain sections, but that is not intended to imply that you should limit your review to those sections.

- The appearance of a citation in a procedure indicates that some or all the preceding content was supported by federal regulations and you should exercise care if you choose to customize this material. You should confirm that your agency’s practice meets those legal requirements.

- If customization of a procedure is necessary, refrain from creating mandatory duties (using “shall” rather than “should”) where they are not already imposed by law and in situations where you cannot accurately predict every possible outcome (e.g., vehicle pursuits).

- Lexipol has created a Style Guide and a Citation FAQ document that are available in the Resources section of KMS. These guides may be useful to you when you are adding agency-specific content. They can help ensure that the content you add is consistent in style, grammar, punctuation, etc. with the other content in the manual.

- Procedures that do not apply to your agency can be manually deleted through KMS. If you see a Guide Sheet for a procedure that doesn’t appear in your draft manual, the procedure has been removed as a result of your answers to the Questionnaire. Deleted procedures can be added back at any time.

Although it is up to each agency to determine how to complete the Procedure Manual customization process, our experience is that the formation of committees tends to slow the process dramatically. We recommend that you either assign one or two key individuals to the entire process or assign policies to individuals who have expertise regarding specific subject matter.
If you feel compelled to submit the draft Procedure Manual to a large group of staff members, we recommend that this occur only after a limited group has completed 90 percent or more of the review process. Even at that point, any large group of reviewers should be discouraged from simply contributing their “two cents,” but instead should be encouraged to limit their input to major issues.

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

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

Lexipol Customer Service
customersupport@lexipol.com
# Law Enforcement Procedure Guide

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## Chapter 2 – Organization and Administration
- Emergency Management Plan Procedure
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- Training Plan Procedure
- Administrative Communications Procedure
- Budget Management Procedure

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Chapter 1 – Law Enforcement Role and Authority
GUIDE SHEET

Policy Addition and Review Procedure

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

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

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

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

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

NEW OR REVISED POLICIES

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

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

If the policy requires an immediate change, an interim directive may be issued.
POLICY REVIEW
You will want to establish a method and a timetable to review your policies. This review should include the following:

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

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

- Roll call training
- In-service or academy training
- Daily Training Bulletins (DTBs)
Chapter 2 – Organization and Administration
GUIDE SHEET
Emergency Management Plan Procedure

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

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

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

PLANNING FUNCTION
This section is where you should review or develop your agency’s planning function.

- The position responsible for the planning function should:
  - Prepare a documented incident action plan.
  - Collect and disseminate information and intelligence.
  - Plan for post-incident demobilization.

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

- **Initial Response**
  - The first officer on scene should:
- Evaluate the incident.
- Advise dispatch of the situation.
- Request necessary assistance.
- Start the incident command.

  o Additional responding officers should:
    - Evacuate persons if necessary and appropriate.
    - Set up a perimeter and control access.

  o The initial supervisor on the scene should:
    - Assess the current situation at the scene and any actions already taken by the responding officers.
    - Advise dispatch of the updated incident assessment.
    - Request necessary resources.
    - Ensure a perimeter is properly established.
    - Supervise members at the scene.
    - Establish or designate a member as the Incident Commander.

  o The Incident Commander should:
    - Review and assess the situation.
    - Request outside agency assistance, additional members, and other agency units as needed for immediate response.
    - Establish a command post and staging area.
    - Start evacuations, if necessary.
    - Request maps and incident site information.

  o Dispatch should:
    - Notify the agency head or the authorized designee.
    - Notify command staff.
    - Notify any members authorized for call-out and provide staging area location information.
    - Make any other notifications requested by the Incident Commander.

- Secondary Response

  o Command post considerations
    - Location for joint operations, if applicable
    - Secure and safe (“cold zone”) location
    - Parking
    - Shelter
    - Restroom facilities

  o Staging area considerations
    - Close or connected to the command post
    - Briefing area
    - Alternate staging areas as needed

  o Control of perimeter, entrances, and exits
  o Transportation, processing, and confinement of any arrestees
  o Traffic control
  o Personnel mobilization
  o Public and agency member information
• **Designated press liaison or news media relations unit**
  - Coordinates with Incident Commander or agency head and should handle:
    - Community relations
    - Media requests
    - Injury and death reports
    - Response to rumors

  - Agency supervisors should provide updated information to members
  - **Member mobilization**
    - The agency head or the authorized designee should evaluate and determine number of members required for response, any additional hours to be worked, and cancellation of days off or vacation time.
    - You may want to consider involving human resources for documentation and scheduling assistance.
    - Members should report with all required equipment, and you should assign a person or position with the responsibility to supply members with any additional equipment needed for the incident.
    - If the incident is a civil disturbance situation and protective gear is issued, identifying numbers should be marked on helmets and documented to allow for easier identification of members.

• **Logistics**

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

  - **Transportation**
    - Members should respond to the scene in agency vehicles.
    - The Incident Commander should be advised if enough agency vehicles are not available for member use.
    - If the incident requires emergency mobilization, it should be determined if members should respond in personal vehicles or how other transportation methods can be arranged.

  - **Specialized units, equipment, or supplies**
    - Should be available by request.
    - If units or equipment are only available from outside agencies or suppliers, the Incident Commander should be notified to arrange for response.

  - **Communications**
    - At least one designated communication channel should be used for the incident.
    - If multiple agencies are involved, a joint channel should be used if available.
    - Plain speak should be used when multiple agencies are involved.

  - **Medical support as needed**

• **Administration and Human Resources**

In this section, you are going to identify the responsibilities and tasks related to overseeing administration. Those should include:
o Recording personnel work time.
o Procuring additional resources.
o Recording expenses.
o Documenting injuries and liability issues.
o Preparing appropriate reimbursement documents, if applicable.

• **Declaration of State of Emergency**

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

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

• **Demobilization**

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

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

• **After-action Report**

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

o Type of incident
o Description of the agency actions
o Injuries and/or deaths
o Liability issues
o Training or procedural issues
o Policy issues
o Recommendations, if any
o Expenses
o Equipment disposed of/used
o Equipment damaged/destroyed
o Staff members used and their roles
EQUIPMENT INVENTORY
Here is where you will develop a procedure for conducting an inventory of your equipment. Those procedures should include:

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

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

The training manager should ensure affected members receive training:

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

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

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

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

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

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

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

Training Plan Procedure

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

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

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

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

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

- Location of training (e.g., at the agency, non-agency location)
- Training dates
- Number of instructors required for each class
- If the location is a non-agency location, whether it is reserved
- Anticipated number of personnel attending
- Any transportation requirements
EQUIPMENT AND SUPPLY REQUIREMENTS
In this section, you should identify the various equipment and supplies needed to support your training classes. It may be helpful to consult with your staff and review instructional materials to complete the list. The list should include but not be limited to the following:

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

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

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

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

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

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

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

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

- Sequential numbering, including the year issued (i.e., 2020-01 for the first order of 2020)
- Whether it is a general agency personnel order or specific to a bureau or unit
- Date of issue
- Effective date of the order
- Range of effective date (if known) if a temporary personnel order
- Signature and title of the agency head or the authorized designee
SPECIAL ORDERS
Special orders apply to special events or circumstances that are temporary in nature (e.g., parades, traffic construction, special assignments due to an event). You should identify the event or circumstances and develop a consistent format for the orders.

SPECIAL ORDERS FORMAT
Special orders should have the following format:
- Sequential numbering, including the year issued
- Description of the event and location
- Effective date
- End date for the event or circumstance
- Signature and title of the agency head or the authorized designee

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

MEMORANDUMS FORMAT
In this section, identify the format for your memorandums. The memorandum format should include the following:
- Date
- To – Covered members
- From – Issuing authority
- Subject
- Initials of typist
- Titles, if any, and names of individuals or agency bureaus receiving copies

CORRESPONDENCE
Official external correspondence should be on agency letterhead with the content approved by the agency head or the authorized designee. Unofficial correspondence not requiring approval by the agency head or the designee may use the same format.
CORRESPONDENCE FORMAT
In this section, identify the format your agency will use for correspondence. You may want to consider providing examples of what is considered official or unofficial correspondence. The correspondence format should include the following:

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

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

Budget Management Procedure

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

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

PERSONNEL SERVICES

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

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

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

  - Review your agency’s rate of turnover, and if you are losing personnel to another agency, consider including a comparison of your agency’s salary and benefits with those of the other agency.
    - Compare the job tasks, not the position title, because titles may vary between agencies.
    - Compare benefits to include work schedule, take-home vehicle, bonuses, and educational or wellness incentives.
    - Consider including the length of service for the personnel leaving for other agencies given the considerable loss of experience and training when those members leave the agency.
  - Anticipate overtime, compensatory, and sick time expenses, though all need close oversight due to the increased stress on the overall budget.
  - Include any personnel grants, especially if the funding is ending during the budget cycle.
CAPITAL EXPENDITURES
Capital expenditures budgeting is useful in planning purchases and replacements over time. Some items are not usually purchased every year, such as property or buildings. Planning for items that need to be purchased more often, such as vehicles or computers, may be spread out over multiple years to reduce the yearly budget for these items.

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

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

- Vehicle maintenance
- Fuel
- Ammunition
- Uniforms
- Maintenance contracts
- Internet
- Training
Chapter 3 – General Operations
GUIDE SHEET

Firearms and Conducted Energy Devices
Inventory and Inspection Procedure

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

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

FIREARMS AND AMMUNITION INVENTORY

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

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

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

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

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

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

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

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

CONDUCTED ENERGY DEVICE INVENTORY

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

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

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

- Member issuing the cartridge
- Date
- Serial number
- Total number of probe cartridges issued to member
CONDUCTED ENERGY DEVICE INSPECTIONS

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

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

INVENTORY AND INSPECTION REPORT REVIEW

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

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

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

Range Use Procedure

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

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

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

RANGEMASTER

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

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

SCHEDULING RANGE USE

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

- All requests for range use should be submitted through the chain of command to the rangemaster.
- The request should include a description of intended use, requested day, and duration of use.
- The rangemaster or the authorized designee should evaluate requests by priority, giving agency-authorized qualifications or training priority over any off-duty or outside agency use.
SAFETY PROCEDURES
In this section, review your agency’s range safety procedures. These should include but not be limited to the following:

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

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

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

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

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

REPORTING DAMAGE TO THE RANGE
This section applies to your agency’s reporting procedures if property damage occurs at the range. The report should include the following:

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

The report should be forwarded to the range supervisor for review and recommendations.
RANGE STAFF TRAINING
You should carefully examine the state or local requirements for rangemaster and range staff training. Range staff should receive training prior to assignment, and training should include but not be limited to:

- Safety procedures
- Medical response
- Department-required or state-mandated in-service training for range operations and firearms instruction
GUIDE SHEET
Drug-Endangered Children and Dependent Adult Procedure

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

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

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

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

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

RESOURCES

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GUIDE SHEET

Missing Persons Procedure

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

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

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

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

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

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

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

FOLLOW-UP INVESTIGATION
After gathering the description of the missing person and the circumstances of their disappearance, members should:

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

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

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

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

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

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

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

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

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

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

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

Victim and Witness Liaison Procedure

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

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

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

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

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

Media Relations Procedure

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

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

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

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

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

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

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

ON-SCENE MEDIA ACCESS
In this section, cover the procedure for media access to incident scenes. You should consider the following:

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

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

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

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

• Coordinate with your agency head or the authorized designee regarding the details of the news conference
  ▪ Subject of the conference
  ▪ This information may also be a possible news release
  ▪ Date and time of the conference
  ▪ Location of the conference
  ▪ Expected speakers and any outside agencies involved
    ▪ Document each speaker’s name with accurate spelling, pronunciation, agency affiliation, and professional title
  ▪ If any displays will be used, or if audio/video equipment is needed
• If it is a scheduled news conference, send emails as early as possible to alert the media outlets and request a response for planned attendance
• Arrange for any equipment or tables needed for displays
• If the news conference is held in an indoor location, check for adequate space, chairs, air conditioning or heat, and proper lighting
• Set up a podium and check that any audio or video equipment to be used functions correctly
• If held remotely or impromptu, attempt to find a location with a background free of distractions and with minimal ambient noise
• When possible, allow approximately two hours for the broadcast and radio media to set up their equipment
NEWS RELEASES
News releases not only provide information to the media but can provide valuable information for the public through the appropriate use of social media and related outlets. In this section, include the following:

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

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

Facility Evacuation Procedure

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

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

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

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

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

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

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

- Routes and exit locations for evacuation. You may want to include maps and diagrams with this procedure.
- Evacuation procedures for multi-story buildings, if applicable.
- Evacuation routes for persons with disabilities.
- Evacuation routes for persons in custody, if applicable.
POST-EVACUATION OPERATIONS
- Location of assembly areas.
- Method for accounting for employees after an evacuation.
- After-action report of incident.

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

Community Relations Procedure

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

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

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

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

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

You may want to consider the following for your procedure.

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

- Shoplifting
- Burglary
- Robbery
- Vagrancy
- Alcohol-related issues (e.g., public drunkenness, violence)
- Quality-of-life crimes (e.g., graffiti, vandalism)
To begin building a business outreach procedure for your agency, you may want to consider the following steps and adjust the list to meet your agency’s need. Those steps include but are not limited to:

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

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

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

**NEIGHBORHOOD OUTREACH**

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

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

- Attendance at neighborhood association meetings (e.g., attend and ask to speak about neighborhood safety and security)
- Attendance at neighborhood watch meetings
- Participation with nonprofit and faith-based groups
- Regular neighborhood patrols (e.g., active neighborhood patrol includes rolling down windows and talking to people)
- Foot patrol of neighborhood parks
- Consider social media applications (e.g., Nextdoor)
- National Night Out (www.natw.org)
- National Association of Police Athletic/Activities Leagues (www.nationalpal.org)
- National Neighborhood Watch (www.nnw.org)
GENERAL COMMUNITY RELATIONS
There are other community relations practices that are less targeted to a specific audience but are still valuable in building community support for your agency and are considered valuable experiences for participants. As you build your procedure, you should select the activities that are best suited to your agency. Possible activities include but are not limited to the following:

- Anonymous crime reporting programs (e.g., www.wetip.com, www.crimestoppersusa.com)
- Ride-alongs (see the Ride-Alongs Policy)
- Facility tours for community groups
- Citizens academies
- Drug drop-offs
Chapter 4 – Patrol Operations
GUIDE SHEET

Crime and Disaster Scene Procedure

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

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

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

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

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

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

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

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

To the extent practicable, minimize the impact to the crime scene made by any Emergency Medical Services (EMS) personnel entering the scene to treat victims.
After making the crime scene safe, the following actions should be considered:

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

Crisis Response Unit Procedure

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- Callouts (e.g., nature of the callout, actions, results)
- Arrests
- Injuries
- Training
- General readiness
- Inventory of CRU-specific equipment (e.g., firearms, vehicles, munitions)
GUIDE SHEET
Rapid Response and Deployment Procedure

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

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

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

You may want to consider the following for your procedures.

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

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

TACTICS
The tactics utilized in an active shooter incident are dependent on the training of your agency and the equipment available for your use. This is where you identify procedures for implementing
tactics approved by your agency. When developing tactics, you may want to consider the following:

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

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

Field Training Procedure

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

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

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

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

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

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

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

- Oath of office
- Fitting and purchasing uniforms
- Issuing equipment
- Issuing and familiarization of the policy manual.
- Completing preliminary tasks to prepare for state-required certification
- Completing human resources tasks
- Issuing the field training manual, which should contain:
PHASE ONE TRAINING
In this section, you will identify your agency’s first phase of training. You may want to consider the following:

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

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

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

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

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

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

- Trainee begins with the ability to handle most calls.
- FTO may work in plain clothes during this phase (if appropriate for your agency).
- Trainee handles all calls, and FTO assists only when required.
- FTO intervenes only for safety or to prevent serious errors.
- At the end of this phase, the trainee should be able to handle all calls except for complex or prolonged investigations.
DAILY OBSERVATION REPORT
You should document your agency’s daily observation report (DOR) in this section. Please review the following material carefully and adjust to meet your agency’s practice. DORs should include but are not limited to the following:

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

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

- Uniform appearance
- Attitude
- Job knowledge
- Job performance

Under each category, there may be subcategories:

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

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

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

Portable Audio/Video Recorders Procedure

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

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

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

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

SECURITY AND MANAGEMENT

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

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

STORAGE

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

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

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

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

LOGGING AND AUDITING ACCESS

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

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

RESOURCES

- Bureau of Justice Assistance, National Training and Technical Assistance Center (bja.gov)
- PoliceOne (policeone.com)
- National Institute of Standards and Technology Cloud Computing Program (nist.gov)
Chapter 5 – Traffic Operations
GUIDE SHEET
Traffic Manual Procedure

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

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

TRAFFIC ENFORCEMENT PROCEDURES

OPERATING UNDER THE INFLUENCE OF ALCOHOL OR DRUGS

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

OPERATING WITH A SUSPENDED OR REVOKED LICENSE, OR NEVER LICENSED

- Identify all possible violations (e.g., suspended infraction, misdemeanor, habitual)
- Identify the appropriate processing for each violation (e.g., cite and release, promise to appear, incarcerate)
- Consider vehicle towing (see the Vehicle Towing Policy)
- Prepare necessary reports (see the Report Preparation Policy)
GENERAL ENFORCEMENT PROCEDURES
Many traffic violations can be managed using the same procedure. These violations include but are not limited to:

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

Identify the following for your procedure:

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

Identify any special procedures for the following:

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

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

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

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

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

Procedure

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

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

Unknown-Risk Traffic Stops

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

ESCORTS

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

- Identify which police escorts your agency will conduct (e.g., funerals, dignitaries, abnormal cargo).
- Identify legal requirements under which emergency response is allowed (e.g., lights and sirens).
- Identify approval process for requests.
- Identify approved tactics for leading, trailing, and blocking for a procession.
TRAFFIC DIRECTION AND CONTROL
Whether you have specific traffic direction and control procedures in your agency, or you are creating them for the first time, you may want to consider the following:

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

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

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

You may want to consider the following for your procedure:

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

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

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

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

• Strategies and Tactics of Patrol Stops (S.T.O.P.S.)
  o Tennessee Highway Safety Office
  o Indiana Law Enforcement Academy
  o Numerous private training companies (e.g., STOPS USA)
• Vehicle Pullovers (CA POST)
• PoliceOne (Policeone.com)
• Federal Highway Administration (https://ops.fhwa.dot.gov)
Chapter 6 – Investigation Operations
GUIDE SHEET
Investigative Procedure

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

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

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

RESPONSIBILITIES OF INVESTIGATION BUREAU MEMBERS
In this section, the responsibilities for the bureau positions are defined.

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

OPERATING HOURS AND ON-CALL SCHEDULE
This section describes the operating hours of the bureau sections.

The on-call schedule describes the rotation of members and establishes how often the schedule is distributed to other areas of the agency (e.g., daily, weekly, monthly). If your on-call schedule
is determined by a collective bargaining agreement or contract, you should defer to the contract language in this section.

The agency head or bureau commander has discretion regarding:

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

**ROLL CALL BRIEFINGS**

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

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

**DEVELOPING INFORMATION**

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

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

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

- **Miranda Rights and Waiver**
  - Read *Miranda* warning from an agency standard form or card.
  - Read *Miranda* again even if the suspect was previously advised of *Miranda* by another investigator or uniformed officer.
  - *Miranda* warning should be at top of a statement form if the suspect agrees to make a written or recorded statement.
  - If the waiver of rights and statement are not being recorded, a second member should be present to witness the waiver.
  - You should include a waiver of counsel to be signed by the suspect and included with the statement.
  - Suspects should sign each page of the statement.

- **Audio and Video Recordings**
  - Audio or audiovisual recordings should be done whenever possible for any statement, admission, or confession.
  - The original recording or any copies should be stored as directed by state statute or agency policy.

- **Interview Rooms and Conditions**
  - Interview rooms should be used to interview all suspects and arrestees whenever possible.
  - The interview room should be clean and contain only the necessary items.
  - The interview room and suspect should be searched before the suspect enters the room.
  - Firearms should not be worn in an interview room.
Alert another member before entering the interview room with a suspect or witness.
Investigators should have their portable radios available in the interview room during any interview or interrogation.
A maximum of two investigators should be present during any interview, whether it is with a witness, victim, or suspect.
Investigators should provide interview subjects with reasonable access to water and restrooms and allow them reasonable breaks.

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

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

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

- Initial investigation handled by uniformed officer
  - List examples of investigations that may be handled by a uniformed officer without the response of an investigator.
    - If an investigator responds to the scene, whether the investigator is acting as an adviser or assuming full responsibility for the incident.
- Notify dispatch for an investigator and crime scene response, whether by officer on the scene or by a supervisor.
- Type of incidents requiring the response of an investigative supervisor or commander.
- Responsibilities of the uniformed officer or the responding investigator handling the incident.
  - Investigative priorities and decisions regarding:
    - Witnesses
    - Suspects
    - Recording statements
    - Evidence collection
    - On-site arrests
    - Warrants
- If the investigator assumes full responsibility for the preliminary investigation, the following steps should be taken or directed by the investigator:
FOLLOW-UP INVESTIGATION
Responsibilities of the primary investigator or assigned investigator in the follow-up phase may include but are not limited to:

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

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

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

- Polygraph or voice stress analyzer procedure
  - If agency-owned:
    - Obtain supervisor approval if required.
    - Contact and schedule with the unit or bureau that has the equipment.
    - Collect and document the results of the voice stress analyzer and polygraph.
  - If an outside agency or company is used:
    - Obtain supervisor approval.
    - Contact and schedule the voice stress analyzer with the agency or company.
    - Collect and document the results of the voice stress analyzer and polygraph.

- Surveillance
  - Surveillance details requiring multiple officers.
    - Obtain supervisor approval.
    - Contact the appropriate unit or bureau for assistance.
    - Develop a surveillance plan and document for the case file.

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

- Arrest warrants
  - Supervisor review and approval, if needed.
    - Arrest warrants automatically sent to another unit to be served, if required (e.g., homicide or other high-risk warrants).
  - Serving the warrant.
    - Coordination with officers or other agency units.
    - Briefing.
• If the suspect is not located:
  o If forwarded to a fugitive unit or other agency:
    ▪ Time limit warrant is held by investigator.
    ▪ Documentation and information required regarding suspect(s) to be forwarded to fugitive unit or another agency.
  o Extradition from outside of the state.
  o Extradition from within the state.

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

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

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

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

Asset Forfeiture Checklist Procedure

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

ASSET FORFEITURE CHECKLIST

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

## Property Seized

### Without Court Order

<table>
<thead>
<tr>
<th>Date of seizure</th>
<th>Initials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date counsel provided notice of seizure</td>
<td></td>
</tr>
<tr>
<td>Date counsel provided reports of seizure</td>
<td></td>
</tr>
</tbody>
</table>

### Notifications

- Identified owners or interest holders.
- Documented check for co-owners or lien holders.
- Documented how owners or interest holders were identified.
- Documented that all identified owners or interest holders received notice of seizure.
- All identified owners or interest holders received notice and information regarding process for seeking its return.
- State agencies requiring notification of seizure.

### Hardship/Innocent owner

Documented and communicated to counsel any known unreasonable hardship on a third party or the possibility of an innocent owner.

### Valuation(s)

Obtained and documented any valuation, including method of valuation.

### Waivers

Documented any waiver of rights to property by owners or potential owners or interest holders.
- Documentation of any waiver forwarded to counsel.
# Asset Forfeiture Checklist

**Property Seized**  
**With Court Order**

<table>
<thead>
<tr>
<th></th>
<th>Initials</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Date of seizure order</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Expiration date of seizure order if applicable</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Date of seizure</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Hardship/Innocent owner</strong></td>
<td>Documented and communicated to counsel any known unreasonable hardship to a third party or the possibility of an innocent owner.</td>
</tr>
</tbody>
</table>
| **Waivers**             | Documented any waiver of rights to property by owners or potential owners or interest holders.  
|                        | Documented any waiver forwarded to counsel. |
| **Forfeiture Action**   | Documented date of forfeiture order, if any.  
|                        | Placed forfeiture order in file, if applicable.  
|                        | Returned property if forfeiture action failed.  
|                        | Documented return and date of return, if applicable.  
|                        | Placed court order denying forfeiture in file, if applicable. |
| **Property Transfer**   | Property transferred by court order.  
|                        | Property dispersed by court order. |
GUIDE SHEET
Warrant Service Procedure

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

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

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

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

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

- Information contained in warrant affidavit
  - Nature of the crime:
    - Property offense? ▪ Lower score
    - Violent crime? ▪ Higher score
  - Firearms likely or used in the crime? ▪ Higher score
- Knowledge of the target location
  - One-room apartment ▪ Lower score
  - Two-story, three-bedroom house ▪ Higher score
- Criminal history of suspects
  - No previous criminal history ▪ Lower score
  - Lengthy history of violent crime
Higher score
- Threats to resist from suspect
  - Higher score
- Children, dependent adults, or uninvolved parties present?
  - Higher score

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

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

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

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

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

- Scout the location to identify entry and exit points.
  - Use other sources of intelligence as available.
    - Photos
    - Maps
    - Members who may have been inside the location and can describe the floorplan
- Conduct research on any known suspects (e.g., criminal history, history of weapons violations).
• Assign officers to specific tasks and points on the perimeter (e.g., front door, rear door, windows).
• Meet for a briefing to share information and plans.
  o Check equipment at the briefing (e.g., radios, firearms, vests, identification).
• Proceed to the warrant location quietly.
  o Arrive or travel in non-emergency mode.
  o Avoid all cars taking the same route.
• Park out of sight of the location and approach on foot.
• Contact the suspect or resident.
  o Handcuff before searching.
• Process arrestees as required.
• Document any damage caused during warrant service.
• Turn the location over to investigators for further processing, if appropriate.
• Meet afterward to debrief and share lessons.
GUIDE SHEET

Unmanned Aerial System Procedure

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

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

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

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

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

- In consultation with your agency head, determine the type of incidents for which the UAS may be deployed (e.g., missing persons, criminal investigations, surveillance, warrant services).
- When creating a deployment protocol based on incident type, you should consider:
  - Who can authorize deployment
    - The agency head or the authorized designee should provide written permission for a deployment that may require a warrant (e.g., surveillance, warrant service, investigations)
  - What tactics are approved for criminal justice use.
  - Criteria to be met before requesting permission for deployment
  - Whether agency head may authorize a designee to grant permission for non-criminal justice or emergency deployment (e.g., missing persons)
  - How the public will be notified of a UAS deployment (e.g., social media, press release)
You should consider creating a preflight inspection checklist that should be completed and retained as a record. The preflight checklist may include but is not limited to:

- Check for temporary flight restrictions.
- Weather conditions and visibility are suitable for UAS operation.
- Flight itinerary is in place.
- UAS is fit for flight:
  - Batteries are charged.
  - UAS in good repair (per manufacturer guidelines).
  - Camera is operational.
  - Digital storage space is available.
- Lost link programming is in place.
- Licensed pilot is available.

Operational control of a UAS is covered by FAA regulation (14 CFR 107.31). These protocols include but are not limited to:

- Maintaining line-of-sight control of UAS during flight.
- Observing for other air traffic or hazards.
- Protecting life and property during flight.

Maintain a record of each deployment, including:

- Reason UAS deployed
- Location where deployed (e.g., physical address, GPS coordinates)
- Result of deployment

Compile the records of each deployment for reporting purposes:

- Some states require annual reports of UAS activity to a specific agency.
  - Research your state law to determine specific reporting requirements.
- Where state law requires no reporting, an annual report should be compiled and forwarded to the agency head. The report to the agency head should contain but not be limited to the following:
  - Number of UAS deployments
  - Nature of each UAS deployment
  - Outcome of each deployment
  - Suggested changes in policy or procedure
  - Suggested safety enhancements

**MAINTENANCE**

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

- All downloaded media should be stored in a secure area with access restricted to authorized persons.
- A recording needed as evidence should be copied to a suitable medium and booked into evidence in accordance with established evidence procedures and the Property Bureau Policy.
- All actions taken with respect to retention of media shall be appropriately documented to preserve chain of custody.
- The recorded media and documents should be retained in accordance with the established records retention schedule.
- Any records related to a UAS deployment (e.g., checklists, flight plans), and recordings or other media collected by a UAS should be maintained, purged, or released in accordance with the appropriate records retention schedules and the Records Maintenance and Release Policy.
Chapter 7 – Equipment
GUIDE SHEET
Agency Inventory and Control Procedure

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

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

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

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

- Bureau or unit member responsible for coordinating and reviewing the inventory documentation, if applicable
- Divisions or units required to perform an inventory
- Required form of inventory documentation
  - You should include a check of the operational condition of the equipment or property as part of the inventory process
- Inventory frequency
  - You may want to consider more frequent inventories for items such as firearms, computers, or electronic control devices.
You should review whether the inventory should be done according to a fixed schedule or should always be up to date, depending on the nature of the supplies or equipment.

- Process for reconciling an inventory that has a discrepancy and the required supervisor notifications

**ISSUE AND RETURN OF AGENCY PROPERTY**

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

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

**DAMAGED, LOST, OR STOLEN PROPERTY**

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

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

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

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

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

EQUIPMENT SELECTION
- You should select respiratory equipment that is approved by the National Institute for Occupational Safety and Health (NIOSH). Those may include:
  - Perimeter hazardous material (HAZMAT) incidents:
    - Full facepiece (NIOSH approval TC 14G) Chemical, Biological, Radiological, and Nuclear (CBRN) cartridge
  - Perimeter or within crowd control with the presence of tear gas:
    - Full facepiece air purifying respirator, TC 14G, chloroacetophenone cartridge or canister (combination organic vapor/particulate)
  - Respiratory illness
    - N95 particulate respirator, TC 84A
- The respiratory equipment should protect members from exposure to respiratory hazards that they are expected to encounter.
FIT TESTING
Members should be properly fitted with a respirator before wearing. Your state may have protocols for fit testing. You should find those and include them in your procedure. If your state does not maintain a fit testing protocol, you may want to refer to the Occupational Safety and Health Administration (OSHA) standard:

- Fit testing is required annually at a minimum (29 CFR 1910(f)(2)).

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


INVENTORY CONTROL
The respiratory protection plan manager should:

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

ISSUANCE AND REPLACEMENT

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

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

Additionally, OSHA maintains an extensive database related to the maintenance and care of respirators (www.osha.gov/video/respiratory_protection/maintenance_transcript.html).
PLAN REVIEW
The respiratory maintenance plan should be reviewed on a yearly basis to ensure that it remains current.

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

RESOURCES
- The California Commission on Peace Officer Standards and Training has produced a model respiratory protection plan for law enforcement. Agencies in California should make use of the publication. Agencies outside of California may request permission for similar use. (post.ca.gov/Portals/0/post_docs/publications/Respiratory_Protection.pdf)
- OSHA (www.osha.gov)
- NIOSH (www.cdc.gov/niosh/index.htm)
Chapter 8 – Support Services
GUIDE SHEET

Crime Analysis Procedure

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

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

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

CRIME ANALYSIS PROCESS

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

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

  The type of data that should be collected includes but is not limited to the following:
  o Crime reports
  o Incident reports
  o Accident reports
  o Suspicious activity reports

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

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

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

  o Modus operandi pattern detection from the crime data analysis
  o Pattern detection through calculations and probability estimates
• **Data Modification Sub-cycle**
  The data may need modification at various stages of the process due to errors in the data entered or changes in the data collection or collation process.

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

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

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

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

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

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

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

CALLS FOR SERVICE AND CLASSIFICATION
You should consider categorizing crimes and calls for service in each of the following:

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

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

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

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

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

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

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

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

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

• Where active warrants are stored
• How a warrant is verified as active before entry
• How identifying information on the warrant is verified before entry
• The person responsible for entering warrants into criminal information databases
• The appropriate databases
  o National Crime Information Center
  o State criminal information database
  o Local law enforcement database
  o Others, as applicable
• How warrants are cleared from databases after service, cancellation, or recall
• How audits are conducted and the individual or individuals responsible for them
Chapter 9 – Custody
GUIDE SHEET

Transport Procedure

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

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

GENERAL PROCEDURES

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

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

**TRANSports Outside of the Agency Jurisdiction**

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

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

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

**Special Transports**

**Medical Transports**

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

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

**High-Risk Transports**

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

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

- A detailed route
- Additional security vehicles
- SWAT resources
- Restraints to be used
• A communication plan
• Counter surveillance
• Emergency contingencies

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

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

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

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

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

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

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

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

• High-risk transports
• Medical issues
Chapter 10 – Personnel
GUIDE SHEET

Recruitment and Selection Procedure

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

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

RECRUITMENT

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

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

- Coordinate a unified marketing strategy and recruitment plan for the agency recruitment effort.
  - Consider nationwide advertising through PoliceOne.com or U.S. Department of Justice and the International Association of Chiefs of Police website discoverpolicing.org.
  - Enlist and involve current members and fraternal organizations to recruit individuals in the community.
  - Actively participate in any recruitment efforts or job fairs with your agency’s human resources department.
  - Actively participate in shared recruitment programs with other agencies, if applicable.
  - Contact the news media with positive stories about agency members.
  - Review and potentially expand your agency’s online presence.
    - Consider creating an engaging recruiting video for the agency website, social media, and job fairs.
    - Keep information on the website relevant.
- Keep information current regarding when your agency is accepting applications.
- Provide detailed and understandable information on applicant requirements, standards, and the selection process.
  - Consider including more interactive features on the website (e.g., online questions, applications, requesting further information). Consider partnering with other agencies in group job fairs or similar events.
• Consider reviewing your application process for potential areas to streamline to reduce applicant frustration and applicant loss due to delays.
• Develop a documented process to maintain contact with and mentor applicants throughout the recruitment and selection process to keep them involved and interested in your agency.
• Conduct an annual review of your recruitment plan and adjust as needed.

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

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

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

• Educational requirements
  o College degree required, if any
  o Number of college credit hours, if any
  o Credit for military service
• Drug use or abuse history
  o Type of drugs used
  o Number of times used
  o Last time used
  o If marijuana is legal in your jurisdiction, determine if there is a disqualification threshold
• Criminal and driving history
  o Misdemeanor convictions
    ▪ Type of convictions
    ▪ Number of convictions
    ▪ Time span of convictions
    ▪ Age when convicted
    ▪ First-offender considerations
  o Driving history
    ▪ Type of citations or arrests
    ▪ Number of citations or arrests
    ▪ License suspensions
    ▪ Last date of conviction
The following elements may vary in type or order for the selection of members and should be adjusted to match your agency's process.

- **Application**
  In addition to basic information such as name, address, and date of birth, you may want to consider the following additions to the application:
  - Relatives working for the agency or jurisdiction
  - Current law enforcement certification
  - Previous law enforcement certification
  - Volunteer or reserve law enforcement work
  - Business ownership or corporate officer
  - Defendant or plaintiff in a court action
  - Special licenses (e.g., pilot, radio operator)
  - Special interests
  - Multilingual

- **Initial Interview**
  Your agency may want to consider requiring applicants to undergo an initial interview with a background investigator. Areas and items to be covered should include but not be limited to:
  - Examine all the documents provided by the applicant to ensure they appear genuine
  - Review with the applicant all the information provided in the documents
  - Determine if the application is complete with all required information

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

- **Physical Ability Test**
  If your agency is not required by your state to administer physical ability testing and you wish to test prospective members, you should consult your agency legal counsel prior to developing physical ability testing and standards. There are several legal requirements and potential liability issues that should be addressed prior to developing physical ability tests. Many agencies that administer physical ability testing use the Cooper Institute recommendations as their standards. The Cooper Institute physical ability tests include the following:
  - 1.5-mile run
  - 300-meter run
  - Vertical jump
  - One repetition maximum bench press
  - 1 minute of push-ups

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• **Psychological, Medical, and Drug Testing**
Prior to initiating any of these tests for applicants, you should consult with your agency’s human resources entity and legal counsel to ensure compliance with any federal, state, or local requirements.

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

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

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

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

Performance Evaluation Procedure

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

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

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

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

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

EVALUATION FORM

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

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

- Member's name and identification number (e.g., badge number)
- Member’s rank and assignment
- Evaluation period (e.g., date range)
- Member’s tenure (e.g., how long the person has worked for the agency)

**EVALUATION CATEGORIES**

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

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

**Ratings**

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

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

**Categories**

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

**Signatures**

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

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

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

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

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

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

- Standards of eligibility
- Relevant dates
  - Due date of application
  - Date of testing
- Required information
  - Check of the applicant’s eligibility
Check of any educational requirements
Check of disciplinary history

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

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

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

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

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

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

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

Employee Assistance Program Procedure

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

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

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

**DELCIVERY OF SERVICES**

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

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

**PEER SUPPORT**

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

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

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

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

• National Criminal Justice Reference Service (www.ncjrs.gov)
  o Developing a Law Enforcement Stress Program for Officers and Their Families Finn, Peter, and Julie Esselman. Tomz., Abt Associates, 1997 (available free from the above website)
• Chicago Police Department EAP (https://home.chicagopolice.org/information/employee-assistance-program-eap/)
• Georgia Department of Public Safety, which has contracted with an outside firm for an EAP (www.dps.georgia.gov/employee-assistance-program-eap)
• CISM International - Critical Incident Stress Management (www.criticalincidentstress.com/home)
• PoliceOne (www.policeone.com)
GUIDE SHEET
Explorer Program Procedure

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

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

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

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

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

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

Activities are an important component of Explorer programs, but the activities must be appropriate. Explorers are not sworn members. Typically, they may be assigned to community...
service projects, ride-alongs, or any support activity that takes into consideration that Explorers have no arrest authority.

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

A record of ride-alongs, community service, and other Explorer activities should be compiled and forwarded to the agency head in an annual report.
GUIDE SHEET
Illness and Injury Prevention Plan Procedure

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

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

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

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

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

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

- Safety as part of employee evaluations
- Certificates of appreciation
- Disciplinary action (Review any considered disciplinary action to ensure it meets applicable bargaining or classified employment regulations.)
  - Counseling
  - Evaluations
COMMUNICATION
As part of the plan, you should evaluate methods to communicate safety procedures in a format easily understandable to all members. Members should be encouraged to report any hazards without fear of reprisal. These methods may include but are not limited to the following:

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

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

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

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

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

SAFETY COMMITTEE
A safety committee can help your agency by collaborating on safety issues and problem areas and may be a requirement by your state or jurisdiction. If your agency creates a safety committee, you should consider the following when creating the committee:
• The makeup of the committee, including the number of members and their bureau or unit assignment
• The selection of the committee chair
• The creation of long- and short-term goals for the committee
• The creation of an agenda for each meeting and a process for recording meeting minutes
• The description of the committee’s duties and the schedule of meetings (e.g., monthly, quarterly). Duties should include the following:
  o Conducting inspections and audits
  o Reviewing safety incidents and accidents, and conducting loss analysis
  o Meeting with employee groups or bargaining groups on safety and health issues
  o Designing and leading safety training
  o Drafting safety programs and checklists
• Specify to whom the committee should direct recommendations (e.g., specific manager, agency head or authorized designee, other)

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

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

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

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

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

• The Emergency Management Plan
• Fire, medical, and chemical hazards
• Hazard reporting
• First aid topics
• Housekeeping issues (e.g., spills, clear walkways)
• Personal protective equipment (PPE)
• Safety Data Sheets
• Emergency Response Guidebook
GUIDE SHEET

Fitness and Wellness Program Procedure

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

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

You should consider including the following in your procedure.

PHYSICAL EXAMINATIONS

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

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

PHYSICAL FITNESS ASSESSMENT

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

- The Federal Law Enforcement Training Center (FLETC) Physical Efficiency Battery
- The Cooper Institute Physical Fitness Assessment
TRAINING FACILITY
Your agency may already have a gym in use by your members. If not, you should consider if you want to outfit a gym for your members or have them train offsite or at a commercial gym.

If your agency chooses to outfit a gym at your facility, you may want to consider the following:
- Sourcing equipment for the gym
- Donations of equipment
- Fundraisers
- Community groups
- Additional elements
- Restrooms and showers
- Cleaning materials
- Lockers
- Posted rules (e.g., cleaning equipment after use)

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

FITNESS COORDINATOR
A fitness coordinator should be selected to manage the fitness and wellness program. The fitness coordinator should:
- Be certified as a law enforcement fitness instructor through the Cooper Institute, the FLETC Law Enforcement Fitness Coordinator Training Program, or other similar trainer certification
- Oversee the fitness assessment process
- Assist members with developing an individual fitness program
- Maintain fitness records for the agency
- Maintain the fitness award records
GUIDE SHEET
Critical Incident Stress Management Procedure

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

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

PRE-INCIDENT EDUCATION
Here is where you develop your agency’s CISM program orientation and education procedure for your members. The program should include the following:

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

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

- Lasts approximately 20 minutes.
- Information is provided to the members through a briefing.
- Information provided is limited to what is known and the current status of the incident.
CRISIS MANAGEMENT BRIEFING
The crisis management briefing can be held either at the scene after the incident or up to one week later. Some components of the crisis management briefing include but are not limited to:

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

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

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

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

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

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

FOLLOW-UP AND REFERRAL
The CISM process may continue after the initial steps of defusing and debriefing. The continuation of CISM may include the following:

- The defusing or debriefing groups may meet again to follow up on reactions to the incident.
- A member may seek a referral for further or more intensive help to resolve any issues related to the incident.
RESOURCES
Additional resources for CISM can be found at the following:

- Occupational Health and Safety Administration
GUIDE SHEET

Termination Procedure

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

TERMINATION STATEMENT

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

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

UNIFORMS AND EQUIPMENT

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

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

FACILITY ACCESS

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

If future access for the individual is required (e.g., to collect personal property), you may allow them to make an appointment. The individual should be escorted by a supervisor while collecting any personal property, and access should be restricted to a single visit.
NOTIFICATIONS
This section is where you will document the notifications that are required when a member is terminated. Notifications may include but are not limited to the following:

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

Safety Inspection Procedure

This guide covers workplace safety inspection procedures.

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

PLANNING AND ASSESSMENT

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

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

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

SAFETY REPORT REVIEW

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