

Pocomoke City Police Department Manual

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POCOMOKE CITY POLICE DEPARTMENT ROLE AND AUTHORITY

The directives in this chapter relate to the department's basic role, limits of authority (including the use of discretion), and the use of force.

1.1 AGENCY ROLE

1.1.1 OATH OF OFFICE

All personnel, prior to assuming sworn status, will take and subsequently abide by an oath of office to enforce the laws of the city, county, state, and federal governments, and to uphold the Constitution of the United States, and where applicable, the Maryland Constitution.

The oath of office will be administered by the Mayor for Pocomoke City, Worcester County. A completed copy of the oath will be filed in each officer's file.

1.1.2 CODE OF ETHICS

In order to enhance our professional image as police officers, all sworn officers are required to abide by a code of ethics. The Pocomoke City Police Department hereby adopts the Law Enforcement Code of Ethics as published by the International Association of Chiefs of Police.

LAW ENFORCEMENT CODE OF ETHICS

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

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

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

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

Civilian personnel are expected to uphold the same level of ethical integrity as law enforcement officers.

1.1.3 CRIMINAL JUSTICE AND SOCIAL SERVICE DIVERSION PROGRAMS

The Pocomoke City Police Department encourages utilization and support of social service agencies within our area in order to divert juveniles out of the court system. Our policies and procedures relating to juveniles are developed utilizing any positive feedback/input from these supportive agencies. These agencies include, but are not limited to:

1. Maryland Department of Social Services, Child Protective Services;
2. State's Attorney - Drug Diversion Program

When investigating cases involving juveniles, the officer should recommend to parents and/or attempts to divert the juvenile to one of the social service agencies, when it is appropriate and determined that one of these agencies services may be of more benefit in correcting the situation than utilizing formal handling through the court system. Similarly, informal handling of a juvenile, the officer may recommend appropriate service agency programs.

Under certain circumstances, police officers are faced with situations where an arrest and prearrangement confinement will not present an adequate solution to the problem. When these situations arise, officers may elect to exercise certain alternatives such as the issuance of referral to a social service agency. Examples may include:

- \$ Mentally or emotionally disturbed persons;
- \$ Domestic situations where counseling may be appropriate;
- \$ Transient persons who need shelter, food, etc.

The Pocomoke City Police Department as a matter of routine complies fully with the Maryland Rules of Judicial Process concerning pre-trial release. Pre-trial release of an arrested person is governed by the District Court of Maryland Rules.

1.2 LIMITS OF AUTHORITY

1.2.1 LEGALLY MANDATED AUTHORITY - CONSTITUTIONAL SAFEGUARDS and ARRESTS MADE WITH OR WITHOUT A WARRANT

As stated in the City of Pocomoke City, Maryland Charter ("Police Department,@), members of the Pocomoke City Police Department shall at all times enforce the bylaws, resolutions and ordinances of the City and the laws of the State of Maryland relating to crimes committed within the City and take appropriate enforcement action. In all cases where a reasonable belief exists that a violation of federal law has been committed the appropriate federal agency will be notified. Members do, however, have the authority to enforce federal law where there is concurrent jurisdiction.

1. Arrest - Definition

An arrest has been defined as "the detention of a known or suspected offender for the purpose of prosecuting him/her for a crime.@

The court has said there is an arrest only when there is a touching by the arrestor or when the arrestee is told that he is under arrest and submits. Where there is no touching, the intention of the arrestor and the understanding of the arrestee are determinative, for in order for there to be an arrest in such case, there must always be an intent on the part of the arrestee to submit.

It is realized that circumstances exist, such as crowd control, where touching may take place, but without the intent to arrest.

Officers of the department shall ensure in an arrest situation that a touching of the arrestee occurred and the arrestee is advised of the reason for arrest, whether the arrest is with or without a warrant.

2. Arrest - Probable Cause

The provisions of the law which define the circumstances under which an officer may arrest must be strictly observed. No person may be arrested or detained except under the authority of law. An arrest is authorized either by warrant, issued by competent authority, or without a warrant, under certain circumstances as set forth hereunder.

Probable cause to arrest exists where the facts and surrounding circumstances, of which the officer has reasonable trustworthy information, would justify a man of reasonable caution to believe that an offense has been committed and that the person to be arrested had committed it.

Probable cause requires a reasonable belief, based on reliable evidence, the suspect has committed a crime. Probable cause must go beyond mere suspicion. However, it is less than absolute certainty. The lawfulness of an arrest is not affected by the fact the arrested person may be later found to be innocent.

3. Arrest - With a Warrant

Arrest Warrant. When a warrant is placed in the hands of an officer, he is not bound to inquire into the particulars of the complaint, or whether any was made at all. If the warrant is in due form and issued by a person having a right to issue it, the duty of the officer is to execute it without further inquiry, and the warrant will protect him.

Life of Warrant. A warrant remains in force until it is returned; even if the accused has been arrested and escapes he may be taken again on the same warrant, if it has not been returned. A return is an official statement ("cepi" which means "I have taken") by an officer of what he has done in executing the command of the warrant. However, after a warrant has been returned, it has no validity.

Warrants in Blank are Void (not legal). A warrant must not be issued in blank with a view of later writing in the name of the defendant. Such warrants are absolutely void.
Authority to Alter a Warrant. Only the issuing authority has the right to alter a warrant, because, if altered by a third party, it would not be the warrant issued by the authority who signed it

Requisites of a Warrant. The warrant should be signed by the authority issuing it, set forth the time and place of making it, the charge or offense, and be directed to the proper police employee, requiring him to bring the accused either generally before any commissioner or judge of the city or county where issued or specifically before the authority issuing it. The full name, or if it be unknown, a statement of the fact and a description of the person to be arrested must be given, but a mere formal irregularity upon the face of the warrant will not render the officer liable who serves it. The suspect does have a right to be represented at the commissioners initial hearing.

Promptly after his arrest, the defendant shall be given a copy of the warrant by the arresting officer.

4. Arrests Without a Warrant

- a. A police officer may arrest without a warrant any person who commits, or attempts to commit, any felony or misdemeanor in the presence of, or within the view of, such officer.
- b. A police officer who has probable cause to believe that a felony or misdemeanor is being committed in the officer's presence or within the officer's view, may arrest without a warrant any person whom the officer may reasonably believe to have committed such offense.
- c. A police officer may arrest a person without a warrant if the officer has probable cause to believe that a felony has been committed or attempted and that such person has committed or attempted to commit a felony whether or not in the officer's presence or view.
- d. See Maryland Code, Criminal Procedure 2-202 "**Arrest without Warrants, Generally,**" and the "Digest of Criminal Laws" issued to sworn personnel.
- e. A police officer may not, without a warrant, arrest a person he accused of having committed a misdemeanor if the misdemeanor was not committed in his presence, subject to certain exceptions.

One exception allows an officer to arrest a party without a warrant for a misdemeanor that was not committed in his presence, providing the misdemeanor was committed in the presence of another police officer who promptly relays the information to the other officer, and the arrest is made within a reasonable time of the receipt of information relayed.

Another exception provides a police employee with authority to charge a person with a violation of any of the offenses enumerated in Section 26-202 (Vehicle Laws - Citation and Arrest) of the Transportation Article.

5. Arrest - Federal Violations

The Attorney General for the State of Maryland has rendered an opinion that municipal and state police officers only have the authority to arrest for Federal law violations in three

situations. They are as follows:

- a. A police officer only has the authority to arrest as any ordinary citizen has. That is, if the violation amounts to a breach of the peace. An exact definition for breach of the peace has not been rendered.
- b. A police officer can arrest if a federal law amounting to a felony has been committed in the officer's presence.
- c. A police officer can arrest if there has been a federal felony violation committed and the officer has a reasonable belief that a person committed the violation.

Since municipal police officers are not familiar with federal law violations, i.e., felony vs. misdemeanor, it is best for the officer to contact the appropriate federal agency before invoking arrest powers.

6. Arrest – Policy

The law and procedures governing arrest are of major importance to the officer and to the community which he serves. There is no function of the law enforcement officer which concerns both groups more directly. Police employees of this agency should make a thorough study of this phase of law enforcement for two reasons.

- a. First, to ensure against criminal or civil liability for any improper action taken.
- b. Second, to properly perform the duties of the office to which they have been appointed.

1.2.2 LEGAL AUTHORITY TO CARRY AND USE WEAPONS

Maryland has enacted legislation to require that law enforcement officers meet minimum standards to become statutorily certified as police officers. The regulations of the Maryland Police Training and Standards Commission, COMAR 12-04.02, require that officers shall successfully complete the entrance level police training program which includes, in part, proficiency in the use of weapons.

Various sections of State law which deals with weapons either do not exclude an officer from carrying his/her weapon or specifically exempt officers from regulations which prohibit the carrying of weapons.

The common law recognized a privilege to use deadly force when attempting to arrest a fleeing felon, but not to apprehend a fleeing misdemeanor. Maryland is still subject to the common law, except where it has been changed or modified by legislative action (Tennessee V. Garner, 471 U.S. 1 [1985]). The Supreme Court decision in Garner established a national minimum standard governing police use of deadly force; *It is not better that all felony suspects die than that they escape.*

Maryland Code grant express powers to municipalities to establish and maintain an adequate police force. The City of Pocomoke City has established its police department under City charter and code. The Pocomoke City Police Department requires its officers to carry and demonstrate proficiency in those weapons and equipment it has authorized for use.

1.2.3 LIMITS OF AUTHORITY/CONSTITUTIONAL SAFEGUARDS INCLUDING and INTERVIEW, INTERROGATION, ACCESS TO COUNSEL, AND SEARCH/SEIZURE WITHOUT A WARRANT

The U.S. Constitution guarantees every citizen certain safeguards from government intrusion into their lives. These safeguards have become the cornerstone for the application of criminal justice in America. Consequently, these safeguards have placed limitations on the authority of police to enforce the laws of the nation, state, and city.

The purpose of this directive is to define the legally mandated authority for the enforcement of laws, to establish procedures for assuring compliance with constitutional requirements during criminal investigations, to set forth guidelines concerning the use of discretion by Pocomoke City Police Officers and to define the authority, guidelines and circumstances when police officers should exercise alternatives to arrests and pre-trial confinement.

1. Police Authority to Enforce Laws:

Local Government Article 5-207 authorizes incorporated municipalities in the State of Maryland to maintain a police force.

As stated in the Pocomoke City, Maryland Charter (TITLE VI Section 24, 45 & 46 "Duties,@), members of the Pocomoke City Police Department shall at all times enforce the bylaws, resolutions and ordinances of the City and the laws of the State of Maryland relating to crimes committed within the City and take appropriate enforcement action. In all cases where a reasonable belief exists that a violation of federal law has been committed the appropriate federal agency will be notified. Members do, however, have the authority to enforce federal law where there is concurrent jurisdiction.

2. Limitations on Police Authority:

Limitations on police authority are derived from statutes, federal, state and local judicial interpretation of laws, opinions of the Attorney General and States Attorney, departmental policies/rules and regulations, and city administrative decisions.

Judicial Limitations: Courts constantly interpret laws that place limitations on the authority of the police. The more common includes: interviews, interrogations, Miranda rights/warning, rulings on search and seizure, eyewitness identification, lineups, access to counsel, etc.

3. The Fifth Amendment Right Against Self Incrimination: Police Officers are often in doubt as to when or if they should advise an individual of his Miranda Warnings. While Miranda deals with in-custody interrogation, the question of when "custody" applies arises. Escobedo V. Illinois requires the giving of

Miranda Warnings when the investigation focuses on a suspect or suspects and the interrogation reaches the accusatory stage. Since these two cases appear to contradict each other a proper guideline for police officers to follow is to advise suspects of their Miranda Warnings in all felony and misdemeanor cases where the arrestee or defendant will be questioned.

- a. In order to achieve uniformity and ensure that individuals receive their Miranda Warnings, Pocomoke City Police Department officers will be issued cards with the Miranda Warnings and Waiver on them. When advising individuals of their rights, the Miranda card will be read aloud in the presence of the involved individuals.
 - b. After the Miranda Rights have been read, understood, and the individual wishes to waive them, officers will have them sign the Waiver of Rights form. (Form # PCPD 214)
4. Police Limitations on Search and Seizure: The Fourth Amendment guarantees the right for people to be free from unreasonable searches and seizures of their homes, person, and things. The Supreme Court is constantly interpreting the Fourth Amendment as it applies to police conduct. Illegally seized items of evidence will not be admitted in court and may be cause for a lost criminal case. Additionally, an illegally conducted search invites civil suits under the Civil Rights Act. In order to ensure that citizen Fourth Amendment rights are protected, Pocomoke City Police Officers will obtain search warrants in all appropriate criminal cases except the following:
- a. Consent Searches - the consent must be voluntarily given by someone who has the authority to relinquish their right. When exercising a consent search the officer should get a written relinquishment.
 - b. Stop and Frisk is not an arrest; it is a "stop.@ The search is limited to a superficial pat-down of the outer clothing for weapons. The Supreme Court in Terry V. Ohio said: "Would the facts warrant a man of reasonable caution in the belief the action taken was appropriate." However, the Supreme Court has held that in order to justify a ATerry Stop,@ an anonymous tip must not simply single out a particular person, but must provide reliable corroborative details about the assertion itself. The officer=s suspicion that the defendant was carrying a weapon was not based on any personal observations, but solely on a tip made by an anonymous caller from an unknown location. The officers had Ano information about the informant@; therefore, no means to test the informant=s basis of knowledge or credibility.

When you observe unusual conduct which leads you to reasonably believe, in the light of your experience, that criminal activity may be in the process and that the individual may be armed and dangerous; when, in the course of investigating this suspicious behavior, you identify yourself as a police officer and make reasonable inquiries; and when in the initial stage of the

inquiry you maintain reasonable fear for you=re or others= safety, you may conduct a pat-down of the outer clothing in an attempt to discover weapons. Weapons seized in such a pat-down may be properly introduced in court as evidence.

- c. Moveable Motor Vehicle - Carroll v. United States establishes that automobiles can be searched without a warrant provided (1) there is probable cause to believe the contents of the vehicle violate the law, and (2) the vehicle would be gone before a search warrant could be obtained.
 - \$ The mobility of motor vehicles often produces exigent circumstances.
 - \$ A diminished expectation of privacy surrounds the automobile.
 - \$ A car is used for transportation and not as a residence or repository of personal belongings.
 - \$ The car's occupants and contents are in plain view.
 - \$ Automobiles are necessarily highly regulated by the government.
 - d. Emergency to save life or property - an emergency must exist, the primary motive is to protect property or people, and the area searched must be associated with the emergency.
 - e. Plain View - the officer must be in a place where he has the legal right to be in order to discover and/or seize fruits/instrumentalities/evidence/contraband. Any discovery must be inadvertent, and the property must be recognized as fruit/instrumentalities/evidence of a crime or contraband.
 - f. Abandoned Property.
 - g. Inventory of Vehicles.
 - 1. Whenever circumstances cast doubt in the officer's mind he should contact his supervisor or the States Attorney for further guidance.
 - h. Incidental to Arrest - only the area within the immediate control of the person may be searched.
 - i. Exigent Circumstances - emergency search to prevent Destruction/Loss of Evidence.
 - j. "Hot Pursuit."
5. Police Limitations Pertaining to Eyewitness Identification: Eyewitness identifications generally do not provide reliable evidence during criminal

investigations. Consequently, the Supreme Court has addressed this issue in numerous cases and set forth guidelines to be followed when eyewitness identifications are solicited by police. Eyewitness identifications may take the following form:

- a. On-Scene Identification - One on one identification has been held constitutional so long as the period of time between the offense and the identification is brief. One to three hours may be considered a reasonable amount of time.
 - b. Live Line-ups: The Pocomoke City Police Department does not conduct Live Line-ups, but officers are permitted to take a victim to the location of the suspect, for identification when in police custody or being detained.
 - c. Photographic Line-ups: In conducting photographic line-ups, the photos must depict persons displaying similar physical characteristics as the suspect. Simply showing an eyewitness a single photograph of the suspect has been ruled unconstitutional. As a general rule a photographic line-up containing 6-8 photos would be a reasonable action on the part of the police. Photographs shown to witnesses will not contain any identifying information. Photographic line-ups will be documented and if an identification is made, all photographs used in the lineup will be retained for trial. The photographic line-ups will be generated by one officer and another officer will administer the presentation of the photographs to the victim/witness.
6. Limitations on Police Authority by Local Courts: From time to time the local courts may limit police authority to enforce state statutes and local ordinances. These limitations include but are not limited to:
- a. The enforcement of certain parking ordinances.
 - b. The handling of juvenile offenders.
 - c. The issuance of summonses as opposed to arrests/incarceration.
 - d. Restrictions relating to the animal control ordinance.
7. Limitation on Police Authority by States Attorney: From time to time the States Attorney may issue opinions to the department which may impose limitations on the police. These areas include, but are not limited to:
- a. Prosecution of certain cases.
 - b. Extradition.
 - c. Enforcement of certain statutes pending opinions from the Attorney General's Office:

8. Changes in Laws/Interpretational Limitations.
 - a. Periodically, changes take place which may impose new limitations on police authority or remove or alter existing limitations. Normally, annual updates on such changes are provided to all personnel by the States Attorney. In case immediate changes in departmental operations are required, such information may be received orally and confirmed in writing.
9. Compliance with Constitutional Requirements During Criminal Investigations.
 - a. All officers, when conducting criminal investigations will take all precautions necessary to ensure that all persons involved are afforded their constitutional safeguards. Police officers will ensure that:
 - (1) All statements or confessions are of a voluntary nature and no coercion whatsoever is used.
 - (2) All persons are advised of their rights in accordance with this directive.
 - (3) All arrested persons are taken promptly before a commissioner for formal charging.
 - (4) All persons accused or suspected of a criminal violation for which they are being interrogated are afforded an opportunity to consult with an attorney, if requested.
 - (5) Prejudicial pre-trial publicity of the accused is avoided so as not to interfere with a defendant's right to a fair and impartial trial.
11. Limitations on Intelligence Activity.
 - a. Departmental intelligence gathering activities will be limited to that information concerning criminal conduct that relates to activities that present a threat to the community.
 - b. Departmental personnel and equipment will only be used in conjunction with intelligence gathering activities, as defined above, in full compliance with all law, and only with the advance approval of the Chief of Police.

1.2.4 ALTERNATIVES TO ARREST/PREARRAIGNMENT CONFINEMENT/PRETRIAL RELEASE/EMERGENCY EVALUATION

1. Under certain circumstances police officers are faced with situations where an arrest and prearrangement confinement will not present an adequate solution to the problem. When these situations arise; officers may elect to exercise certain alternatives such as the issuance of summonses, referral to a social service agency,

or simply a warning. Examples may include:

- a. Mentally or emotionally disturbed persons.
- b. Domestic situations where counseling may be appropriate, and no crime has been committed.
- c. Juvenile offenders.
- d. Transient persons who need shelter, food, etc.
- e. Certain misdemeanor cases.

2. Authority to Issue Criminal Citations In lieu of Arrest/Confinement:

It is at the officer's discretion to issue a criminal citation in lieu of arrest for persons charged with certain misdemeanor criminal offense that do not carry a maximum penalty of 90 days incarceration and/or \$500 fine. There are exceptions this provision ex. Theft +\$100 but less than \$1,500. If an officer is unsure, he is to contact either his/her immediate supervisor or the States Attorney's Office.

4. Use of Warnings as an Alternative. The use of a warning may sometimes provide a satisfactory solution to a problem and may enhance the public perception of the department. Normally, the use of a warning occurs in traffic offenses. In determining if a warning should be issued, the officer should consider:

- a. The seriousness of the offense.
- b. The likelihood that the violator will heed the warning.
- c. The reputation of the violator, i.e., known repeated offender, have they received previous warnings, etc.

5. Petty Offense Citation – SEE CHAPTER 18

Policy

It is the policy of the Pocomoke City Police Department to issue a Petty Offense Citation whenever a defendant meets the criteria of this written directive.

Purpose

The purpose of this written directive is to establish a standard form and procedure for the issuance of a criminal citation for petty offenses as authorized by the District Court of Maryland and to simplify the arrest procedure for some misdemeanors committed in the officer's presence.

Procedure

- A. This citation takes place of the officer having to transport the detainee to the District Commissioners Office. Photographs and fingerprints ARE REQUIRED when a detainee is issued a criminal citation.
- B. A citation can be issued in lieu of transportation to the District Court Commissioner's Office for petty offense which meets the criteria set forth in this directive. It is departmental policy that officers have the discretion to issue a criminal citation, or transport to the District Court Commissioners Office.
- C. The issuance of a citation is subject to all relevant laws of arrest, probable cause, and any other controlling factors which would have an impact on a custodial arrest.
- E. Officers will follow District Court Guidelines for the completion of criminal, civil, and juvenile citations.

Rules and Regulations

Criminal Citations may only be used for petty offenses as defined in Maryland Rule 4-102 or for other offenses where the use of citation is specifically authorized by statute.

Definitions

- A. Petty Offense: A petty offense is any violation of state, county, or local ordinance for which a penalty does not exceed imprisonment for more than three (3) months and/or a fine of \$500.00, the only exception to this rule is theft +\$100.00 but less than \$1,500.00
- B. Citation: For purposes of this directive, a citation is the charging document for petty offenses.
 - (1) Any local City Ordinance the Police Department normally enforces may be issued on a civil citation.
 - (2) Petty Offenses as identified by the District Court and the Annotated Code of Maryland.

6. Release of Arrestee by Officer

If an arrest is made on probable cause and a further investigation reveals the suspect is not involved in a particular crime, he or she can be released. This is done by continuing the investigation after an arrest, possibly by checking the suspect's alibi and determining that he or she is not involved. It is better to release this individual than have him remain in jail for several months knowing a conviction cannot be sustained. Remember, in the above situation the person is arrested and the arrest report is made, but the arrest report indicates the reason for release.

It shall be this Department's policy to contact the on- call State's Attorney and discuss the investigation with him. If he agrees, the suspect can be released and a statement like the following can be made on the arrest report.

"Based on further investigation.....and consultation with Assistant State's Attorney _____, the suspect was released at (time and date) by _____."

An important aspect to remember is that while this investigation is being conducted, the suspect's rights cannot be violated in regards to his right to be taken before a commissioner or a judge.

1.2.5 OFFICER DISCRETION

It is difficult for a police agency to make rules covering the infinite variety of situations faced by the individual officer. The employees of the Pocomoke City Police Department shall be issued this manual of written directives. The directives herein will define the limits of individual authority and provide guidelines for the exercise of discretion. By establishing guidelines, the Police Department will provide for uniformity of decisions and action and eliminate unnecessary discretion. The written directives enumerated in this manual are for this agency's use only and do not apply in any criminal or civil proceeding. Violations of law will form the basis for civil and criminal sanctions in a court of law. The exercise of discretion should always be compatible with the rule of law, departmental policy, and within the limits of the officer's authority as a sworn law enforcement officer.

With the exception of Departmental Directives, Departmental policy generally gives officers factors or guidelines to consider in exercising their discretion. It is up to the individual officer to consider the relevant factors, the situation, and then, using knowledge previously gained, training, and good judgment, make appropriate decisions. An officer exercising such discretionary judgment will not normally be held to be totally wrong by a Supervisor, although the Supervisor may point out factual errors or other alternatives which might have been more appropriate. It is from this learning experience that an officer's discretion improves and develops.

The officer must decide if the use of discretion is "reasonable" for each particular circumstance. "Reasonableness" may be judged by answering such questions as:

- \$ Is my department and the law enforcement profession being properly served by the use of discretion in this instance?
- \$ Does the use of discretion in this matter violate the department's Written Directives or the Law Enforcement Code of Ethics?
- \$ Will the use of discretion in this circumstance leave me and my department open to public criticism?
- \$ Will the use of discretion achieve the desired result?

The I.A.C.P. "Police Code of Conduct" says, in part, "Consistent and wise use of discretion, based on professional policing competence, will do much to preserve good relationships and regain the confidence of the public."

However, if you are in doubt, take the necessary legal action.

1.2.6 BIAS-BASED PROFILING

Bias-based profiling is the deliberate selection of individuals based solely on a trait common to a group. This includes, but is not limited to, race, ethnic background, gender, sexual orientation, religion, economic status, age and cultural group or other identifiable group. It is illegal, unethical and contradicts the department's values and mission statement.

Bias-based profiling is a violation of the Officer's Oath of Office which was signed by each officer when duly sworn to hold the office of Police Officer for the City of Pocomoke City, Maryland.

Bias-based profiling which includes, but not limited to, the following is prohibited:

- \$ Traffic stops
- \$ Proactive field stops (FIRS) - stop and frisk
- \$ Interview techniques - interpersonal communication
- \$ Search issues
- \$ Asset seizure and forfeiture efforts

Officers shall focus on a person's conduct or other specific suspect information. They must have reasonable suspicion supported by specific articulated facts the person contacted regarding their identification, activity or location has been, is, or is about to commit a crime or is currently presenting a threat to the safety of themselves or others.

Officers shall receive training in bias based profiling issues annually. Training shall consider such issues as, but not limited to, the following:

- \$ Constitutional issues
- \$ Legal aspects/updates
- \$ Traffic stops which shall include reporting procedures as mandated in Article 25, Section 113 of the Annotated Code of Maryland
- \$ Interview techniques - interpersonal communication
- \$ Proactive field stops (FIRS) - stop and frisk
- \$ Search issues
- \$ Discrimination
- \$ Cultural diversity
- \$ Community support and concerns
- \$ Asset seizure and forfeiture efforts

Training shall be afforded to officers in one or more of the following settings:

- \$ Entrance level
- \$ Field training
- \$ Shift briefing
- \$ In-service
- \$ Specialized in-service
- \$ Special advanced training (i.e., FBI National Academy)

If bias-based profiling occurs, corrective measures shall be taken in accordance with the policy and procedures contained in directive Chapter 12 and, if appropriate, in accordance with the policy and procedures with the directives contained in Chapter 25, Internal Affairs, of the department=s Written Directives Manual.

Annually, the PatrolCommander will conduct an administrative review of the department=s practices which will include citizen concerns as ascertained from community input, surveys, citizen complaints, etc. The PatrolCommander will submit a written report to the Chief of Police at the conclusion of the review.

1.2.7 Awards

The goal of this program is to recognize officers for outstanding service and fidelity in the field of law enforcement and public service.

I. Types of Recognition (Listed in order of precedence)

Medal of Valor



The Medal of Valor is the Department's highest award. It is awarded to an officer/employee who, intelligently and in the line of duty, performs an act of bravery above and beyond the call of duty at imminent personal hazard to life or great harm and with knowledge of the risk. This act must have been done in an effort to save a life or stop the continuance of a serious felony crime that places the public in danger.

Chief's Special Award



The Chief's Special Award is the Department's second highest award. It is awarded to an officer/employee in the line of duty, that performs a job duty / task that is above and beyond what would be considered a normal or average duty / task. This may be awarded for a single act or an accumulation of acts. For example, this award may be

given to an officer who showed great bravery and sound judgment in the line of duty, but does not qualify for the Medal of Valor.

Distinguished Duty



The Distinguished Duty award is awarded to an officer/employee for exceptional consistent duties / task. This award also would be issued to an officer/employee that acts in a manner that exceeds normal duty standards, but does not meet the requirements for the Chief's Special Award or Medal of Valor.

Officer of the Quarter



The Officer of the Quarter award will be issued 4(x) annually. This award will be presented to the Officer that provides stellar work performance to the department and the Community it serves during each annual quarter. Attendance for duty and court assignments are a must throughout the quarter for candidates of this award. This award is given out once per officer, then a certificate will follow.

Officer of the Year



This Officer of the Year award will be issued once annually. This award will be presented to the Officer that provides stellar and exceptional work performance to the department and the Community it serves throughout the year. Attendance for duty and court assignments are factors for candidates of this award.

Meritorious Service



The Meritorious Service bar will be awarded to an officer that exemplifies the highest standards of service to the community by virtue of their diligence, dedication, and character. This award may also be issued to officers/employees who develop or enhance programs that contribute to the mission of the Pocomoke City Police Department and the quality of service to the citizens of Pocomoke City.

Lifesaving



The lifesaving bar will be awarded to officers who make a major contribution toward saving the life of another by providing essential medical treatment prior to the arrival of Emergency Medical Services (EMS) personnel or taking immediate action that, if not had been done, would have resulted in the loss of life to another person. This award may also be made where evidence suggests that actions by the officer prolonged human life to the extent that the victim was released to the care of medical authorities, even though the victim passes away at a later time.

Time in Service



Awarded to an officer/employee who has served Pocomoke City as an employee of the Pocomoke City Police Department for a minimum of two years: one (1) bar equals (2) years, one (1) star equals five (5) years and one diamond equals ten (10) years. The above example is for twenty-five (25) years of service.

Firearms Instructor



Awarded to an officer who has completed the Firearms Instructor course and applies that knowledge in the performance of his/her duties.

Firearms Pins



An officer may be awarded with a firearms medal in accordance with the table below. To qualify as a recipient for this award, an officer's scores must be maintained within these guidelines.

Title	Score Range
Master	98 – 100
Expert	91 - 97
Marksman	85 - 90

Perfect Attendance



This award is given to staff members for perfect attendance in a calendar year. Perfect attendance exclusions are annual leave, holiday leave, and personal leave. This award is given out once, then a certificate will follow.

Instructor



Awarded to an employee who currently holds an active Instructor Certificate through the Maryland Police Training Commission.

Accident Reconstruction



Awarded to an officer who has completed the Advance Accident Investigations course and applies that knowledge in the performance of his/her duties.

School Resource Officer



Awarded to an officer who has completed at least one full honorable year as a School Resource Officer and has completed the basic training course provided by the National Association of School Resource Officers or a comparable certificate.

Bicycle Patrol



This award bar is issued to an officer that has completed at least one full year as a Bicycle Patrol Officer and has completed the basic training course provided by the Eastern Shore Criminal Justice Academy or comparable certificate.

K-9



This award bar is issued to an officer who currently serves as, or has served as, a K-9 handler with this agency.

Honor Guard



This award bar is issued to an officer that has serviced honorable in the Pocomoke City Police Honor Guard, past or present.

Field Training Officer



This award is presented to an officer who has completed the mandated training to act as Field Training Officer for the Pocomoke City Police Department.

Community Service



This award is presented to an employee who has dedicated their time and effort, without compensation, to the betterment of the Pocomoke City Police Department and the community.

Civilian Administration



This award is presented to members who are assigned to civilian administrative positions for the Pocomoke City Police Department.

Communications Award



This award is presented to any dispatcher that performs their job duty in an exceptional matter. This award maybe issued for a single action in which excellent dispatch information was provided to the officer pertaining to a major incident.

FBI National Academy Graduate



This award is presented to individuals who have successfully completed the FBI National Academy.

AGENCY JURISDICTION AND MUTUAL AID

Directives in this chapter relate to the department's jurisdiction, mutual aid, and regional law enforcement services among agencies through cooperative agreements.

2.1 AGENCY JURISDICTION AND MUTUAL AID

2.1.1 JURISDICTION

Pocomoke City Police officers are required to know the geographical boundaries of the Department's jurisdiction, including changes due to annexation, etc.

A current and detailed official map which includes the boundaries of the department is always maintained in the Communications Center. Similar maps are maintained in other strategic locations in the Police Department.

2.1.2 CONCURRENT JURISDICTION - MUTUAL AID WORCESTER COUNTY –and STATEWIDE JURISDICTION

Officers of the Pocomoke City Police Department are frequently required to take action outside the jurisdictional limits of the City of Pocomoke City; such action serves a useful operational purpose for the jurisdictions involved. However, there are additional responsibilities as they relate to concurrent jurisdictions involving other criminal justice agencies.

The Mayor and City Council of Pocomoke City, Maryland and the County Commissioners of Worcester County, Maryland entered into a Police Mutual Aid Agreement which defines the authority of a Pocomoke City Police Officer to act as prescribed in Worcester County, Maryland.

1. Whenever it becomes necessary for an officer of the Pocomoke City Police Department to take action outside of his jurisdiction, he shall report in writing to the Chief of Police the circumstances upon which his action was taken.
 - a. When an arrest is made in Worcester County by a Pocomoke City Police Officer, the Pocomoke City Police Officer will create the charging documents and all necessary reporting.
 - b. He will notify the proper agency wherein the arrest was made to ascertain if the agency wants to be involved in the investigation.
 - c. If the arrest does not require any further action, the officer will still notify the agency that an arrest was made in that jurisdiction.
2. Under no circumstances will members of the Pocomoke City Police Department initiate any investigations outside the corporate limits of the City of Pocomoke

City.

3. Under no circumstances will members of the Pocomoke City Police Department initiate traffic investigations outside of the City limits, unless the investigation began in the City. However, if an accident occurs in the presence of the officer, or he observes a flagrant violation, or a personal injury accident not observed by him he will take appropriate action. He will notify the appropriate agency. (This is the only exception for traffic to the Statewide Jurisdiction granted in the Annotated Code of Maryland and is limited to Worcester County.
- a. Officers will not seek out traffic violators while going through Worcester County, other than the circumstances listed above.
4. If it becomes necessary for an officer of the Pocomoke City Police Department to effect an arrest in Worcester County, he shall notify the respective law enforcement agency in the jurisdiction wherein the arrest was made.
5. If it becomes necessary to execute an arrest warrant or search warrant in Worcester County, the officer will notify the respective law enforcement agency in the jurisdiction wherein the warrant will be executed.
6. Members of the Pocomoke City Police Department will respond to backup calls from the Sheriff's Office and the Maryland State Police. But this response must be within a reasonable distance outside the City limits.
7. Members of the Worcester County Sheriff's Office do not conduct or initiate routine Law Enforcement duties within the corporate limits of the City of Pocomoke City by mutual agreement. Sheriff Office personnel may take action for observed traffic and criminal violations and follow the guidelines as listed in (1-6 above) as followed by Pocomoke City Police Department when in Worcester County. Sheriff Office personnel will conduct all civil process service and other constitutionally mandated court responsibilities, within the City of Pocomoke City and provide assistance as requested.
8. The Police Mutual Aid Agreement can be initiated at the discretion of the Chief of Police or his designee, the Squad Commander or by the On-Scene Commander of an unusual occurrence. The officer initiating Mutual Aid will designate an officer to immediately establish procedures for maintaining radio communication with personnel outside the department.

2.1.3 STATEWIDE JURISDICTION

1. Introduction

On April 26, 1993, Governor William Donald Schaefer signed legislation which granted limited statewide jurisdiction to state, local and federal law enforcement officers. Pursuant to the provisions in that statute, law enforcement agencies are required to develop and adopt regulations to implement the law, before a police officer may exercise the authority granted by the statute. Accordingly, this agency adopts the following regulations.

2. Limitations

A police officer of this department may make a warrantless arrest under the provisions stated above when:

- a. Participating in a joint investigation with officials from other state, federal, or local law enforcement agencies;
- b. Rendering assistance to a police officer;
- c. Acting at the request of a local or state police officer;
- d. An emergency exists; and
- e. Is acting in accordance with these regulations.

3. Emergency - Definition - Response

Under this law, an emergency is defined as "a sudden or unexpected happening or an unforeseen combination of circumstances that calls for immediate action to protect the health, safety, welfare or property of an individual from actual or threatened harm or from an unlawful act." The Pocomoke City Police, in this matter, limits those circumstances which constitute an emergency to:

- a. Felony in progress: Under this law, officers of this department will only take action when there is reasonable belief that a person is in immediate danger of death or serious physical injury.
- b. Probable cause to believe a felony has been committed or attempted: Under this law, officers of this department will only take action as directed under felony in progress.

The decision to take action under this law may be judged by answering such common sense questions as:

- \$ Does an emergency exist, as defined under this law?
- \$ Is the intent of this law properly served by the use of action in this instance?
- \$ Will the desired result be achieved in this instance by the use of action?
- \$ Will the exercise of action in this instance be wise based upon police competence?
- \$ Will the use of action in this instance be consistent with my department's written directives, and not leave me and my

department open to blame?

5. Notifications Required

When acting under the authority granted by this law, notification must be given to the head of the law enforcement agency with primary jurisdiction where the action takes place. Specifically, the statute designates the following notifications:

- a. When in an incorporated municipality, to the Chief of Police, if any, or the Chief's designee;
- b. When in a county that has a county police department, to the Chief of Police or the Chief's designee;
- c. When in a county without a police department, to the Sheriff or the Sheriff's designee;
- d. When in Baltimore City, to the Police Commissioner or the Police Commissioner's designee;
- e. When on any property owned, leased, operated by, or under the control of the Department of Natural Resources, to the Secretary of Natural Resources or the Secretary's designee; or
- f. When on any property owned, leased, operated by, or under the control of the Maryland Transportation Authority or the Maryland Port Administration, to the respective Chief of Police or the Chief's designee;
- g. To the Maryland State Police barrack commander or designee, unless there is an agreement otherwise with the Maryland State Police; and
- h. In addition to the notices required above, the arresting officer must notify the following officials of the Pocomoke City Police Department:
 - I. The Chief of Police or the appropriate division commander;
 - II. The on-duty squad commander who will advise the officer's immediate supervisor.

When a police officer is acting under the extra jurisdictional authority granted for participation in joint investigations, the notification to the chief law enforcement officer must be made at a reasonable time in advance of the exercise of police powers.

6. Prohibitions

- a. A police officer acting pursuant to this grant of authority may not enforce the provisions of the Maryland Vehicle Law beyond the officer's sworn jurisdiction.

- b. A police officer may not serve arrest warrants, beyond the officer's sworn jurisdiction, unless in conjunction with the lawful exercise of jurisdiction under this authority.

7. Required Action

- a. A police officer acting pursuant to this grant must act in conformance with law.
- b. An officer must act in a professional manner so as not to reflect discredit upon himself or the department.
- c. An officer must abide by the rules and regulations of the department.

Note: A violation of a departmental rule or regulation does not, and is not intended to, abrogate the legality of any law enforcement action taken pursuant to the authority described herein.

8. Operating Procedures - General Guidelines

A police officer acting under this authority;

- a. May not enforce the provisions of the Maryland Vehicle Law beyond the officer's sworn jurisdiction;
- b. Must be serving in a full duty capacity, without restrictions or limitations. For example, officers assigned to administrative duty, on medical leave, among others, may be prohibited under this section, except in the gravest circumstances.
- c. Acts under and is subject to this department's rules and regulations.
- d. Is, and at all times and for all purposes, an employee of this department. As such, there is a duty on this department to receive and investigate allegations of misconduct on the part of an officer acting pursuant to this authority.
- e. May not serve arrest warrants, unless in conjunction with the lawful exercise of jurisdiction under this authority.
- f. Must be properly equipped. Officer's of this department are reminded they are required to carry their badge or identification card at all times. Consideration should be given to the equipment available and the possibility of injury to the officer, the suspect or a third party in the event action is taken without the presence of essential equipment and/or availability of back up assistance, to accomplish a lawful arrest.
- g. May not use his personal vehicle or unauthorized equipment.

- h. Is at all times responsible for the proper performance of his or her duties.

9. Required Actions

When a police officer exercises authority pursuant to the statute the following is required:

- a. First, consideration must be given to notifying on duty police officers to have them take the necessary enforcement action.
- b. You must assess the consequences of your actions to include the possibility of injury to yourself, the suspect or a third party, and must consider whether adequate information is available to arrest the suspect at a later time.
- c. If practical, identify yourself to the suspect as a police officer by displaying your badge and identification card, and announcing the intent to arrest. You must be prepared to identify yourself to citizens in the vicinity, and to responding police officers.
- d. Arrest the individual in a lawful manner by securing the suspect in a safe, efficient way that assures the arrestee's safety and security, without unnecessarily endangering the suspect, yourself or third persons.
- e. Seize and protect any evidence.
- f. Notify, or cause the notification to be made to, the local law enforcement agency having primary jurisdiction of the arrest and request assistance in securing and transporting the arrestee.
- g. Except in extreme circumstances, do not attempt to transport the arrestee. Wait for assistance from the local jurisdiction, if possible. If necessary to transport without local jurisdiction support, transport only so far as necessary to obtain adequate assistance.
- h. Identify yourself to officers responding to the scene, by displaying your badge and identification card. Follow the orders of officers arriving on the scene. Remember the responding officers probably do not know you are a police officer. Think of your safety.
- I. Be guided by directions from on-scene local police officials exercising supervisory control over the incident.
- j. Cooperate and participate in the handling of the arrestee and handling of evidence.
- k. As soon as practical, notify or cause notification to be made to this department, the local jurisdiction official designated for notification, and, except in Baltimore City, the Maryland State Police Barracks having concurrent jurisdiction.

- l. Prepare court documents insuring the placement of any proper charges against the arrestee and cooperate with the court officer, as directed.
- m. Cooperate with the local jurisdiction in preparing the necessary reports, including administrative reports, and the submission of evidence. Normally, the local jurisdiction will have responsibility for completing offense reports of the incident. You are required to complete court documents and to submit evidence. An administrative report detailing the incident, including the officer's conduct, should be completed prior to leaving the booking area. One copy should be left with the local jurisdiction, one copy should be filed with this department and one copy should be kept for the officer's records.
- n. Obtain copies of the local jurisdiction's field and investigative reports, and any other pertinent documentation, and submit copies to this department with your administrative report, if possible.
- o. Complete any other reports, forms or documents required by this department under these circumstances, such as overtime slips, use of force reports, first report of injury, etc. [as applicable].

10. Notification Requirements - Generally (see Notifications Required)

When acting under the authority granted in this law, the following notifications of an investigation or enforcement action shall be made:

- a. When in an incorporated municipality, to the Chief of Police, if any, or the Chief's designee;
- b. When in a county that has a county police department, to the Chief of Police or the Chief's designee;
- c. When in a county without a police department, to the Sheriff or the Sheriff's designee;
- d. When in Baltimore City, to the Police Commissioner or the Commissioner's designee;
- e. When on any property owned, leased, operated by, or under the control of the Department of Natural Resources, to the Secretary of Natural Resources or the Secretary's designee;
- f. When on any property owned, leased, operated by, or under the control of the Maryland Transportation Authority or the Maryland Port Administration, to the respective Chief of Police or the Chief's designee;
- g. Unless there is an agreement otherwise with the Maryland State Police, to the Maryland State Police Barrack Commander or designee.

11. Joint Investigations

- a. The statute requires that notice of a joint investigation be given to the designated individual in the jurisdiction in which the investigation will be conducted a "reasonable time in advance." What constitutes a reasonable time in advance may depend on the nature and object of the investigation.
- b. Where notice in advance would endanger the life and safety of investigators or seriously compromise the effectiveness of the investigation, a "reasonable time in advance" may be abbreviated. In such case, the delay in notification must be approved by the supervisor of the investigative team. Notice should then be given to the local jurisdiction at the first reasonable opportunity, as determined by the supervisor of the investigative team.
- c. Notice must be given to each jurisdiction in which it is probable that an investigation will occur. In the event an investigation occurs unexpectedly in a jurisdiction for which no advance notice has been given, notice must be given at the first reasonable opportunity.

12. Specific Situations - Joint Investigations

- a. Normally, a member must be designated by the employing agency as a participant in the joint investigation. Therefore, before participating in any joint investigation with another state, local or federal law enforcement agency, the member must obtain permission from his commanding officer before taking any investigative or enforcement action under the authority granted.
- b. The investigative team shall include, as one of its members, an individual with jurisdiction in the focus of the investigation.
- c. The local chief executive law enforcement officer shall assign an individual to the team. The Chief has the discretion to limit the extent of that individual's participation.
- d. The officer must observe the directives of this Department in the course of the investigation.
- e. If practicable, allow the officer with local jurisdiction to take any enforcement actions required (e.g. make arrests, serve warrants, effect search).
- f. The officer shall notify his immediate supervisor immediately when the investigation terminates, and submit a final report.
- g. Should an officer be summoned to testify concerning a joint investigation, he shall follow the usual procedures of this department.

13. Rendering Assistance/Acting at Request/Emergency

- a. Limit action to that which will stabilize the situation.

- b. Notify or have notified the primary responsible police agency that has jurisdiction, if not already on the scene.
- c. Remain at the scene until the arrival of the primary police agency and render assistance if requested.
- d. Report the incident and extent of involvement to supervisors immediately upon being relieved from the scene and, upon return to duty, furnish a written report of the incident.

14. Responsibilities of the Responding Officers - Handling Arrests

this
local Generally, an officer who takes action outside his sworn jurisdiction pursuant to authority has the same responsibilities as if he were acting in his own jurisdiction. If an officer from a foreign jurisdiction makes an arrest, you as the responding officer, should follow usual arrest procedures, including:

- a. Upon notification of an arrest, you shall respond promptly to the scene and assume control of the situation, including giving direction to the arresting officer.
- b. Render assistance to injured parties.
- c. Secure the scene.
- d. Act to preserve evidence.
- e. Take physical custody of the prisoner from the arresting officer.
- f. Arrange for transport, medical attention, if necessary, and processing of the prisoner.
- g. Have the arresting officer accompany you to the booking facility. Obtain all information necessary to complete field reports.
- h. Submit reports in the usual course.
- i. Instruct the arresting officer to complete a detailed administrative report on department forms.
- j. Provide the arresting officer with copies of his administrative report, this department's field and investigative reports and any other relevant documents.

15. Booking Procedures

Booking officers shall likewise follow all usual procedures, including:

- a. Accept custody of the prisoner even though arrest was made by an officer from another jurisdiction.

- b. Process according to established procedures, including arranging all appearances before the judicial officer in the local jurisdiction.
- c. Assume responsibility for the welfare of the prisoner.
- d. Maintain a log of all such activity.

16. Accepting Notification

An officer who acts outside his sworn jurisdiction is required, by statute, to notify this department of such activity.

- a. The Chief of Police or the appropriate division commander is designated to accept notification of joint investigations which occur in this department's primary jurisdiction.
- b. The Chief of Police, the appropriate division commander or the squad commander is designated to accept notification of enforcement actions taken in this jurisdiction pursuant to this statute. Depending on the seriousness of the incident, the squad commander will notify the Chief of Police, or his designee, as soon as possible.
- c. Established procedures shall be followed in reporting such activity to the chief law enforcement officer.

17. Miscellaneous Issues

a. Injuries

A police officer who is injured while taking action pursuant to this law is entitled to workers= compensation, disability, death benefits, life insurance and all other benefits to the same extent as if the injury has been sustained in the officer's jurisdiction.

b. Mandatory Compensation

A police officer who takes action pursuant to this law shall be compensated by this department in accordance with established procedures, as though he had acted in his own jurisdiction.

c. Property Damage

Damage to, or loss of equipment, shall be handled in accordance with existing procedures.

2.1.4 ASSISTANCE OF FEDERAL LAW ENFORCEMENT RESOURCES

There are times when it is necessary to request assistance from a Federal Law Enforcement agency such as the FBI, when a bank robbery has occurred or a major crime has been committed such as murder, kidnaping, etc. and it is believed the perpetrator of the crime

has left the state. The nearest FBI office is in Salisbury, Maryland. Similarly, other federal agencies such as DEA, ATF, US Marshal's, military service police, and deserter apprehension teams, etc., may be contacted as required.

2.1.5 REQUESTING NATIONAL GUARD ASSISTANCE

If the Pocomoke City Police Department with the help of neighboring police agencies and the State Police are unable to cope with an emergency situation such as a natural disaster or civil disturbance, it may then become necessary to call upon the National Guard for assistance. In this event, all requests for the National Guard should be made to the Governor by the Mayor through our local representative of the Maryland Emergency Management and Civil Defense Agency Director, Worcester County. In his/her absence, the request will be made to the Administrative Director, Worcester County.

ORGANIZATION and ADMINISTRATION

Directives in this chapter relate to the organization and administration of the Pocomoke City Police Department and the application of basic organizational principles, such as: organizing by function, unity of command, delineation of responsibility, and the delegation of authority.

3.1 ORGANIZATIONAL STRUCTURE

3.1.1 ORGANIZATIONAL STRUCTURE OF THE POCOMOKE CITY POLICE DEPARTMENT

I. Introduction

A. Under Maryland Law (Annotated Code of Maryland) the City of Pocomoke City is authorized to establish and maintain a Police Department. The Pocomoke City Charter authorizes and establishes a Pocomoke City Police Department. The Chief of Police will report to the City Manager and enforce the by-laws, resolutions and ordinances of the City and the laws of the State of Maryland. The Chief of Police, or through his subordinates, shall maintain peace and good order within this jurisdiction. The organization of the Police Department will support the effective and efficient accomplishments of the departmental responsibilities and functions.

B. Organizational Structure

1. The Chief of Police is responsible for the direction of all activities of the Pocomoke City Police Department and shall report to the City Manager. This direction will be accomplished through written and oral orders, policy, directives, guidelines, and guidance as well as by personal leadership exerted through subordinate commanders and supervisors.
2. The Pocomoke City Police Department organizational structure includes divisions, squads and individuals. Each are assigned specific functional areas of responsibility which include activities which are directly related to carrying out or supporting the department's objectives.
3. The Departmental Organizational Chart will be updated as needed to reflect the structure of the Pocomoke City Police Department.
4. The police department is separated into two major divisions. Each division commander reports to the Chief of Police.
 - a. Patrol Division
 - b. Administrative Division

C. Command Protocol

1. In the event the Chief of Police is incapacitated, out of town, or otherwise unable to act, command protocol will be followed as directed in Chapter 4.

II. Office of the Chief of Police

A. Chief of Police - The Chief of Police is responsible for all areas of Operations and Services functions of the Pocomoke City Police Department as identified on the agency's organizational chart.

B. Secretary to the Chief of Police

1. The Secretary to the Chief of Police, a civilian position, is responsible to the Chief of Police and has functional responsibility for a variety of broad areas of department-wide coordination and interest, including, but not limited to:
 - a. Submission of periodic documentation concerning completion of probation, incentive and merit increases, changes in position status;
 - b. Assists in the establishment and maintenance of departmental correspondence files plan; word processing, departmental correspondence, office administration.
2. Security:
 - a. Access to the department's Administrative Offices which houses the Secretary to the Chief of Police and Chief of Police offices shall be limited to authorized persons to include:

\$ Chief of Police;

\$ Secretary to the Chief of Police

\$ Any member of Administrative rank as designated by the Chief of Police.
 - b. Whenever the Administrative Offices are left unattended, the door shall be locked, regardless of the brevity of the unattended period.

III. Operations Division

A. Patrol Division - The Patrol Division consists of several units to include the various squads, bike patrol, and K-9 units.

1. Patrol

- a. Consists of four (4) patrol squads (A, B, C, D) which have a Sergeant, or in absence of a Corporal a PFC, or Officer in Charge (OIC) assigned as a Squad Supervisor. The Squad Supervisor reports and is accountable to the Lieutenant who is the Patrol Commander.
 - b. The four squads have a Corporal or OIC assigned as a secondary supervisor. The Corporal or OIC and entry-level officers report to and are responsible to the Squad Supervisor.
 - c. This section provides 24-hour a day, 7 days per week patrol coverage throughout the City of Pocomoke City.
2. The Patrol Commander and sworn personnel assigned thereto are responsible for the following functional areas:
- a. Police Patrol - 24 hours per day, 7 days per week
 - b. Response to calls for service
 - c. Traffic direction, control, enforcement
 - d. Traffic accident investigation
 - e. Concentrated foot patrols in high crime areas
 - f. Control of major or special events
 - g. Unusual, special, emergency operations
 - h. Escorts (business, domestic, etc.)
 - i. Warrant/process service
 - j. Crime prevention, Community Policing
 - k. Investigation of crimes

3. Squad Assignments

The lines of seniority will be followed regarding squad assignment and requests for a squad transfer, with the following exceptions:

- a. All squad supervisors, and officers will be assigned on an individual as needed basis for the good of the Department.
- b. Normally no more than two probationary officers to a squad, unless the total number of probationary officers exceeds four requiring more than two per squad. After successfully completing a probationary period of two years, a probationary officer will take his/her place in the line of seniority.
- c. An officer requesting a transfer to a special operations detail would, if special operations hours dictate, have to give up his/her permanent assignment to work the special operations detail.
- d. A person who wishes to transfer to a different squad, regardless of

where the opening is, must do so in writing. The memo must be sent by way of the Chain of Command to the Patrol Commander. Transfers will be based on seniority whenever possible.

- e. The Patrol Commander can transfer persons regardless of seniority, if the transfer would be in the best interests of the Department. For example, a short term transfer may be necessary because a particular shift is short because of a combination of sickness, training, leave, resignations, etc.
 - f. The Patrol Commander may at his/her discretion, authorize the formation of a squad to handle, for example, a targeted community concern, and shall assign employees in the best interest of the department regardless of seniority.
4. Allocation of personnel to patrol squads is based on a workload assessment containing an analysis of, at a minimum, the following:
- a. Number of incidents handled by patrol personnel during the specified period;
 - b. Average time required to handle an incident at the patrol level (or measurement of a sampling of cases);
 - c. Calculation of the percent of time, on the average, that should be available to the patrol officer for handling incidents during a shift; and
 - d. Time lost through days off, holidays, and other leave, compared to the total time required for each patrol assignment.
5. The Patrol commander may assign officers, on the basis of interest, training, past performance, or Department need, to coordinate a particular functional area. Some assigned functional areas are so broad as to become the responsibility of all elements of the Division. Example:
- Patrol Squads and the Criminal Investigation Division all have functional responsibilities in the areas of criminal investigations, juvenile operations, organized crime, vice, and intelligence, etc.
6. Normally, in situations involving personnel of different divisions, sections or squads in a single operation, the plan prepared for that operation will specify command relationships. If not, the Chief of Police or his designee shall assign the officer in command of the operation, and that designated officer will command all assigned officers. Any major operation involving personnel of the entire Department will normally be commanded by the Chief of Police or his designee.

B. Traffic

1. The Patrol Commander, acting primarily through the Patrol Squads, is responsible for planning, analysis, inspection, and coordination of the department's traffic activities. Departmental traffic activities include, but are not limited to:
 - a. Accident investigation;
 - b. Operation of speed measuring devices;
 - c. Parking/congestion control;
 - d. Traffic direction and control for special events;
 - e. Traffic safety education;
2. The Patrol commander will prepare data and information necessary for a proactive traffic enforcement response.

C. Special Events

1. A special event is any activity such as a parade, athletic contest, public demonstration, or festival that results in the need for control of traffic, crowds or crimes.
2. The Operations commander shall provide a written estimate, to the Chief of Police, of traffic, crowd control and crime problems expected for any needs as well as make provisions for coordination between the units assigned to work the event as well as coordination between our agency and any outside agency utilized.

D. Community Affairs/Crime Prevention

1. Community Oriented Police Program (COPP)
 - a. While every departmental employee has individual responsibilities for promoting community relations, this function area is concerned with specifically identifying and addressing problems arising between the department and all segments of our community groups, learning of issues and responding to them before they become problems, and by developing programs which increase community understanding and confidence in current and proposed departmental activities and the department's values and mission statement.
 - b. The Patrol Commander is assigned responsibility for the community affairs function and will delegate such assignments as necessary.

2. Crime Prevention

- a. A primary function of this department, crime prevention, aims at creating in the minds of Pocomoke City residents and business persons an awareness of the roles they can individually and collectively play in the reduction and/or prevention of crime, and then encouraging individual, group, school, neighborhood, and community followup and activities to reduce/prevent crime.
- b. All personnel of this department have responsibilities for the crime prevention function or its support.
- c. The Patrol Commander is assigned responsibility for effective implementation of the Department's Crime Prevention Program and will assign an officer as the primary contact point for the program.
- d. Victim/Witness Assistance

E. Abandoned Vehicles

1. Abandoned vehicle complaints are to be forwarded to the Administrative Commander who is responsible for enforcing regulations relating to abandoned vehicles in accordance with the City of Pocomoke City Ordinances.

IV. Administration Division

- A. The Administrative Division consists of several functional areas as identified in the agency's organizational chart.

The Administrative Division has a Lieutenant assigned who reports to and is accountable to the Chief of Police.

The Administrative Division has officers/civilian personnel assigned to functional areas as designated by the Chief of Police. They report to and are accountable to their designated commander/supervisor.

- B. The Administrative Commander is assigned functional staff responsibility for a variety of broad areas of department-wide coordination and interest including, but not limited to:
1. Communications
 2. Property Management
 3. Recruitment
 4. Training
 5. Internal Affairs
 6. Abandoned Vehicles - Abandoned vehicle complaints are to be forwarded to the Administrative Commander who is responsible for enforcing regulations

relating to abandoned vehicles in accordance with the City of Pocomoke City Ordinances.

7. All civilian personnel.

C. Communications Section

1. All patrol shifts have Police Communications Officers (PCOs) assigned.
2. Departmental communications functions include radio, telephone, teletype, automated data communications and specific activities associated with each.
3. The Administrative Commander is assigned responsibility for the communications function. He or his designee will serve as the primary focal point for matters associated with this function.

D. Records

1. Departmental records functions include, report review, report control, records maintenance, records retrieval, routing of reports, release of information to the public, and ensuring status on follow-ups.
2. In order to increase the efficiency of the records function, the department has utilized a records management system (RMS). The RMS greatly enhances the storage, maintenance, retrieval and analysis of records data.
3. The Chief of Police is assigned responsibility for the overall records function and will supervise the Records Manager.
4. Commanders are assigned responsibilities for report review, routing of reports, and status reports on followup which are normally separate and distinct from, but on occasion may overlap, those overall departmental records functions performed by records personnel. Direct coordination between the Division Commanders will be initiated, as required to resolve any problems.

E. Juvenile Operations

- a. A considerable portion of the efforts of this department involves dealing with juveniles. Beyond enforcing the law with respect to juvenile offenders, the department is firmly committed to the development and support of programs designed at preventing juvenile delinquency.
- b. All personnel of this department have responsibilities for, and will be familiar with, juvenile operations and procedures and their support.
- c. The Administrative Commander is assigned responsibility for juvenile

operations. Juvenile Operations includes, but is not limited to the following:

- \$ Follow-up processing of youth arrests;
- \$ Assisting officers in juvenile cases;
- \$ Designing and implementing programs intended to prevent and control delinquent and criminal behavior by youths;
- \$ Diverting juvenile offenders out of the juvenile justice system and adjusting cases; and
- \$ Maintaining liaison with other agencies and organizations interested in juvenile matters.

F. Public Information/Court Liaison

- a. To operate effectively, this department must have the support of the citizens of Pocomoke City. This support can be obtained by informing the public through the news media of events that affect the lives of citizens in this City. Openness and candor are vital to this process.
- b. The Chief of Police has the responsibility for public information and serves as the primary contact point for information dissemination to the community, to the media, and to other criminal justice agencies. The Chief may utilize Public Service Officers, Auxiliary or Special Services volunteers to aid in the dissemination of information.
- c. The Administrative Commander is assigned court liaison.

G. Property Management

- 1. Departmental property management functions include: Departmental property, equipment, and vehicle management; property in custody; and found, recovered, and evidentiary property.
- 2. The Administrative Commander is assigned responsibility for the property management function.
- 3. The Administrative Commander is accountable for all property accepted by or stored in the department's storage areas, and will supervise the duties performed by those individuals, designated on Department Personnel Orders, as Property Custodians.
- 4. All departmental employees have personal responsibility for the uniforms and equipment issued to them personally and for equipment

used by them in the performance of their duties.

H. Internal Affairs

1. The internal affairs function is important for the maintenance of professional conduct in this department. The integrity of the department depends on the personal integrity and discipline of each employee. To a large degree, our public image is determined by the quality of the internal affairs response to allegations of misconduct, misfeasance, malfeasance, and nonfeasance by employees, and to complaints impacting on the department's response to community needs. The goal of internal affairs is to ensure that the integrity of the department is maintained through an internal system where objectivity, fairness, and justice are assured by intensive, impartial investigation, and review.
2. The Administrative Commander is assigned responsibility for the internal affairs function and may designate specific duties and responsibilities on a case- by-case basis.
3. Department employees will ensure that all complaints or allegations concerning improper police response, either against individual officers or collectively against the department, are properly recorded, registered and forwarded as rapidly as possible to the appropriate Division Commander.

V. Criminal Investigation Division

This Division consists of detectives who report directly to the Patrol Commander. The detectives handle general investigative matters, vice, narcotics and other investigative assignments as directed by the Patrol Commander.

The police officers assigned as Detective report to and are accountable to the Patrol Commander.

A primary function of this department, criminal investigation, is the prompt effective and efficient investigation of all crimes and offenses which occur within the City of Pocomoke City, identification and apprehension of individuals committing those crimes, and then the proper, legal charging, presentation in court of evidence, etc., to help insure that perpetrators are held accountable for their crimes.

All personnel of this department have responsibilities for the criminal investigative function or its support.

On a temporary basis, additional officers may be assigned to the Criminal Investigation Division for duty as investigators. While so assigned, the officer will be given an opportunity to receive specialized training, perform a variety of investigative assignments, and will comply with all Criminal Investigation Division policy and procedures. Such assignment will only be made when all other organizational

components are at or near normal strength. Officers interested in such assignment must have demonstrated a clear interest in and ability to conduct criminal investigations, volunteer, and be selected by the Chief of Police with the recommendation of the Administrative Commander as being best qualified to perform in the position.

The Criminal Investigation Division has been established as a specialized unit with the responsibility of handling those criminal investigations which require special expertise, or because of their complexity or when geographical considerations do not lend themselves readily to completion by Patrol Officers. In addition, CID has been assigned functional responsibilities in the areas of organized crime, intelligence, and court liaison and other duties assigned by the Patrol Commander.

VI. Personnel Allocation & Distribution/Authority and Responsibility/Delineation of Duties

- A. During the annual Departmental personnel allocation/distribution assessment the Administrative Commander, will:
 - 1. Calculate the assignment/availability factor for patrol personnel. This factor is a ratio representing the total potential personnel hours available (number of patrol personnel X 8 hours X 365 days) as compared to actual person hours available for assignment (potential less time lost through days off, holidays, vacation, and sick, training absences, roll call training, etc.) and;
 - 2. Will access allocation and distribution of patrol personnel, at least annually.
 - 3. Tabulate incidents by reporting area (routes and beats) using actual figures. A map of the City of Pocomoke City service area organized into major reporting areas called routes and smaller (sub-routes) areas identified in each route called beats will be maintained in the Communication Center, Roll Call Room, Squad Room and Supervisor's Office, and shall be utilized in calls for service, crime and manpower analysis.
 - 4. Forward the findings to the Chief of Police and disseminate it to the Division Commanders for evaluation.
- B. Span of Control
 - 1. To achieve effective direction, coordination, and control, the number of employees under the immediate control of a supervisor is based on a subjective evaluation of the number of people a given supervisor can oversee directly.
 - 2. For any major event in which large numbers of Departmental personnel will be on duty, plans for the event will clearly delineate the command and structure and span of control.

C. Delineation of Responsibility

1. The Organizational Chart delineates responsibility via the chain of command, lines of authority and communication, and rank of all personnel. Written job descriptions and position descriptions for all employees are filed along with descriptions of special job assignments in the Office of the Administrative Assistant.
2. Certain special tasks may be assigned to individuals and require a focus of effort for some period of time. Unless a new full-time position is authorized, such special tasks will be in addition to those duties and responsibilities prescribed in the current job descriptions. Examples of these include, but are not limited to:
 - a. Requirements to assign officers to concentrated foot patrol in high crime areas;
 - b. Concentrated parking enforcement in problem areas;
 - c. Officers actively performing Field Training duties as a Field Training Officer (FTO); and
3. All personnel are encouraged to periodically review their job descriptions and to make suggestions to their supervisor or commander concerning any changes they believe should be made in the description.
4. In a subsequent section of this directive, the responsibilities of each organizational unit of this department are listed.

D. Delegation of Authority and Responsibility

1. Every employee at every level within this Department has been delegated authority necessary to make crucial decisions allowing to execute their responsibilities and complete their function within this Department consistent with its values and mission statement.
2. Annual Leave, Sick Leave, Compensatory Time; commanders at discretion may grant leave to two officers on certain days and at their discretion may approve or reject leave requests.
3. A police officer is responsible for the investigation of reported crimes and offenses, identification and arrest of perpetrators thereof, and proper introduction of such into the criminal justice system. Within the limits of law, Departmental policy, and training, the police officer has the authority to make appropriate decisions. The officer may seek the advice of supervisors or other persons within the criminal justice system who possess expertise

concerning the matter being handled.

This authority is delegated from the Office of the Chief through the Chain of Command by written and oral directives.

4. In every case the officer will be held accountable for the decisions made by him/her.
5. Each Departmental employee will be held fully accountable for the use of, or failure to use, delegated authority. Any employee who has any questions concerning their delegated authority should bring such questions to the attention of his/her supervisor and/or higher authority through the Chain of Command for prompt resolution. Legal questions may be referred to the City's legal advisor or to the State's Attorney; questions concerning other facets of the criminal justice system may be likewise referred.
6. Employee acceptance of, and proper use of, authority will be evaluated semi-annually during the performance appraisal process. Any gross improper use of authority or failure to accept authority will be reported through command channels as rapidly as possible.

E. Direction, Obedience to Orders

1. The Chief of Police, by City Code, is the chief executive of the police department. As such, the Chief of Police has full authority and responsibility for the management, direction and control of the operation and Administrative of the department.
2. All command and supervisory personnel are accountable for the performance of employees under their immediate control.
3. To permit effective supervision, direction, and control, employees *shall* promptly obey any lawful order of a superior, including any order relayed from a superior by an employee of the same or lesser rank. In the event an employee is given two different orders that may be in conflict, the last order given *shall* be complied with unless the order is retracted or modified. If an employee receives conflicting orders, the employee must inform the person giving the last order of the conflict of orders. That person giving the conflicting order should then resolve the conflict by either retracting, modifying, or requesting the employee to comply with the latest order. In the event the conflicting order is not altered or retracted, the employee will not be held responsible for disobedience of the order or directive previously issued.

F. Personnel Allocation/Distribution

1. The Department Organizational Chart is posted throughout the department, and serves as a staffing table and reflects the following

information:

- a. Total personnel strength as authorized by the City of Pocomoke.
 - b. Number of personnel, within each organizational division, unit and squad.
2. On an annual basis, during the budget process, the Chief of Police and command staff assess the allocation and distribution of personnel or organizational units of the Department. This assessment, based on work load data of the previous year, goals and objectives for the current year, and forecasts concerning Department activities for the current year, attempts to prevent either over or under-staffing by ensuring the personnel strength of a Departmental division is consistent with the workload. The nature or number of tasks as well as their complexity, location, or time required for completion are some of the factors influencing workload demands. Recommendations concerning needs for additional personnel authorizations will be submitted as part of the Departmental budget.
3. Distribution of personnel in accordance with workload assessments is to encourage the equalization of individual workloads within each organizational division. Such workload assessments will specify all incidents and factors used and indicate any time and location factors necessary to complete a task or provide a service. Overall, distribution of personnel will be reassessed annually. Patrol sector boundaries are based on reporting areas and equalized workload, where possible. Workload and data are evaluated and discussed at staff meetings.
4. Annually, positions not requiring sworn personnel and designated as civilian, will also be reviewed. Sworn personnel may not be permanently assigned to these positions. During this annual assessment, all positions not requiring law enforcement authority will be identified and appropriate action taken to determine whether the position should be designated as a civilian position.
5. The Operations commander and the Administrative Commander, will collect and analyze data on the hourly distribution of incidents provided by the computer system, and based on this data for reporting areas (routes and beats) will recommend as necessary to the Chief of Police any reallocation of patrol resources to ensure proportional distribution of resources by time and place of incidents. The purpose of this effort is to ensure that:
 - a. Sufficient patrol officers are assigned to each squad to equitably distribute workload and provide prompt and efficient police response;
 - b. The number of patrol sectors on each tour of duty is proportionate to the work load occurring on each tour of duty; and
 - c. The boundaries of each patrol sector are based on reporting areas and

equalized work load.

3.1.2 ORGANIZATIONAL CHART

The Departmental Organizational Chart will be updated as needed to reflect the chain of command, lines of authority and communication, and personnel authorization.

3.2 UNITY OF COMMAND

3.2.1 EMPLOYEE ACCOUNTABILITY TO HIS/HER SUPERVISOR

Each employee of the Pocomoke City Police Department is accountable to only one supervisor at any given time.

There may be times when a supervisor has to give a command to an employee who is outside the chain of command. In ordinary circumstances, however, each employee will be able to identify one, and only one, supervisor to whom he/she is accountable.

3.2.2 COMMAND OF ORGANIZATIONAL DIVISIONS

The Pocomoke City Police Department is separated into two major divisions - Patrol Division and Administrative Division. Each Division is directed by a Commander.

Normally, in situations involving personnel of different divisions, sections or squads in a single operation, the plan prepared for that operation will specify command relationships. Any major operation involving personnel of the entire Department will normally be commanded by the Chief of Police or his designee. After normal business hours a commander will be on 24 hour call, which will be reflected on the monthly patrol schedule.

3.3 GENERAL MANAGEMENT AND ADMINISTRATION

3.3.1 ADMINISTRATIVE REPORTING SYSTEM

Day-to-day operational reports are normally distributed via the department's computer network. Personnel access reports for which they are responsible through the terminal located in their respective work area. Personnel are assigned passwords for access to those reports only falling within their scope of authority.

Personnel responsible for the preparation of monthly, quarterly, annual and miscellaneous (e.g. memoranda) reports list the distribution on the respective communication.

Communications of activities outside the immediate jurisdiction of the department are normally handled by FAX or letter. In emergency situations information is relayed by phone and followed up by written communication.

1. Daily reports

- A. Each officer is required to provide daily information as to issued

vehicles, vehicular equipment, and activities performed during the duty tour. In addition, officers provide a variety of types of information to PCO's who record/process traffic, hazard, lights out/signs down, Public Works matters, patrol observations, incident disposition, etc.

- B. Memorandum reports are prepared as required concerning any injuries, accidents, use of force, complaints, unusual police incidents, response to any inquiries, or suggestions. Such reports may be prepared at the initiative of individual officers, at the direction of or by Squad Commanders, and are normally distributed through the appropriate Commander.

2. Monthly Reports

Monthly reports are prepared by appropriate designated employee. The monthly reports provide the commanders an opportunity to account for Vehicle/Personnel inspections.

3. Pocomoke Management Accountability System (P.M.A.S.)

Reports are prepared by the appropriate designee on a quarterly basis which provides commanders and the Chief, an account of the divisional and departmental activities and recommendations for reallocation and distribution of manpower and resources. The reports will highlight achievements or problems, report on goals and objectives.

4. Miscellaneous Reports

As-required reports are prepared by individuals assigned or participating in significant departmental activities and distributed to the appropriate commander(s). For example, reports are prepared by officers participating in DWI enforcement patrols, park enforcement patrols, etc. Reports are prepared indicating Squad or Division response to directed patrol activities. (After- action reports are prepared after major events such as Christmas Parade, etc.).

- a) A listing of Administrative reports;
- b) Identification of the person(s) or position(s) responsible for the report(s);
- c) A statement of the purpose of the report(s);
- d) The frequency of the report(s); and
- e) A statement of distribution of the reports(s).

The Administrative Commander will assure compliance with the List and is also responsible for an annual evaluation of the manual, assessing the need for the report(s) and making revisions as necessary.

3.3.2 ACCOUNTABILITY OF DEPARTMENTAL FORMS/RECORDS MANAGER

The goal of forms management is to ensure accountability and to utilize only those forms which are essential for accurately and concisely recording departmental policies and procedures.

Forms, new and/or revised, can be suggested by any employee. The suggested format or idea is forwarded to the Administrative Commander who determines the need, and if duplication of information exists. If appropriate, the Administrative Commander submits the proposal to the Chief of Police for final confirmation.

The Administrative Commander is responsible to ensure the format of all forms is consistent with the department's record management system, assign form numbers, maintain a list of all current forms and monitor their usage.

Annually, the Administrative Commander will review all forms for retention and/or deletion.

Once a form has been adopted and is in use, designated employee has the responsibility to ensure that sufficient forms are available for use prior to each tour of duty. Squad Commanders are responsible to ensure that sufficient forms are available for their shift and for the oncoming shifts. The Administrative Commander is responsible to ensure that a sufficient stock of forms is procured and maintained to meet departmental needs.

Accountability must be maintained for certain departmental forms, which are pre-numbered, such as the Maryland Uniform Summons. The Records Manager is responsible for the issuance of these forms to individual officers by number. Normally these are published in books of 25 each, and all 25 will be issued to an individual officer. Each officer is accountable for each form in the book. Officers must ensure they have sufficient forms on hand at the beginning of each tour of duty as forms cannot be loaned to or borrowed from another officer. The Records Manager maintains records on which officer received which books/numbers.

3.3.3 NOTIFY CHIEF OF POLICE OF INCIDENT WITH LIABILITY

The Chief of Police will be notified whenever a significant incident occurs that may bring the agency into the public eye. Any newsworthy event as identified by the Duty Officer or Division Commander will be reported to the Chief of Police who at his discretion will notify the city manager and/or city officials i.e. fatal accidents, major crimes, robbery, murder, rape, arson, etc.

3.4 GOALS AND OBJECTIVES

3.4.1 FORMULATION AND ANNUAL UPDATING OF WRITTEN GOALS AND OBJECTIVES

3.4.2 PROGRESS REPORT

The department's goals and objectives are incorporated in the Performance Appraisal Plan adopted by the City of Pocomoke City.

The department goals, along with the other city departments, are submitted to the Mayor and City Council with the annual budget proposal in order to be linked with city goals.

The City-wide process is linked to the performance goals of each city employee as they strive to meet department and city goals/objectives. Each employee in consultation with his/her

supervisor lists personal performance factors to contribute to the achievement of adopted goals/objectives.

The performance factors of employees of the Pocomoke City Police Department are incorporated in the department's performance evaluation process as directed in Chapter 17 of the Written Directives Manual. The progress made by each employee is made on a semi-annual basis by his/her supervisor.

Each employee is encouraged to submit suggestions for the development of department and city goals/objectives. The suggestions are to be submitted in writing to the employee's division commander and to be considered for the upcoming budget year shall be submitted no later than December 31.

The department goals, along with the other city departments, are submitted to the City Manager with the annual budget proposal in order to be linked with city goals.

Division Commanders shall review all appraisals completed on employees under their command. The Chief of Police will be advised of all below average appraisals and a proposed course of action to improve the employee's performance toward the attainment of the goals and objectives.

3.5 PLANNING AND RESEARCH

3.5.1 TASKS AND FUNCTIONS

Functions of the following planning and research tasks include, but are not limited to the following:

(1) Task: Crime Data Analysis

Function:

Computer Data will be analyzed by the Records Manager on a monthly basis and reports prepared and submitted to the Chief of Police and the Commander Patrol-Division for dissemination. The report will:

- A. Give the total number of crimes that were reported to the Pocomoke City Police Department during the past thirty (30) days, including;
 - (1) Type of crime;
 - (2) Day, date, and time of occurrence; and
 - (3) Number of crimes in any reporting area.
- B. Give the total number of arrests made within thirty (30) days for part I and II offenses.

- C. Give physical descriptions of suspects.
- D. Give descriptions of suspect's vehicles.
- E. Victim and target descriptors.
- F. Physical evidence information.

The Commander, Administrative Division, will make recommendations to the Commander, Patrol Division on geographic/temporal assignment of personnel and equipment and on the establishment of preventive patrols.

(2) Task: Multi year Planning

Function:

Multi year planning is a function of the Chief of Police, whose duties include long-range planning of needs for the department. This includes, but is not limited to, fiscal, equipment, and manpower needs, based on forecast change of population, service area, etc.

(3) Task: Planning

Function:

Administrative planning is a function of the Administrative Commander, with the assistance of the Command Staff. In addition to operational plans for events, activities, they develop and maintain standard operational procedures, design preventive patrol activities, and develop policies and procedures.

(4) Task: Budgeting

Function:

Annually, in late December and early January, the department budget for the next fiscal year is prepared. All divisions and squad commanders and other selected individuals, such as the department armorer/range officer, may actively participate in the development of budget lines and provide documents and instructions as to budget line development and justification. The draft departmental budget is then staffed and discussed among all commanders by the Chief of Police for their review, comment, and questions.

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

(5) Task: Development of Manpower Allocation Alternatives

Function:

The Commander Administrative Division will collect and analyze data on the hourly distribution of incidents provided by the computer system and forward the data to the Commander, Patrol. Based on this data for reporting areas (routes and beats), the Administrative Commander will recommend to the Chief of Police any reallocation of patrol resources to ensure proportional distribution of resources by time and place of incidents.

(6) Task: System Analysis

Function:

System analysis is a function shared by the Chief of Police with the assistance of the Commander, Administrative Division, who will periodically review the department's information management systems and attempt to introduce appropriate law enforcement application systems as used in departments of similar size elsewhere in the United States.

(7) Task: Uniform Crime Reporting

Function:

Crime data is collected and reports are prepared and submitted on standard report forms as specified in the UCR manual.

(8) Task: Contingency Planning

Function:

Contingency planning, is basic to all planning done by the planning and research function of the Pocomoke City Police Department; input is encouraged from all personnel. Factors considered in contingency planning include, but are not limited to, budget cuts, population increase due to annexations, etc. Contingency plans are also made in operational functions to include, but not limited to, drug raids, hostage situations, etc.

(9) Task: Traffic Accident and Enforcement Pattern Analysis

Function:

The Commander, Patrol Division, acting through the Patrol Squads is accountable for planning, analysis, inspection, and coordination of the department's traffic activities. Departmental traffic activities include, but are not limited to:

A. Accident investigation;

- B. Operation of speed measuring devices;
- C. Parking/congestion control;
- D. Traffic direction and control for special events;
- E. Traffic safety education; and
- F. Liaison with the Pocomoke City Department of Public Works and other local traffic safety groups.

(10) Task: Grant Management

Function:

Grant Management is a fund seeking project for the purpose of financing various law enforcement/traffic/training functions. Sources of grant money are located through literature received by the Department and contact with various agencies such as the Maryland Police Training and Standards Commission and the Department of Transportation.

(11) Task: Form Control

Function:

Once a form has been adopted and is in use, each employee has a responsibility to ensure that sufficient forms are available for use prior to each tour of duty. Squad Commanders are responsible to ensure that sufficient forms are available for their shift and for the oncoming shifts. The Commander, Administrative Division is responsible to insure that a sufficient stock of forms is procured and maintained to meet departmental needs.

The Administrative Assistant is responsible to keep a list of all departmental forms in use, assign form numbers, and monitor the need for a particular type of form. Since the use of a form is usually described in a written directive, the Chief of Police will carefully analyze the use of any new form at the time the related policy is approved.

(12) Planning and Research tasks and responsibilities include, but are not limited to the following:

<u>TASK</u>	<u>ACCOUNTABILITY</u>
(a) Crime Data Analysis	Administrative Commander
(b) Multi yearPlanning	Chief of Police
(c) Operations Planning	PatrolCommander
(d) Budgeting	Chief of Police/Administrative Assistant
(e) Manpower Allocation Alternatives	PatrolCommander
(f) System Analysis	Chief of Police / Division Commanders/Administrative Assistant
(g) Uniform Crime Reporting	Records Manager
(h) Contingency Planning	Chief of Police
(i) Traffic Accident and Enforcement Pattern Analysis	Administrative and Patrol Commanders
(j) Grant Management	Chief of Police
(k) Forms Control	Records Manager

3.5.2 THE PLANNING AND RESEARCH FUNCTION

1. The planning and research function of the department consists of departmental staff officers under the direction of the Chief of Police. However, the Administrative Commander will perform planning and research functions on a part-time basis, as part of his normal staff activities. The Administrative Commander shall have access to all necessary information resources as well as accessibility to other members of the Command Staff and will report directly to the Chief of Police.
2. Planning and Research activities are essential to effective management of the Pocomoke City Police Department and a function shared by all staff personnel. Complex demands for law enforcement services and declining City resources require that this department carefully research operational alternatives and plan future programs.

3.5.3 ANALYTICAL REPORTS

Analytical reports are not used.

3.5.4 MULTI YEAR PLAN INCLUDES GOALS AND OBJECTIVES FOR EFFECTIVE MANAGEMENT

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

1. Long term goals and operational objectives;
2. Anticipated workload and population trends;
3. Anticipated personnel levels;
4. Anticipated capital improvements and equipment needs; and,
5. Provisions for review and revision as needed.

The Chief of Police will maintain the multi-year plan and review as necessary and at minimum, annually, usually during the budget process.

DIRECTION

Directives in this chapter relate to direction and supervision. They concern the need to recognize and establish the authority of the Chief of Police, designation of command during the absence of the Chief, the accountability of supervisors for the performance of subordinates and the scope of the Pocomoke City Police Department's written directives.

4.1 DIRECTION

4.1.1 AUTHORITY AND RESPONSIBILITY OF AGENCY'S CHIEF EXECUTIVE OFFICER

Under Maryland State Law (Article 23A of the Local Government Article of Maryland) the City of Pocomoke City is authorized to establish and maintain a Police Department. The City of Pocomoke City Charter authorizes and establishes the Pocomoke City Police Department. The Chief of Police will report to the City Manager and enforce the bylaws, resolutions and ordinances of the City and the laws of the State of Maryland. The Chief of Police, or through his subordinates shall maintain peace and good order within this jurisdiction. The organization of the Police Department will support the effective and efficient accomplishments of the departmental responsibilities and functions.

4.1.2 ORDER OF COMMAND IN THE ABSENCE OF THE CHIEF OF POLICE

When the Chief of Police is unavailable for duty, he will appoint a designee in his absence. If no designee is appointed, Commanders in the following order will provide command and direction to the Department: Administrative Commander, Patrol Commander.

In emergency situations, command protocol will be directed to the on call Duty Officer following the Chain of Command Flow Chart.

In situations involving personnel of allied agencies engaged in the same operation, Local Government 5-207, command structure will follow the county mutual aid agreement.

In situations involving personnel of different functions engaged in the same operation, see the command protocol as set forth in paragraph one of this directive.

For normal day-to-day operations, the functional organizational structure as described in Local Government 5-207 will apply.

4.1.3 EMPLOYEE OBEDIENCE TO LAWFUL ORDERS

To permit effective supervision, direction, and control, all employees *shall* promptly obey any lawful order of a superior, including any order relayed from a superior by an employee of the same or lesser rank. To permit effective supervision, direction, and control, employees shall promptly obey any lawful order of a superior by an employee of the same or lesser rank. In the

event an employee is given two different orders that may be in conflict, the last order given shall be complied with unless the order is retracted or modified. If an employee receives conflicting orders, the employee must inform the person giving the last order of the conflict of orders. That person giving the conflicting order should then resolve the conflict by either retracting, modifying, or requesting the employee to comply with the latest order. In the event the conflicting order is not altered or retracted, the employee will not be held responsible for disobedience of the order or directive previously issued. If an employee, sworn or non sworn, receives an unlawful order he or she will immediately report it to the next highest rank available and await direction. No member, sworn or non sworn, may be required to obey an unlawful order.

4.1.4 COMMUNICATION, COORDINATION, AND COOPERATION WITH OTHER DEPARTMENTAL FUNCTIONS

1. All patrol officers will cooperate and exchange information with investigators and personnel of other functional areas of the department. This cooperation and exchange is accomplished by, but not limited to:
 - a. Attendance of the investigators at roll call to sharing information as to current activities, areas of needed assistance, intelligence information, etc.;
 - b. Attendance of all supervisory personnel at staff meetings, where matters of departmental and squad or division matters are discussed and ideas exchanged.
 - c. Review daily by all patrol and investigative personnel of offense/incident daily summary reports and miscellaneous information made available by utilization of information boards. This review should trigger the sharing of information and assistance; and
 - d. Review of and input from all personnel in development of new policies and/or procedures.
 - e. Periodically, a staff meeting will be conducted, which all Commanders and Supervisors or their designated representatives and the Chief of Police will attend. The purpose of this meeting is to highlight achievements or problems; provide information concerning forthcoming activities or events; discuss needs, requirements, or changes; provide feedback concerning policy, or directives; and, in general, to share information of assistance to all. Each commander and supervisor will, in turn, have an opportunity to speak and should feel free to comment, at any time, on any matter under discussion. Personnel on duty will wear departmental uniform or civilian attire appropriate for a court appearance when attending staff meetings. Personnel off duty may wear casual attire appropriate for a professional meeting. It is an open meeting and any employee, desiring to do so voluntarily, is welcome to attend and will be afforded an opportunity to pose subjects for discussion.

Commanders or Squad Supervisors may conduct such meetings of their personnel as are deemed appropriate. Departmental meetings may also be scheduled as required.

4.2 WRITTEN DIRECTIVES

4.2.1 WRITTEN DIRECTIVES SYSTEM

Effective and efficient administrative practices and procedures in the Pocomoke City Police Department will help ensure that appropriate information flows when and where needed and that management decisions are based on the best available information. In addition, coordinated administrative activities will reduce the possibility of duplication, overlap, possible gaps, and wasted effort. Accordingly, all employees must be aware of the general administrative practices and procedures of the department.

If an officer acts in the absence of some guidelines and something goes wrong, he is often criticized and perhaps disciplined. Consequently, police officers who are unsure of the position of their superiors on particular issues are reluctant to make decisions or take action. What we are talking about is the need of guidelines or "Department Policy" for effective decision making. Department Policy is aimed at reaching the organizational objectives and goals.

When a group is organized to achieve a common goal, there is a need to control, direct, and coordinate the activities of its members if the best interests of the group are to be served and if its objectives are to be reached. The efficient operation of a police department depends upon standard operating procedures which define policy and direct procedures for the indefinite future and for the department as a whole.

The written directive system of the Pocomoke City Police Department is designed to provide employees with a clear understanding of the constraints under which they should operate and expectations they should fulfill.

Written Directives provide the vehicle by which sworn and civilian personnel are made aware of the actions and attitudes expected of them and therefore act without hesitation in harmony with the department's values, mission, goals and objectives, and basic programs and priorities.

The department's values are incorporated, but not limited to, in the acronym PRIDE:

- \$ PARTNERSHIPCWe are committed to working in partnership with the community and each other to identify and resolve issues which impact public safety.
- \$ RESPECTCWe are committed to respecting individual rights, human dignity and the value of all members of the community and the department.
- \$ INTEGRITYCWe are committed to nurturing the public trust by holding ourselves accountable to the highest standards of professionalism and ethics.
- \$ DEDICATIONCWe are committed to providing the highest quality of professional law enforcement service to the community with the goal of enhancing the quality of life within the City of Pocomoke City.
- \$ EMPOWERMENTCWe are committed to empowering our members and the community to resolve problems by creating an environment that encourages solutions that address the needs of the community.



Mission Statement

Working in partnership with the community, the Pocomoke City Police Department is committed to providing the highest quality of law enforcement service to Pocomoke City. This mission will be accomplished by aggressive Crime Prevention and continuously pursuing, citing, and arresting criminal violators. The Department promotes community safety by seeking solutions to any situation that creates fear or threatens the citizens of Pocomoke City.

Many Written Directives such as "Memoranda" and "Special Orders" will not be contained in the Written Directive Manual due to the content contained therein; those that have general application will be included in subsequent revisions of related Directives in the Written Directive Manual.

1. Written Directives

A Written Directive is any written document used to guide or affect the performance or conduct of departmental personnel. The term includes Rules and Regulations, policy, procedures, special orders, personnel orders, memoranda, police chief memoranda and training bulletins.

In order to perform duties properly and effectively, all personnel will thoroughly familiarize themselves with and comply with Written Directives. Personnel will seek clarification from their supervisor, commander or the Chief of Police of any directive not clearly understood.

All personnel have access to the department's written directives on departmental computers.

2. Rules and Regulations

The term "rules and regulations" as used in law enforcement are synonymous. Generally, rules relate to the conduct of the individual in that they indicate what he must not do and regulations define to some extent the duties and responsibilities of the individual member or what he must do. Basically, they are a means of controlling and defining the behavior of all department employees.

Rules provide rigid and restrictive guides of conduct in those areas in which the ungoverned actions of individuals would be detrimental to the reputation of the department or would impede its ability to carry out its mission. They are specific concerning the responsibilities of employees to do certain things within a definite period of time, or in particular circumstances and indicate or imply that a penalty will be imposed for failure to comply.

Rules and regulations may apply to specific situations such as spelling out the duties of a patrol officer, a supervisor, a commander or deal with personal conduct, morality, integrity, general duties, responsibilities and in all matters pertaining to obedience of orders and department directives.

3. Policy

Policy is a statement either written or oral which embodies the philosophies of the Chief and Command personnel. It is a broad statement of agency principles serving as a guide to what must be done and its broad limits allow discretion in making decisions aimed at reaching the

organizational objectives and normally contained in the beginning of each chapter of the Written Directives.

Policy must emanate from a single source following input from appropriate staff to assure uniformity in the way specific tasks are performed. It serves to guide the decision making activities within management, supervision and line levels of the organization.

The policies of a police organization may be classified into four main groups.

1. Department or Major Policy
2. Divisional Policy
3. Operating Policy
4. Procedures

Procedures are a series of tasks that comply with department rules and policies and are designed to facilitate the performance of specific activities and promote uniformity and efficiency of action. As they deal with activities, they set forth the exact method a task is to be performed. Written procedures are valuable training aids in preparing new employees or instructing personnel to perform new tasks. Procedures must produce uniformity. Uniformity not only facilitates supervision and work evaluation, but also increases employee performance.

Compliance with policies and procedures is normally expected unless good reasons exist for not doing so. It will be the responsibility of any employee choosing non-compliance to justify such non-compliance.

The intent of words such as "will", "must", "should", and "shall" in any directive is to mandate a particular action. Words such as "may", "can", and "normally" are less directive and imply a degree of choice.

4. Special Orders

Special Orders generally cover a temporary or self-canceling order. The special order will remain in effect until it is self-canceled by the issuing authority. Special Orders will be issued by the Chief of Police or by a commander with the approval of the Chief of Police.

5. Personnel Orders

Personnel Orders relate to such personnel action as appointments, assignments, transfers, promotions and disciplinary measures. Personnel Orders will be issued by the Chief of Police or by a commander with the approval of the Chief of Police.

6. Memoranda

Memoranda provide information, opinions, guidance or orders concerning a particular subject or event. Frequently they are self-canceling but the pertinent content from those that have ongoing application will be included in the next revision to the Written Directives Manual. Memoranda will be issued by the Chief of Police, a commander or supervisor.

7. Police Chief's Memoranda

Police Chief's Memoranda relates to promotional matters within the department. It will be issued by the Chief of Police.

8. Training Bulletins

Training Bulletins relate to training matters within the department.

9. Non-Departmental Written Directives, with Which Members of the Department Must Comply, Include:

Federal Law and mandates including the Constitution of the United States.

State Law and mandates including the Constitution of the State of Maryland and the Code of Maryland.

City Code of the City of Pocomoke City and other City directives including, but not limited to City Policies relating to personnel, purchasing, finance, inventory control, etc., City plans such as emergency/disorder operations plan; etc.

10. Formulation and Approval for Directives and Forms

- A. A directive to be included in the Written Directive Manual is first prepared in draft form by the Administrative Commander or designated responsible office. The Administrative Commander will forward the draft to the affected office or employee knowledgeable in that subject for their review and suggestions. Depending on the volume and types of feedback, additional redrafting may be necessary before its promulgation. Once their review is complete and any needed changes are made, the draft will be forwarded to the Chief of Police for final approval or rejection.

For example, if a directive has been drafted in regards to the maintenance of case files, the draft would be forwarded to the Records Manager for his/her review, then forwarded to the Chief of Police for final approval.

- B. Some Directives may involve more extensive participation by department personnel, and the responsible employee may request that a task force be appointed to help develop it. Some Directives may involve coordination with agencies or offices outside the department such as with the State's or City Attorneys, Mayor's Office, etc. The responsible employee will ensure such outside coordination is accomplished during the staffing process.
- C. The Administrative Commander will review proposed drafts and revisions prior to their promulgation to ensure that they do not contradict other directives or controlling authorities.
- D. Once a written directive has been approved, the Office of the Chief of

Police shall publish it and distribute it to all affected personnel by a memo with the attached directive. This memo must be signed and returned to the Office of the Chief of Police within seven days unless otherwise specified. The Office of the Chief of Police will maintain individual files of employee acknowledgment of receipt.

- E. Written Directives not to be included in the Written Directive Manual fall into two general categories:
 - (1) Department Memoranda generally addressed to "ALL PERSONNEL" or "ALL COMMANDERS."
 - (2) Other memoranda, interoffice routing slips, training materials, etc. Memoranda which fall in this category may be issued by any appropriate commander or responsible person.
- F. All employees have access to all departmental policies and procedures including written directives, operational orders, job descriptions, forms, form lists, and emergency operation plans through departmental computers on the shared drive.
- G. Supervisors will be responsible for insuring that all subordinates have read and understand all the Directives.
- H. Any violation of directives contained in the Written Directive Manual may be grounds for disciplinary action.

4.2.2 PROCEDURES FOR WRITTEN DIRECTIVES PRIOR TO PROMULGATION

- 1. Dissemination of existing, new or revised directives will be the responsibility of the Office of the Chief of Police. Once a new or revised directive has been staffed and approved according to the provisions in Chapter 4 Part 2 (A), a copy will be made for each affected employee. The new or revised directive will be disseminated to all affected personnel with a cover memorandum that must be signed and returned to the Office of the Chief of Police within one week unless otherwise specified.
- 2. The Administrative Commander will be responsible for the storage, updating and maintenance of a master copy of the directive manual. Each employee of this department has access to all of the department's written directives.
- 3. Each employee, upon acknowledging receipt of a new or revised directive, is also responsible for seeking clarification from his supervisor, commander or the Chief of Police if the directive is not clearly understood. Supervisors will be responsible for insuring all subordinates have read and understand all directives. All new or revised directives will be in effect 24 hours upon receipt by the employee unless otherwise noted.

4. With the issuance of any new or revised directive, the Office of the Chief of Police will copy the updated files onto the Shares drive so as to make it available to all personnel.

CRIME ANALYSIS

By order of the Chief of Police the crime analysis function is hereby established for the purpose of collecting, analyzing and disseminating crime analysis information to Department personnel. This function will be administered by the Operations Division.

5.1 PROCEDURE

This procedure will address the collection of crime data, collation of crime data, analysis of crime data, dissemination of analyzed crime information, feedback analysis and program evaluation.

A. The sources from which crime analysis data is retrieved include:

1. Incident reports
2. Officer activity supplied by records
3. Data obtained from Field Interview Reports
4. Known criminal offender data collected from arrest reports. The Records Department will be responsible for preparing and disseminating this report monthly to the Chief of Police and Division Commanders.

The Department does not employ a full-time crime analyst; crime analysis is a functional area of the Patrol Commander. The Patrol Commander will ensure that appropriate data information is forwarded to the Shift Supervisors and discussed and analyzed during monthly staff meetings. All supervisory and command personnel will review the Crime Analysis Report as part of their duties.

B. Minimum factors to be included in the crime analysis function will include at a minimum:

1. Frequency and type of crime.
2. Geographic factors.
3. Chronological factors.
4. Victim and target descriptors.
5. Suspect descriptors.
6. Suspect vehicle descriptors.
7. Modus operandi factors.
8. Physical evidence information.

The analysis of crime should:

1. Identify similarities among different offenses and reveal commonalities and patterns in the characteristics of current crime problems;
 2. Assist in the screening and ordering of lists of suspects; and
 3. Aid in the assembling and ordering of specific crimes that may involve an offender already in custody.
- C. The Patrol Division will be assigned the function of documenting the temporal and geographic distribution of selected crimes by keeping and displaying a colored pin map accessible to Department members. Printouts and pin maps should include the locations of crimes:
1. By type,
 2. Time, and
 3. Day of the week
- and may include modus operandi factors, suspect information, victim and target descriptions and property loss information if available.
- D. General information relating to crime information may be disseminated to enhance public information and generate public support, but all members will follow the release procedures.
- E. Crime analysis information shall be utilized in developing tactics for all Department operational components, general crime suppression strategies, and manpower/resource projections for each fiscal year.
- F. The Patrol Division shall publish the following reports:
1. Monthly Crime Analysis Report
 2. Semi Annual report
 3. Annual Department Report which shall include:
 - a. Crime information from the monthly reports
 - b. Authorized strength and actual manpower
 - c. Statistical report of internal complaints
 - d. Special programs of information as identified by the Chief of Police

CHAPTER 6*Pocomoke City Police Department Manual*

ALLOCATION AND DISTRIBUTION OF PERSONNEL

Directives in this chapter relate to the deployment of departmental personnel through the use of workload assessments and through computer-based or manual methods of allocation and distribution.

The directives also refer to the utilization of civilian employees but ensure that sworn law enforcement officers are assigned to activities requiring law enforcement authority.

Directives in this chapter have a direct relationship with those contained in Chapter 3.

6.1 ALLOCATION AND DISTRIBUTION OF PERSONNEL

6.1.1 DEPARTMENTAL STAFFING TABLE

The Pocomoke City Police Department has an organizational chart or staffing table that provides the following information:

1. Total personnel strength as authorized by the Pocomoke City government.
2. Number of personnel, by rank or job title, including civilians, within each organizational component, and whether or not each authorized position is filled or vacant.

A current copy of the organizational chart is posted in the *Officer's Room*.

6.1.2 DEPARTMENTAL ALLOCATION / DISTRIBUTION OF PERSONNEL

The allocation of personnel in the Pocomoke City Police Department is based upon workload. Factors considered in determining workload are, but not limited to, the nature and number of tasks as well as their complexity, location, or time required for completion.

Allocation of personnel to patrol squads is based on a workload assessment containing an analysis of, at a minimum, the following:

1. Number of incidents handled by patrol personnel during the specified period;
2. Average time required to handle an incident at the patrol level (or measurement of a sampling of cases);
3. Calculation of the percent of time, on the average, that should be available to the patrol officer for handling incidents during a shift; and

4. Time lost through days off, holidays, and other leave, compared to the total time required for each patrol assignment

At least annually, the department reassesses the workload of each organization unit to assure that the allocation of personnel is in accordance with current workload demands.

Distribution of departmental personnel is made in accordance with workload assessments in order to equalize individual workloads within each organizational component. Such workload assessments will specify all incidents and factors used and indicate any temporal and/or geographical factors necessary to complete a task or provide a service. Allocation of departmental personnel is discussed at appropriate staff meetings.

At least annually, the department calculates the assignment/availability factor for patrol personnel. This factor is a ratio representing the total potential personnel hours available as compared to actual person hours available for assignment (potential less time lost through days off, holidays, vacation, and sick, training absences, roll call training, etc.).

The department maintains a map of its service areas organized into identified reporting areas for purposes of the distribution of personnel by tabulating incidents by reporting areas. There are two patrol sectors: north and south. North is Eighth Street north to the city/county line. South is Eighth Street south to the city/state line. Current copies of this map are maintained in the Communications Center, Roll Call Room, Officer's Room and Supervisor's Office.

The Chief of Police retains the final authority in the assignment of all personnel to ensure effective coverage and use of resources; however, unusual circumstances or hardships may be considered by the Division Commanders.

6.2 SPECIALIZED ASSIGNMENT

6.2.1 ANNUAL REVIEW OF SPECIALIZED ASSIGNMENTS

Specialized assignments are judiciously utilized to meet specific needs more effectively and efficiently. Discretion is employed to ensure the department does not become overspecialized.

At least annually the Chief of Police will review each specialized assignment to determine whether it should be continued. The review will evaluate the initial condition that caused the special assignment to be implemented, the purpose of the assignment and where necessary or requested, a cost analysis of continuing the special assignment.

Special assignments include but are not limited to the following:

Assignment

- CBI
- CET

6.2.2 SPECIALIZED ASSIGNMENT: JOB AD

When a specialized assignment opening occurs, vacancies will be filled by the Chief of Police after receiving recommendations from the Commanders based upon the qualifications of each candidate.

Employees meeting the eligibility criteria, who desire to be considered for the vacancy, may apply. Normally, selections will then be made on the basis of performance evaluation/seniority score, which includes as its basis, officer skills, knowledge, abilities as evidenced by performance, as well as education, length of service, etc. The Chief of Police will also consider interest, investigative ability, and attempt to select the best qualified candidate for the assignment.

6.2.3 TEMPORARY ASSIGNMENT - SWORN PERSONNEL

Temporary assignment and/or job rotation afford officers an opportunity for Professional and personal growth.

When such an opportunity becomes available, the appropriate Commander will identify the position, the approximate duration of assignment and the selection criteria for the position. This information will be furnished to the Command Staff who will consider officers' performance. Training, skills, knowledge, abilities, professional aspirations, etc. The Command Staff will forward recommendations to the Chief of Police for selection.

FISCAL MANAGEMENT AND AGENCY OWNED PROPERTY

Directives in this chapter relate to administration, budgeting, accounting, purchasing and procedures for the inventory and control of agency-owned property.

7.1 FISCAL MANAGEMENT RESPONSIBILITIES

The Chief of Police has the authority and responsibility for fiscal management and fiscal matters for the Pocomoke City Police Department and must comply with financial requirements established in the City Code and City Policy. The Chief of Police has the ultimate accountability over all fiscal matters of the department.

- A. The Chief of Police will be personally involved in departmental financial management.
- B. An Administrative Assistant is responsible for a variety of administrative, budgetary, and personnel actions of a financial nature.
- C. The Quartermaster has specified responsibilities in the areas of acquisition, receipt, inspection, storage, and issue of departmental property and equipment and the police building which have financial implications.

7.2 BUDGET**7.2.1 PREPARATION OF THE DEPARTMENTAL BUDGET**

Annually, in late-December and early-January, the department budget for the next fiscal year is prepared. All commanders and other selected individuals, such as the department armorer/range officer, will actively participate in the development of budget lines and provide documents and instructions as to budget line development and justification. The draft departmental budget is then staffed and discussed among all commanders by the Chief of Police for their review, comments, and questions. Following the review, the Chief of Police is responsible for the final budget preparation and management. The preparation of the budget may be delegated by the Chief, but the final review and presentation to the City Managers Office will be executed by the Chief of Police.

7.2.2 RECOMMENDATIONS FOR USE IN BUDGET DEVELOPMENT

All division and squad commanders, along with other selected personnel, will work on the budget and be initially involved in the budget preparation.

This will include written recommendations and justification for budget lines, particularly those dealing with requests for additional personnel or major new capital item acquisitions. The recommendations will be based on detailed operational and activity analysis which clearly demonstrates a need and operational capability to be enhanced, etc. Recommendations are based,

in part, on the department's goals and objectives, and the goals contained in the department's current multi year plan. All recommendations become an integral part of the Chief's budget.

As part of the annual budget process, the number, types, and grades of positions are established for the department.

All persons on the department payroll must be legally employed and filling positions in accordance with budget authorization.

An Administrative Assistant will submit Employee Action Forms to the City Managers Office on any employee's change in status and ensure a proper position accounting.

In certain situations, such as a pending retirement or resignation, the Chief of Police may request from, and be authorized by, the City Manager to "piggyback" hire, or to hire a new employee against a particular position vacancy before the actual termination of the employee in that position provided sufficient funds are available.

7.3 PURCHASING

7.3.1 REQUISITION AND PURCHASE OF DEPARTMENTAL EQUIPMENT AND SUPPLIES

All purchasing of Department supplies and equipment will be in compliance with the Written Directives Manual and Charter of the City of Pocomoke City. The Quartermaster will cooperate with and assist the Purchasing Agent for the City of Pocomoke City in the development of specifications for items requiring standardized purchases, bidding procedures, and criteria for selection of vendors and bidders.

When emergency situations arise, involving any circumstances that could not have been anticipated by prior fiscal planning, the Chief of Police must request additional funding from the City ManagersOffice, which may, in turn, seek City Council approval and authorization. Rental agreements will be made in accordance with City policy.

City procedures exist which provide adjustment mechanisms which the Chief of Police may use to request approval of the transfer funds from one account to another as shortages and/or overages are respectively identified. Such requests are made to the Director of Finance and City Managers Office depending on the amounts and reasons therefore.

7.4 ACCOUNTING

7.4.1 DEPARTMENTAL ACCOUNTING SYSTEM

Central accounting system of the City of Pocomoke City is accessible from City Hall, making review of accounts readily available to ensure an orderly, accurate, and complete documentation of the flow of funds.

The Director of Finance is responsible for maintaining a record reflecting all departmental financial transactions on a fiscal year basis.

The accounting system used by the Director of Finance will be reviewed by the Chief, for any errors, omissions, or unexplainable transactions.

The accounts will include the following information concerning each budget line:

1. Initial appropriation for each line;
2. Balances at the commencement of the monthly period;
3. Expenditures, credits and encumbrances made during the period; and
4. Unencumbered balance.

7.4.2 DEPARTMENTAL PROCEDURES FOR COLLECTING, SAFEGUARDING AND DISTRIBUTING CASH

1. Departmental Petty Cash

- A. All Departmental Petty Cash is maintained by the City Treasurer

2. Departmental Covert Funds

- A. Special Expenses provide for the establishment of a covert fund to support operation of vice and organized crime control functions such as, but not limited to, paying informants, purchasing contraband as evidence, and expenses for surveillance activities and equipment.
- B. Chief of Police is responsible for administration and maintenance of such covert funds and will maintain a financial record of all transactions which must have corresponding receipts and/or other documentation.
- C. Requests for covert funds may be made to the Chief of Police, when such requests are approved, Chief will issue funds which will be receipted for by the requesting officer. Subsequently, the requesting officer is responsible for the funds.

3. Cash as Evidence or Found Property

All cash taken as evidence or turned into the department will be properly accounted for. After the cash is documented it will be taken to City Hall, where it will be sent to a city bank account, until proper disposition can be made.

4. Sale of Copies of Reports

The Records Manager, during normal business hours, may sell copies of departmental reports, after the Records Manager receives a paid receipt from a clerk at City Hall.

5. Fingerprinting

At this point we are not able to fingerprint residents for employment purposes.

6. Property Disposal

- A. In the case of any property sold under the court order, the Finance Director is responsible for ensuring prompt deposit of revenue with the City of Pocomoke City.
- B. In the case of public sale of lost, found or unclaimed non-evidentiary items, this process will be the responsibility of the Finance Director for the City and will be conducted in accordance with City policy.
- C. The Administrative Commander will provide assistance to the Finance Director in departmental matters of this nature.

7.4.3 INDEPENDENT AUDIT FOR DEPARTMENTAL FISCAL ACTIVITIES

The financial books and accounts of the city shall be audited as of the 30th day of June in each year by a competent person or persons appointed by the Council. The audit shall be presented to the Council and to the Mayor within ninety (90) days of the first day of July in each year. The Council or the Mayor may order an audit of the financial books and accounts of the city by a competent person or persons appointed by it or him at any time it or he may deem it proper so to do.

7.5 PROCEDURES FOR BUILDING MAINTENANCE AND INVENTORY CONTROL OF AGENCY PROPERTY, EQUIPMENT AND OTHER ASSETS OF AGENCY

Inventory Control of Property, Equipment and other Assets

- 1. The Quartermaster is responsible for compliance with the City of Pocomoke City inventory control procedures and will ensure:
 - A. Proper assessment of all capital or other major items of equipment on City inventory, assignment of control numbers, and proper markings;
 - B. Required inventory verification as requested by the Director of Finance;
 - C. Appropriate deletion of items properly authorized for disposal by the Purchasing Agent and then deletion from inventory;
 - D. Proper issue of individual clothing and equipment to employees, maintaining an individual account and responsibility therefore;
 - E. Proper reporting of and disposition of damaged, excess and surplus property as directed by the Purchasing Agent; and

F. Maintenance of complete records for all Department property, equipment and other assets.

2. Maintenance/Safety/Sanitation

The Quartermaster is responsible for the upkeep and maintenance of all departmental facilities.

7.5.1 PROCUREMENT/REQUISITIONING/AGENCY-OWNED PROPERTY

1. It is the policy of the Pocomoke City Police Department to equip each employee with high quality uniforms and equipment (new or reissued) so that they can perform more effectively and to project the professionalism of the police officer.
2. It is the policy of the Pocomoke City Police Department that the distribution, issuance and reissues of agency-owned property to authorized users be the responsibility of the Quartermaster, as designated by the Chief of Police.
3. All personnel are responsible for all items that have been issued to them. They are to promptly report to the Quartermaster any loss or shortage;
4. If a replacement is needed for any clothing or equipment, the Quartermaster will determine if the clothing or equipment can be replaced from stock. If not, new clothing or equipment will be issued. The damaged or torn clothing or equipment must be turned in to obtain a replacement;
5. It is the policy of the Pocomoke City Police Department that agency owned property, i.e., expendable items, installed property, uninstalled property, equipment, vehicles, munitions, and personal wear, is requisitioned for or procured according to the Pocomoke City Charter, for purchasing. Any purchasing or order of merchandise for the Pocomoke City Police Department must be approved by the Chief of Police and must be purchased in accordance with the Pocomoke City Charter governing purchasing.
6. It is the policy of the Pocomoke City Police Department that the Quartermaster as designated by the Chief of Police is accountable for agency-owned property inclusive, expendable items, installed property, uninstalled property, equipment, vehicles, and personal wear items.

7.5.2 OPERATIONAL READINESS OF AGENCY-OWNED PROPERTY

It is the policy of the Pocomoke City Police Department that the Quartermaster, as designated by the Chief of Police, maintains stored items of agency-owned property in a state of operational readiness. The condition and readiness status of equipment should be inspected at regular intervals by personnel designated by the Chief of Police. Commanders and/or supervisors of the Bicycle Patrol and Honor Guard are accountable for the operational readiness of assigned

agency property.

1. The Quartermaster Unit will be under the supervision of the Patrol Commander.
2. The Quartermaster for the Pocomoke City Police Department is responsible for the physical items under his/her inventory control, such as uniforms, leather goods, etc. The Quartermaster is to conduct a semiannual audit of all items under inventory control. He or she is to report in writing to the Chief of Police any shortages or discrepancies. It is the responsibility of the Quartermaster to continuously adjust the inventory to reflect items that have been purchased or traded, sold, destroyed, or otherwise disposed of.
3. Inventory of Armament
 - A. The Commander of Patrol Division shall have an inspection and inventory made of the Department Armament at least twice each year and forward a copy of the report to the Chief of Police.
 - B. The last report, to be submitted by July 15, will include a list of all serially numbered firearms, chemical agents, ammunition, body armor, civil disturbance equipment, etc., available for immediate use or issue. Subsequent reports will verify issuance and/or availability of items listed on the last report.
 - C. Department owned equipment/property shall not be lent to any person or agency without the consent of the Chief of Police.

CLASSIFICATION AND DELINEATION OF DUTIES AND RESPONSIBILITIES

Directives in this chapter relate to job task analysis, classification plans, position classification, and matters affecting assignment within a position classification.

8.1 TASK ANALYSIS

8.1.1 DEPARTMENTAL OBJECTIVES: JOB TASK ANALYSIS

1. The department's job task analysis objectives are, but not limited to, the following:

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

Provide a basis for establishing minimum qualification requirements for recruitment, examination, selection and appointment and promotion.

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

Assist in the establishment of training curricula.

2. During the early summer of 1980, the Maryland Police and Training Standards Commission (MPTSC) issued a request for proposals concerning a "Job Task Analysis of Law Enforcement Units in the State of Maryland". Recognizing its role and responsibilities as the executive agency which determines training standards for police, the MPTSC was concerned that what is required to be taught was indeed related to the real work of police officers in Maryland. Consequently, the MPTSC wanted two fundamental questions answered:

- a) What tasks do all police officers in Maryland perform, regardless of the agency;
- b) What is the performance-based objectives relevant to the work of Maryland police officers.

The state-wide Police Officer Job Analysis Project was awarded to the Social Development Corporation, Criminal Justice Personnel Incentive, West Hartford, Conn. The report of its study listed, among other things, the job tasks and the objectives to perform the tasks.

The MPTSC incorporated the objectives into the mandated entrance-level training for police officers. The task-oriented performance-based program is taught by Maryland Police Academies, including the Eastern Shore Criminal Justice Academy. The MPTSC monitors and audits all police academies to

ensure that the task-oriented objectives are being taught, demonstrated, etc., to ensure that entry level officers acquire the minimum level of proficiency necessary for their job related skills.

- c) Job Descriptions, position descriptions and individual employee evaluation packets are maintained by the Administrative Assistant.

3. A current copy of the job analysis is filed in the Office of the Chief of Police.

The Current Job Analysis Consists of the following;

- a) Duties, responsibilities, and tasks of each position;
- b) Frequency with which each task is performed; and
- c) Minimum levels of proficiency necessary in the job-related skills, knowledge, abilities, and behaviors.
- d) Grouping of every position into classes, based upon similarities in duties, responsibilities, and qualification requirements;
- e) Existence of job specifications for every position within a class;
- f) Provisions for relating compensation to job classifications; and
- g) Provisions for reclassification.

8.2 CLASSIFICATION

8.2.1 DEPARTMENTAL CLASSIFICATION PLAN

The department's classification plan which consolidates positions based upon similarity of duties and responsibilities is incorporated into the classification plan of the City of Pocomoke City.

The Human Resources Department maintains a manual of all approved classifications for the City of Pocomoke City and provides the Chief of Police with information relevant to the Police Department.

On an annual basis, normally as part of the budget process during which positions might be modified and/or upgraded, the Chief of Police provides input to the City Managers Office and the Human Resources Department as to changes recommended in the classification. Approval of these changes generally is the responsibility of the City Managers Office.

8.2.2 THE DEPARTMENT'S ROLE IN THE DEVELOPMENT AND MAINTENANCE OF JOB SPECIFICATIONS / CLASSIFICATION

Commanders as well as all employees are responsible for helping ensure that department job classifications are kept current and, when changes occur in jobs as they actually exist, to make recommendations concerning revisions.

Position descriptions will be reviewed during semiannual evaluations and, if appropriate, recommendations concerning position descriptions will be forwarded to the office of the Administrative Commander. The evaluation of job descriptions will be conducted by the Patrol Commander and the Administrative Commander who will forward any changes to the Chief of Police who will forward any changes in job classification or specification to the Office of the City Manager and Human Resources Department for final approval, normally during the annual budget process.

8.2.3 JOB DESCRIPTIONS

The department maintains current job descriptions covering all employees and they are located in the office of the Administrative Assistant. These job descriptions are available for review by all sworn and civilian personnel by requesting permission through the appropriate supervisor and going through the chain of command.

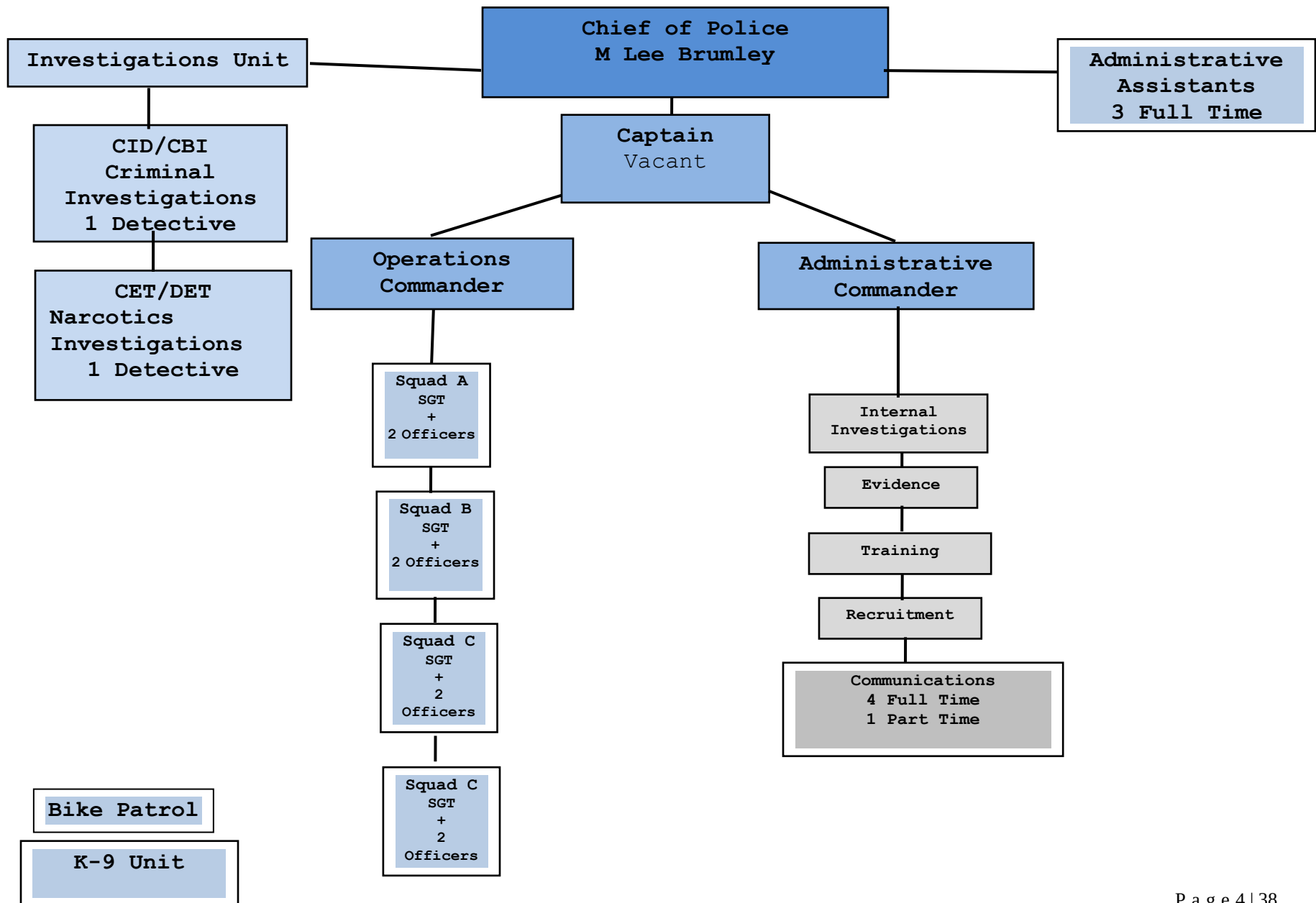
When an employee enters on duty or when the employee's job description changes due to promotion or any other reason, he or she will be furnished a copy of his/her job description.

An employee will be held accountable for each task and/or responsibility as listed in his/her job description.

If an employee has any question concerning his/her job description, the question should be asked and resolved through contact with his/her supervisor.

Up-to-date descriptions of the duties and responsibilities of each job assignment within the department are maintained in the Office of the Administrative Assistant.

Refer to the Organizational Chart for a listing of all employees.



POCOMOKE CITY POLICE JOB DESCRIPTION

Chief of Police

Reports to: City Manager
Department: Police
Classification: Administration

Summary of Principal Duties and Responsibilities:

The Chief of Police should have the following experience; Law Enforcement Administration, budget development and management, emergency preparedness methodology, development of policies and procedures, patrol development/implementation, criminal investigations, personnel management and strategic planning, grants management and community relations. The Chief of Police should also have the ability to plan and implement policies, establish and monitor budgets, supervise employees and maintain positive professional relationships both inside and outside the agency. The Chief of Police will have the demonstrated abilities in the area of community policing and display exceptional leadership qualities. The Chief of Police should be familiar with Maryland Law Enforcement Officers Bill of Rights issues, must be computer literate, and must have knowledge of Local State and Federal Laws.

Although an Associates or Bachelor's degree is a plus, it is not a requirement. The candidate should have a minimum of twelve (12) years of experience as a certified police officer, with a minimum of five (5) years of command staff experience.

Duties & Responsibilities:

- Oversees enforcement of applicable codes, ordinances, laws and regulations in order to protect life and property, prevent crime and promote security within Pocomoke City.
- Develops short and long term goals and objectives for the Department, and a strategic plan to accomplish goals; evaluates Department performance and achievements.
- Leads and coordinates efforts of top management and Department personnel to define and establish major operational and administrative policies and programs; monitors development and administration of policies and programs to ensure conformity with desired goals.
- Defines organizational structure of the Department; makes staff assignments.
- Supervises, directs and evaluates assigned staff; provides information, advice and managerial and professional expertise.

- Defines Department standards of performance; oversees disciplinary processes.
- Establishes and maintains liaisons with public officials, community leaders, businesses, civic groups and the media.
- Represents Department at community, business and professional functions.
- Responds to complaints and questions related to Department operations and policies; provides information and education, researches problems and initiates problem resolution.
- Develops and administers Department budget; monitors and approves budgetary expenditures.
- Oversees Department reporting and record keeping functions.
- Attends City Council and other meetings as necessary to present information and recommendations; serves on relevant committees.
- Maintains comprehensive, current knowledge of applicable laws and regulations; maintains awareness of new trends and advances in law enforcement techniques and tools; reads professional literature; maintains professional affiliations; attends conferences and training.

Non-essential Job Functions:

- Performs other related duties as required.

Knowledge, Skills & Abilities Required to Perform Essential Job Functions:

- Ability to function in a director capacity for a major organizational unit requiring significant internal and external interaction.
- Ability to positively promote the image of the Pocomoke City Police Department.
- Broad understanding of the law enforcement function and its role in the community.
- Ability to coordinate, review, classify, prioritize and analyze data.
- Ability to utilize a wide variety of reference, descriptive, advisory and design data and information to make sound professional, managerial and technical decisions.
- Ability to organize and direct work of self and others, and to apply principles of persuasion and influence over others in a leadership capacity.
- Ability to manage or coordinate multiple tasks or activities simultaneously.

- Ability to set priorities and to meet deadlines.
- Ability to exercise discretion in identifying and selecting from alternative courses of action.
- Ability to exercise discretion in the use of force and law enforcement powers.
- Ability to build consensus and/or to issue authoritative orders as circumstances dictate.
- Ability to provide guidance, assistance and interpretation regarding the application of procedures and standards to specific situations.
- Ability to inform and guide others by applying professional principles of instruction.
- Ability to communicate effectively on an individual or group basis and in public meetings; includes ability to speak and write clearly and to interact with members of the Department, other City departments and outside agencies to exchange information and resolve problems.
- Ability to perform tasks in changing and stressful circumstances; includes ability to maintain control of emotions and actions and to make rapid decisions.
- Ability to maintain confidentiality of highly sensitive data.
- Ability to operate police vehicle and specialized equipment, including radio and in-car computer; ability to operate vehicle at high speeds during emergency responses or pursuits.
- Ability to utilize a variety of tools, equipment and supplies associated with law enforcement activities, including any or all of the following: pistol, shotgun, taser, baton, pepper spray, radio, portable breath test and radar gun.
- Ability to effectively employ and maintain proficiency with a variety of Department-issued firearms and less lethal weapon systems.
- Ability to be on 24-hour call for major incidents.
- Ability to make a forcible arrest.
- Essential functions are regularly performed without exposure to adverse environmental conditions; major incidents or events may involve exposure to severe weather, temperature and noise extremes, traffic hazards, violence, toxic agents, disease or pathogenic substances.

Qualifications Required to Perform Essential Job Functions:

- Minimum of twelve (12) to fifteen (15) years law enforcement experience that includes progression from patrol officer to first line management, middle management and

upper management.

- Or any equivalent combination of education, training and experience that provides the requisite knowledge, skills and abilities for this position.
- Must possess and maintain a valid Maryland driver's license.

POCOMOKE CITY POLICE JOB DESCRIPTION

Administrative Lieutenant

Reports to: Chief of Police
Department: Police Administration
Classification: Administrative Commander

Summary of Principal Duties & Responsibilities

The Lieutenant/ Administrative Commander has the authority and is further assigned the responsibility for the overall administrative operations of the Police Department.

This responsibility will involve middle management decisions, evaluative thinking, coordination, supervision, and problem solving.

Separate from these responsibilities are the actual duties the Administrative Commander is expected to perform. Not all of which are on a daily basis, but due to the volume of telephone calls, calls for service, radio, traffic and just the generally overall busy nature of the position the Administrative Commander is expected to multi-task as needed.

Duties & Responsibilities:

- Serves at the pleasure of the Chief of Police.
- Assume command of the Police Department's functions in the absence of the Chief of Police.
- Keep and maintain the PCO schedule.
- Supervise all PCO personnel; to include Communications, Cleaning Staff.
- Operation to include data entry, inquiry updates of the RMS (Records Management System) and review of all calls for service and dispositions for his tour of duty.
- Review of calls for service prior to his tour of duty for informational purposes.
- Dispatching of police officers in response to calls for service, identification and proactive response to problems.
- Answering of telephones to include complaints from the public, maintaining liaison with allied agencies as to assistance, advice or other areas of mutual concern.
- Ensure CHRI (Criminal Repository Report Information) reports are signed to ensure they are disseminated to only authorized persons.
- Provide discipline on an as-needed basis for subordinate officers and civilian personnel as identified under the Administrative Lieutenants supervision.

- Provide information, feedback, advice, etc. to the general public both by phone as well as in person.
- Review of case file folders in the absence of the Patrol Commander.
- Ensure that the correct response codes are given to officers responding to calls.
- Ensure and provide for that the officer=s safety.
- Provide guidance for the Sworn and Civilian personnel when needed
- Responsible for the recruitment process of Sworn Officers and Civilian personnel
- Responsible for Internal Affairs, Suspension hearings, etc. as assigned by the Chief of Police
- Be present for all Department audits for CJIS, Juvenile Justice and Maryland State Police; conduct necessary changes when needed
- Conduct all assigned civilian employee evaluations
- Ensure the security of Police Department building and its personnel.
- Provide discipline on an as-needed basis for subordinate officers and civilian personnel.
- Assumes command until relieved of emergency situations such as major disasters, hostage/barricade situations, etc.
- As assigned, assume command of the Police Department’s daily functions and operations in the absence of the Chief of Police.
- Be versed in all aspects of the Law Enforcement officer and his duties.
- Responsible for coordinating all departmental inspections for personnel and issued equipment
- Attend meetings as required by the Chief of Police
- Attend Compstat meetings
- Maintains the duties of the Evidence/Property Room Custodian as well as all of the responsibilities related to the Evidence/Property Room
- Coordinates required training for sworn and civilian personnel as well as all of the administrative documentation of this training.
 - Conducts monthly building and AED inspections as well as all of the Administrative documentation of these inspections.
 - In addition to the above, the Administrative Lieutenant is required to:

- Complete Press Release
- Be at work on time
- Be available for work
- Give a full days work
- Be positive in response to directions
- Learn present and new jobs
- Adjust to changes
- Get along with others
- Know and follow rules
- Be physically and mentally fit for duty

Education and Experience:

Must possess a High School Diploma from an accredited school or a GED Certificate. A degree in Criminal Justice is preferred. Possess a current motor vehicle driver's license in their state of residency without suspension in the state of Maryland or the presence of a significant violation history in any state, meet all physical and mental requirements, successfully complete a background investigation, hold a current and active MPTSC certification card, served at least eight (8) years in law enforcement, successfully complete an administrative and supervisory course through the Maryland Police Training and Standards Commission.

This job description is intended to describe the general duties and level of work required by the person(s) assigned to this position. Principal duties and responsibilities are intended to describe those functions that are essential to the performance of their duties.

This job description is not all inclusive of the duties and responsibilities assigned to this position. Employees holding this position may be assigned to additional job related duties as requested by the Chief of Police, or his designee.

POCOMOKE CITY POLICE JOB DESCRIPTION

Patrol Lieutenant

Reports to: Chief of Police
Department: Police Administration
Classification: Patrol Commander

Summary of Principal Duties & Responsibilities

The Lieutenant/Patrol Commander has the authority and is further assigned the responsibility for the overall operations of the police function during his tour of duty.

This responsibility will involve middle management decisions, evaluative thinking, coordination, supervision, problem solving and scheduling of the officers assigned to squads.

Separate from these responsibilities are the actual duties the Patrol Commander is expected to perform. Not all of which are on a daily basis, but due to the volume of telephone calls, calls for service, radio, traffic and just the generally overall busy nature of the position the Patrol Commander is expected to multi-task as needed.

Duties & Responsibilities:

- Serves at the pleasure of the Chief of Police.
- Operation to include data entry, inquiry updates of the RMS (Records Management System) and review of all calls for service and dispositions during his tour of duty.
- Review of calls for service prior to his tour of duty for informational purposes.
- Responsible to create and upkeep a roll call book that will be read out at roll call on a daily basis
- Answering of telephones to include complaints from the public, maintaining liaison with allied agencies as to assistance, advice or other areas of mutual concern.
- Providing direct supervision to police officers and the Shift Supervisors and their respective duties.
- Provide information, feedback, advice, etc. to the general public both by phone as well as in person.
- Ensure the correct response codes are given to officers responding to calls.
- Ensure the officer=s safety is provided for.

- Assigns designee for Fleet master
- Assigns designee for Quartermaster
- Provide guidance to all subordinate's
- Keep and maintain Sworn Officers schedule
- Conduct initiatives with allied agencies
- Conduct Sergeant evaluations
- Attend morning roll call
- Attend meetings assigned by the Chief of Police
- Attend Compstat meetings
- Maintain and file the monthly gun, vehicle, and evidence inspections sheets
- Review all reports once Sergeant approves them and give to the Records Department
- Maintain and document follow-ups to be completed within a (5) five-day window
- Complete the report approval process
- Ensure that the Police Department building is safe and secure.
- Assumes command until relieved of emergency situations such as major disasters, hostage/barricade situations, etc.
- Evaluations to be completed for all Squad Supervisors bi-annually
- Provide Supervisors the proper Evaluation Packets for officers in their respective groups
- Months of January & July – conduct Gun, Vehicle and Personnel Inspection
- Photocopy all sworn personnel's Drivers Licenses, MPTSC Certification Cards and Gun Serial Numbers bi-annually
- Ensure all PCPD marked, unmarked and covert vehicles have been serviced as required by Written Directives bi-annually – January & July
- Be versed in all aspects of the Law Enforcement officer and his duties.
- Additional responsibilities may be assigned by the Chief of Police as needed
- In addition to the above, this employee is required to:

- Be at work on time
- Be available for work
- Give a full days work
- Be positive in response to directions
- Learn present and new jobs
- Adjust to changes
- Get along with others
- Know and follow rules
- Be physically and mentally fit for duty

Education and Experience:

Must possess a High School Diploma from an accredited school or a GED Certificate. A degree in Criminal Justice is preferred. Possess a current motor vehicle driver's license in their state of residency without suspension in the state of Maryland or the presence of a significant violation history in any state, meet all physical and mental requirements, successfully complete a background investigation, hold a current and active MPTSC certification card, served at least eight (8) years in law enforcement, serve in the position of Sergeant or above, successfully completed an administrative and supervisory course through the Maryland Police Training and Standards Commission.

This job description is intended to describe the general motive and level of work being performed by the person(s) assigned to this position. Principal duties and responsibilities are intended to describe those functions that are essential to the performance to their jobs, and Aother@ duties and responsibilities include those that are considered incidental or secondary to the overall purpose of the job.

This job description does not state or imply that the above are the only duties and responsibilities assigned to this position. Employees holding this position will be required to perform any job related duty as requested by the Chief of Police.

POCOMOKE CITY POLICE JOB DESCRIPTION

Detective

Reports to: Chief of Police
Department: Police
Classification: Criminal Investigation Division

Summary of Principal Duties & Responsibilities

This position is a plainclothes assignment that requires self-motivation and independent judgment. An officer in this position would be expected to be able to use his/her initiative, work well independently and also be willing to work beyond an eight hour day. He/she should have confidence and be neat in appearance.

Duties & Responsibilities:

- An investigator on day work usually begins work at 8:00 AM. At times the detective may start earlier to try and contact someone prior to them going to school or work. A detective should be able to arrange his/her overtime and schedule with the assistance and approval from the Supervisor. For example, a detective may work 8-4 and come back to work from 7:00 PM to 10:00 PM on a surveillance that must be done at night. The detective could also work evening hours depending on current caseloads and court scheduling. Again, scheduling changes such as this would have to be approved by the Supervisor.
- A detective normally will receive offense reports that are assigned to him/her by the Patrol Commander/Supervisor for follow-up investigations. The seriousness and priority of the case will dictate the response necessary for investigations, any questions concerning the priority of the cases should be referred to the Patrol Commander.
- A detective's caseload will include all types of offenses, ranging from theft to homicide and will also include background investigations. He/she may also be utilized in undercover assignments or assigned vice or narcotic investigations. A detective should have the ability to seek the assistance for any case assigned if he or she has not been exposed to a particular type of offense.
- A detective should be able to properly prepare reports and case files for court and have a good working knowledge of the District and Circuit Court systems and States Attorney's Office. Presenting testimony in court is crucial and a detective should be able to communicate well with others and present oral testimony in a clear, professional manner.

- Investigations often require a detective to work beyond eight hours. A detective should be flexible and be in good mental and physical condition which will be difficult after working 12 to 14 hours, which can often happen. The detective should have a thorough working knowledge of the Annotated Code of Maryland involving criminal law and be able to apply it to the investigations assigned. A detective should be able to close all cases in a timely manner unless assigned to a major investigation, on leave or in training.
- Interviewing and interrogation are very important skills and the detective should be able to communicate well with others and develop these skills with training and experience. An investigator should be able to apply communication skills whether the person being interviewed is an informant, victim, witness or suspect.
- With time or experience, a detective may develop primary skills in specialized areas such as narcotics, child abuse or crime scene processing. Where possible, investigators with special interests will receive additional training in those areas and be utilized for investigations and to assist others in their particular areas of expertise.
- Finally, detectives will often be utilized for a variety of departmental situations or unusual occurrences. They may also be assigned to other specialized units such as the Worcester County Bureau of Investigations (CBI-criminal investigations or the Worcester County Criminal Enforcement Team (CET-narcotics investigations).
- In addition to the above, this employee is required to:
 - Be at work on time
 - Be available for work
 - Give a full days work
 - Be positive in response to directions
 - Learn present and new jobs
 - Adjust to changes
 - Get along with others
 - Know and follow rules
 - Be physically and mentally fit for duty

Education and Experience:

Must possess a High School Diploma from an accredited school or a GED Certificate. A degree in Criminal Justice is preferred. Possess a current motor vehicle driver's license in their state of residency without suspension in the state of Maryland or the presence of significant violation history in any state, meet all physical and mental requirements, successfully complete a background investigation, hold a current and active MPTSC certification card, served at least eight (8) years in law enforcement, successfully have completed a supervisory course through the Maryland Police Training and Standards Commission.

This job description is intended to describe the general motive and level of work being performed by the person(s) assigned to this position. Principal duties and responsibilities are intended to describe those functions that are essential to the performance to their jobs, and "other"

duties and responsibilities include those that are considered incidental or secondary to the overall purpose of the job.

This job description does not state or imply that the above are the only duties and responsibilities assigned to this position. Employees holding this position will be required to perform any job related duty as requested by the Chief of Police, Patrol Commander or Squad Supervisor.

POCOMOKE CITY POLICE JOB DESCRIPTION

Police Officer – Sergeant

Reports to: Patrol Commander / Lieutenant
Department: Police
Classification: Shift Sergeant (Squad Supervisor)

Summary of Principal Duties & Responsibilities

This position is responsible for the supervisory patrol functions of the Pocomoke City Police Department as well as the duties for Squad/Shift Supervisor, to include but not limited to the listed Duties and Responsibilities. Work is performed under the direction of the Patrol Commander with minimal supervision. Review is made by evaluation of accomplishments, ability to meet deadlines and the effectiveness of supervision given to continuing projects and special assignments.

The Sergeant reports for duty in sufficient time to assist the Patrol Commander or assume command prior to the beginning of Roll Call to receive briefing materials from the Patrol Commander/Supervisor.

Duties & Responsibilities:

- Prepares or designates the preparation of assignment of officers to patrol areas for each tour of duty
- Reads out the Roll Call material to the shift which includes patrol checks to be made, wanted persons and vehicles, policy changes, informational materials, training and review on general orders, vacant dwellings, etc.; Responsible for conducting roll call on both shifts when available
- Inspection of personnel and their individually assigned equipment
- Inspection of patrol vehicles and the Squad Room area
- Attempts to meet each officer on his/her assigned patrol area daily to monitor his/her performance and to commend as appropriate or to confer reference to any problems
- Relieves the Officers during breaks, assignments and leave
- Is responsible for giving guidance to Corporals and Officers

- Briefs the oncoming Squad Supervisor on events that have taken place during his/her tour of duty
- Briefs the Patrol Commander on the disposition of Events during the tour of duty and keeps him informed on any other situations of interest or importance
- In those situations governed by same, he insures compliance with departmental Written Directives
- Responds to felony crimes and other serious or unusual calls for service or to any incident where his/her presence is requested
- Briefs the Patrol Commander and/or Chief of Police on the events of the day, weekends and holidays
- Investigations Use of Force, grievances and suggestions, complaints against personnel and disciplinary problems within the scope of his authority.
- Receives applications for leave and approval of sick leave and forwards to the Patrol Commander/ Lieutenant
- Collects and approves weekly attendance records and officer performance reports
- Verifies CDS submitted as property held and evidence and notes weight on the MSP lab form if applicable
- Is responsible for the collection and storage of all evidence pertaining to cases
- Maintains crime scene processing materials and assists in the processing of those scenes
- Is responsible for the collection of gun and vehicle inspection reports; once reviewed turn into the Patrol Commander/ Lieutenant for filing
- Completes and reviews semi-annual performance evaluation with each officer under his/her supervision and forwards them to the Patrol Commander/ Lieutenant for review
- Nominates subordinates for awards and commendations

Once the daily reports are submitted, check for corrections and finalize in the computer before submitting them to the Patrol Commander/Lieutenant for review before turning into the Records Department; If corrections need to be made resubmit back to the responsible Officer prior to submitting them to the Patrol Commander/Lieutenant

- Assumes command of unusual occurrences until relieved by the designated authority
- Attends Compstat meetings

- In evaluation of the frequently completed duties, the Sergeant examines the quality of work, quantity of work, judgment and common sense, initiative and self-reliance, ability, knowledge, attitude, dependability and leadership of subordinates
- In addition to the duties of Sergeant, this employee is expected to assume the duties of police officer when required (i.e. issuance of a traffic citation for a traffic violation that he/she witnesses)
- In addition to the above, this employee is required to:
 - Be at work on time
 - Be available for work
 - Give a full days work
 - Be positive in response to directions
 - Learn present and new jobs
 - Adjust to changes
 - Get along with others
 - Know and follow rules
 - Be physically and mentally fit for normal duty

Education and Experience:

Possession of a High School Diploma from an accredited school or GED Certificate, degree in Criminal Justice is preferred. Possess a current motor vehicle driver's license in their state of residency without suspension in the state of Maryland or the presence of a significant violation history in any state, meet all physical and mental requirements, successfully complete a background investigation, hold a current and active MPTSC certification card, serve five (5) years in law enforcement, maintain the position of Corporal, successfully have completed a supervisory course through the Maryland Police Training and Standards Commission.

This job description is intended to describe the general motive and level of work being performed by the person(s) assigned to this position. Principal duties and responsibilities are intended to describe those functions that are essential to the performance to their jobs, and "other" duties and responsibilities include those that are considered incidental or secondary to the overall purpose of the job.

This job description does not state or imply that the above are the only duties and responsibilities assigned to this position. Employees holding this position will be required to perform any job related duty as requested by the Chief of Police, Patrol Commander.

POCOMOKE CITY POLICE JOB DESCRIPTION

Police Officer – Corporal

Reports to: Squad Sergeant/Patrol Commander Lieutenant
Department: Police
Classification: Assistant Shift Supervisor

Summary of Principal Duties & Responsibilities

This position is responsible for the patrol functions of the Pocomoke City Police Department as well as the duties for Shift Supervisor, to include but not limited to the listed Duties and Responsibilities. Work is performed under the direction of the Squad Supervisor with minimal supervision. Review is made by evaluation of accomplishments, ability to meet deadlines and the effectiveness of supervision given to continuing projects and special assignments.

The Corporal reports for duty in sufficient time to assist the Patrol Commander or assume command in the absence of a Shift Supervisor before scheduled tour begins. In the absence of a Shift Supervisor, the Corporal shall assume the position of Supervisor (otherwise, the Corporal assumes the duties of a police officer).

Duties & Responsibilities:

- Assigns officers to patrol sectors
- Conducts daily shift Roll Call
- Inspects patrol vehicles in absences of Squad Sergeant
- Patrols the City with no sector assignment when all sectors are covered
- Acts as primary back-up officer when not assigned to a patrol sector
- Assist other officers with the processing of arrested persons on an as-needed basis
- Maintain issued uniform and equipment, both personal and departmental
- Enforce the ordinances and laws of the City of Pocomoke, State of Maryland and any and all federal laws where applicable

- Is required to appear as a witness in all court cases, juvenile proceedings, States Attorney conferences or any other court process as prescribed by a summons
- Will provide assistance to other officers of this Department and all Allied Agencies as assigned
- Will on an as-needed basis be a part of a special assignment such as parades, outer perimeter security, searches for persons, evidence, etc.
- In addition to the above, this employee is required to:
 - Be at work on time
 - Be available for work
 - Give a full days work
 - Be positive in response to directions
 - Learn present and new jobs
 - Adjust to changes
 - Get along with others
 - Know and follow rules
 - Be physically and mentally fit for normal duty

Education and Experience:

Must be in possession of a High School Diploma from an accredited school or GED Certificate, Degree in Criminal Justice is preferred. Possess a current motor vehicle driver's license in their state of residency without suspension in the state of Maryland or the presence of a significant violation history in any state, meet all physical and mental requirements, successfully complete a background investigation, hold a current and active MPTSC certification card, successfully complete a supervisory course through the Maryland Police Training and Standards Commission. Also maintain the rank of Patrolman First Class for at least five (5) years.

This job description is intended to describe the general motive and level of work being performed by the person(s) assigned to this position. Principal duties and responsibilities are intended to describe those functions that are essential to the performance to their jobs, and "other" duties and responsibilities include those that are considered incidental or secondary to the overall purpose of the job.

This job description does not state or imply that the above are the only duties and responsibilities assigned to this position. Employees holding this position will be required to perform any job related duty as requested by the Chief of Police, Patrol Commander or Shift Supervisor.

POCOMOKE CITY POLICE JOB DESCRIPTION

Police Officer – Patrolman First Class

Reports to: Corporal/Squad Sergeant
Department: Police
Classification: Patrol

Summary of Principal Duties & Responsibilities

This position is responsible for the patrol functions of the Pocomoke City Police Department to include but not limited to the listed Duties and Responsibilities. Work is performed under the direction of the Patrol Commander with necessary supervision. Review is made by evaluation of accomplishments, ability to meet deadlines and the effectiveness of supervision given to continuing projects and special assignments.

Duties & Responsibilities:

- Maintain issued uniform and equipment, both personal and departmental
- Maintains department assigned patrol vehicle for operational readiness as well as for contraband/weapons and/or unauthorized items
- Patrols an assigned area during daily tour of duty, being constantly on the alert for criminal activity
- Responds to motor vehicle violations and any requests for assistance from the public
- Issues E-Tix citations and warnings (including ERO's)
- Issue Parking Citations
- Utilizes preventative patrol and crime prevention techniques to include recording suspect information, criminal/vehicle activity
- During tours of duty, make business checks of those establishments as a preventative approach as well as to instill good public relations
- Enforce the ordinances and laws of the City of Pocomoke, State of Maryland and any and all federal laws where applicable

- Utilizes both foot and motorized patrol in the patrol sector assigned
- Performs preventative patrol of businesses and vacant dwellings, during the time that they are unoccupied or not open
- Respond to calls for service dispatched from Communications or Shift Supervisor
- Is responsible for the investigation of the complaints as assigned
- Is required to make written and/or computer data entry reports on criminal activities or traffic related incidents as required by Department Policy
- Will investigate all traffic related incidents, to include motor vehicle crashes, disabled vehicles and parking related problems
- Operate speed measurement devices
- Is responsible for the service of all court documents that are scheduled for service in their respective patrol sector
- Is responsible for the efficient flow of traffic by manual direction on an as-needed basis
- Is required to appear as a witness in all court cases, juvenile proceedings, States Attorney conferences or any other court process as prescribed by a summons
- Will provide escorts on an on-call basis, including businesses and spousal assaults
- Will provide assistance to other officers of this Department and all Allied Agencies as assigned
- Responsible to supervise your squads Patrol Officers in the absence of the Shift Supervisor
- Responsible for Roll Call duty in the absence of a Shift Supervisor
- Is expected to respond accordingly to mentally disturbed persons to include the preparation of Emergency Petitions and transportation of same to appropriate facilities
- Will respond to and investigate missing persons reports to include the completion of the report and subsequent follow-up investigations
- Will on an as-needed basis be a part of a special assignment such as parades, outer perimeter security, searches for persons, evidence, etc.
- Is expected to transport, process, complete all necessary supplemental paperwork and relay to District Court and/or the Detention Center all subjects arrested

In addition to the above, this employee is required to:

- Be at work on time

- Be available for work
- Give a full days work
- Be positive in response to directions
- Learn present and new jobs
- Adjust to changes
- Get along with others
- Know and follow rules
- Be physically and mentally fit for normal duty

Education and Experience:

Must be in possession of a High School Diploma from an accredited school or GED Certificate, Degree in Criminal Justice is preferred. Possess current motor vehicle driver's license in their state of residency without suspension in Maryland or the presence of a significant violation history in any state, meet all physical and mental requirements, successfully complete a background investigation, maintain the position of Patrol Officer for a minimum of one (1) year, and hold a current and active MPTSC certification card.

This job description is intended to describe the general motive and level of work being performed by the person(s) assigned to this position. Principal duties and responsibilities are intended to describe those functions that are essential to the performance to their jobs, and "other" duties and responsibilities include those that are considered incidental or secondary to the overall purpose of the job.

This job description does not state or imply that the above are the only duties and responsibilities assigned to this position. Employees holding this position will be required to perform any job related duty as requested by the Chief of Police, Patrol Commander or Shift Supervisor.

POCOMOKE CITY POLICE JOB DESCRIPTION

Police Officer – Patrolman

Reports to: Corporal/Squad Sergeant
Department: Police
Classification: Patrol

Summary of Principal Duties & Responsibilities

This position is responsible for the patrol functions of the Pocomoke City Police Department to include but not limited to the listed Duties and Responsibilities. Work is performed under the direction of the Patrol Commander with necessary supervision. Review is made by evaluation of accomplishments, ability to meet deadlines and the effectiveness of supervision given to continuing projects and special assignments.

Duties & Responsibilities:

- Maintain issued uniform and equipment, both personal and departmental
- Maintains department assigned patrol vehicle for operational readiness as well as for contraband/weapons and/or unauthorized items
- Patrols an assigned area during daily tour of duty, being constantly on the alert for criminal activity
- Responds to motor vehicle violations and any requests for assistance from the public
- Issues E-TIX citations and warnings (including ERO's)
- Issue Parking Citations
- Utilizes preventative patrol and crime prevention techniques to include recording suspect information, criminal/vehicle activity
- During tours of duty, make business checks of those establishments as a preventative approach as well as to instill good public relations
- Enforce the ordinances and laws of the City of Pocomoke, State of Maryland and any and all federal laws where applicable
- Utilizes both foot and motorized patrol in the patrol sector assigned

- Performs preventative patrol of businesses and vacant dwellings, during the time that they are unoccupied or not open
- Respond to calls for service dispatched from Communications or Shift Supervisor
- Is responsible for the investigation of the complaints as assigned
- Is required to make written and/or computer data entry reports on criminal activities or traffic related incidents as required by Department Policy
- Will investigate all traffic related incidents, to include motor vehicle crashes, disabled vehicles and parking related problems
- Operate speed measurement devices
- Is responsible for the service of all court documents that are scheduled for service in their respective patrol sector
- Is responsible for the efficient flow of traffic by manual direction on an as-needed basis
- Is required to appear as a witness in all court cases, juvenile proceedings, States Attorney conferences or any other court process as prescribed by a summons
- Will provide escorts on an on-call basis, including businesses and spousal assaults
- Will provide assistance to other officers of this Department and all Allied Agencies as assigned
- Is expected to respond accordingly to mentally disturbed persons to include the preparation of Emergency Petitions and transportation of same to appropriate facilities
- Will respond to and investigate missing persons reports to include the completion of the report and subsequent follow-up investigations
- Will on an as-needed basis be a part of a special assignment such as parades, outer perimeter security, searches for persons, evidence, etc.
- Is expected to transport, process, complete all necessary supplemental paperwork and relay to District Court and/or the Detention Center all subjects arrested
- Is responsible to turn in all daily calls for service reports at the end of your assigned shift
- Is responsible for following the chain of command
- **In addition to the above, this employee is required to:**
 - Be at work on time
 - Be available for work
 - Give a full days work

- Be positive in response to directions
- Learn present and new jobs
- Adjust to changes
- Get along with others
- Know and follow rules
- Be physically and mentally fit for normal duty

Education and Experience:

Must be 21 years of age or older, possession of a High School Diploma from an accredited school or GED Certificate, Degree in Criminal Justice is preferred. Possess a current motor vehicle driver's license in their state of residency without suspension in the state of Maryland or the presence of a significant violation history in any state, meet all physical and mental requirements, successfully complete a background investigation and complete the mandatory Police Academy within one (1) year of hire.

This job description is intended to describe the general motive and level of work being performed by the person(s) assigned to this position. Principal duties and responsibilities are intended to describe those functions that are essential to the performance to their jobs, and "other" duties and responsibilities include those that are considered incidental or secondary to the overall purpose of the job.

This job description does not state or imply that the above are the only duties and responsibilities assigned to this position. Employees holding this position will be required to perform any job related duty as requested by the Chief of Police, Patrol Commander or Shift Supervisor.

POCOMOKE CITY POLICE JOB DESCRIPTION

Police Communications Operator – PCO

Reports to: Administrative Commander
Department: Communications
Classification: Civilian

Summary of Principal Duties & Responsibilities

This position is responsible for radio dispatching via the police communications systems and clerical work associated with communications and information retention, maintenance and distribution systems in the Pocomoke Police Department. The employee is responsible for making decisions based on training and established policies and procedures. Review is made by evaluation of accomplishments, ability to meet deadlines and the effectiveness of supervision given to continuing projects and special assignments.

Duties & Responsibilities:

- Report for duty five to ten minutes before scheduled tour begins
- Wear/Maintain appropriate professional attire
- Maintain a computerized department logs, communications documents, written and electronic data and records relating to the communications and information systems
- Answer emergency and 911 directed telephone calls to the police department
- Monitor police radio communications
- Prepare required reports and written documents
- Effectively operate keyboard activated computer system (Miles, NCIC, NLETS) and is required to possess the necessary training and security clearance for CJIS certification
- Remain in assigned area (Communications Room) for term of duty, with exception for established rest/relief periods. A person in this position must be able to sit for long periods of time
- A person in this position is required to work past their normal hours when required to maintain communications and may only leave when properly relieved
- Routinely operate radio, telephone, teletype (computer), facsimile and other related equipment involved in communications and information transmission

- Monitor surveillance camera equipment and exercise controlled access to the police department
- Logically interpret various verbal and written information/commands and apply to office and communications procedures and operations
- Speak clearly, fluently and concisely
- Possess knowledge of geographical and zoning characteristics of the City of Pocomoke, along with jurisdictional limits
- Answer phones and relay messages to police and management personnel
- Receive mail and other written information for distribution
- Provide assistance to walk-in public, providing directions and referrals
- Prepare written reports directed by the Chief of police
- Operate PC with word processing and data base programs
- In addition to the above, this employee is required to:
 - Be at work on time
 - Be available for work
 - Give a full days work
 - Be positive in response to directions
 - Learn present and new jobs
 - Adjust to changes
 - Get along with others
 - Know and follow rules
 - Be physically and mentally fit for normal duty

Education and Experience:

Must be 18 years of age or older, possession of a High School Diploma from an accredited school or GED Certificate. Possess a current motor vehicle driver's license in their state of residency without suspension in the state of Maryland or the presence of a significant violation history in any state, meet all physical and mental requirements, and successfully complete a background investigation.

This job description is intended to describe the general motive and level of work being performed by the person(s) assigned to this position. Principal duties and responsibilities are intended to describe those functions that are essential to the performance to their jobs, and "other" duties and responsibilities include those that are considered incidental or secondary to the overall purpose of the job.

This job description does not state or imply that the above are the only duties and responsibilities assigned to this position. Employees holding this position will be required to perform any job related duty as requested by the Chief of Police, Administrative Commander, Patrol Commander or Shift Supervisor.

**POCOMOKE CITY POLICE
JOB DESCRIPTION**

Administrative Assistant – To the Chief

Reports to: Chief of Police
Department: Police
Classification: Administration/Civilian

Summary of Principal Duties & Responsibilities

This position for Administrative Assistant to the Chief of Police will be responsible for providing administrative support to the office. You will communicate via phone and email ensuring that all administration tasks are completed accurately and delivered with high quality and in a timely manner. Work is performed under the direction of the Chief of Police or designee with limited supervision. Review is made by evaluation of accomplishments, ability to meet deadlines and the effectiveness of supervision given to continuing projects and special assignments.

Duties & Responsibilities:

- Answer and direct phone calls from the office of the chief.
- Maintain employees addresses, phone numbers and other information.
- Organize and schedule meetings and appointments.
- Produce and distribute correspondence memos, letters, faxes and forms.
- Assist in the preparation of regularly scheduled reports.
- Develop and maintain a filing system.
- Provide administrative support for all personnel processes.
- Maintains and organizes personnel files to include medical files.
- Maintain and create departmental access cards and ID's.
- Maintain departmental emails.
- Performs studies and prepares reports on departmental services and activities.
- Accompanies the Chief of Police to conferences, training sessions and maintains records of meetings.
- Payroll
- Design computer spreadsheets to maintain all departmental records.
- TAC person for all CJIS related issues

- All other job functions as ordered by command staff.
- In addition to the above, this employee is required to:
 - Be at work on time
 - Be available for work
 - Give a full days work
 - Be positive in response to directions
 - Learn present and new jobs
 - Adjust to changes
 - Get along with others
 - Know and follow rules
 - Be physically and mentally fit for normal duty
 - Organize all community event programs: National Night Out, Back to School, Children's Christmas Event

Education and Experience:

Possession of a High School Diploma from an accredited School or GED Certificate. Possess a current motor vehicle driver's license in their state of residency without suspension in the state of Maryland or the presence of a significant violation history in any state. Applicant should have proven administrative experience and knowledge of office management systems and procedures. Possess excellent time management skills with the ability to multi-task and prioritize work. Possess attention to detail and problem solving skills. Provide excellent written and verbal communication skills. Use strong organizational and planning skills and should be proficient in MS Office. Ability to operate and have excellent working knowledge of automated office procedures.

POCOMOKE CITY POLICE JOB DESCRIPTION

Administrative Assistant - Records Management

Reports to: Chief of Police
Department: Police
Classification: Administration/Civilian

Summary of Principal Duties & Responsibilities

This position is responsible for the records and financial management of the Pocomoke City Police Department to ensure efficient operation, to include but not limited to the listed Duties and Responsibilities. Work is performed under the direction of the Chief of Police or Administrative Commander with minimal supervision. Review is made by evaluation of accomplishments, ability to meet deadlines and the effectiveness of supervision given to continuing projects and special assignments.

Duties & Responsibilities: Records Functions

- Prepare all DC. 31's, DC 28's and DC. 45's
- File juvenile and adult logs.
- Complete all Arrest folders/Prepare for State's Attorney's Office/Juvenile Services
- Uniform Crime Reporting
- Expungement process paperwork
- Court subpoenas
- Criminal records audit process to include Juvenile Arrest, Adult Arrest and Criminal History's
- Send and receive all mail to include certified
- Racial profiling auditing reports (yearly)
- Issue all officers forms and books to complete daily duties
- Maintain and update the RMS system
- Act as an administrator for the ETIX program

Duties & Responsibilities: Administrative Functions

- Designee for assisting in maintaining the Capital Improvement Budget. Assist in preparation of the budget, supporting materials, programs and financial records.
- Monitors the departmental budget to ensure compliance with allocated finances as authorized by Command Staff.
- Designee for the department facebook account as authorized by the Chief of Police or other Command Staff.
- Maintains required records relating to departmental activities, services.
- Conducts departmental inventory and surplus
- Acts as the purchasing agent for the department
- Makes all travel arrangements and hotel accommodations for personnel attending training or classes
- Monitor grant programs and provide the grant writer all financial and statistical paperwork
- Assist with all Community event programs to include the Children's Christmas Event, Back to School Picnic, National Night Out
- Maintain all fleet mileage, repair work etc.
- Acts as the departments computer administrator (IT) when needed.
- Maintains access to all departmental servers and computer systems.
- Monitors and records all departmental cameras.
- Monitors and records all departmental in house phone lines
- Prepare the Chiefs weekly City Manager report
- Designee for the departmental website (In Progress)
- Designee for the department crime reporting system
- Assist in completing the departmental bi-weekly payroll when needed
- All other task as assigned by the department command staff

In addition to the above, this employee is required to:

- Be at work on time

- Be available for work
- Give a full days work
- Be positive in response to directions
- Learn present and new jobs
- Adjust to changes
- Get along with others
- Know and follow rules
- Be physically and mentally fit for normal duty

Education and Experience:

Possession of a High School Diploma from an accredited school or GED Certificate. Possess a current motor vehicle driver's license in their state of residency without suspension in the state of Maryland or the presence of a significant violation history in any state, meet all physical and mental requirements, and successfully complete a background investigation.

This job description is intended to describe the general motive and level of work being performed by the person(s) assigned to this position. Principal duties and responsibilities are intended to describe those functions that are essential to the performance to their jobs, and "other" duties and responsibilities include those that are considered incidental or secondary to the overall purpose of the job.

This job description does not state or imply that the above are the only duties and responsibilities assigned to this position. Employees holding this position will be required to perform any job related duty as requested by the Chief of Police or Command Staff.



POCOMOKE CITY POLICE JOB DESCRIPTION

Administrative Assistant -

Reports to: Chief of Police
Department: Police
Classification: Administration/Civilian

Summary of Principal Duties & Responsibilities

This position for Administrative Assistant will be responsible for providing administrative support to the office. You will communicate via phone and email ensuring that all administration tasks are completed accurately and delivered with high quality and in a timely manner. Work is performed under the direction of the Chief of Police or Administrative Commander with limited supervision. Review is made by evaluation of accomplishments, ability to meet deadlines and the effectiveness of supervision given to continuing projects and special assignments.

Duties & Responsibilities:

- Assist in Uniform Crime Reporting
- Assist in Expungement Process
- Maintain and logging court subpoenas
- Assist in the departments community events
- Copy forms for the Officers room
- Updating the yearly Commissioners Manual and Officers charging forms as needed
- Typing memos as needed by command staff
- Pulling officer court files as needed for court
- Filing case files
- Updating departmental forms as directed by Command Staff
- Updating departmental personnel policy as directed by Command Staff
- Checking and sending emails daily
- Preparing personnel binders once background is complete
- All other job functions as ordered by command staff.

In addition to the above, this employee is required to:

- Be at work on time
- Be available for work
- Give a full days work
- Be positive in response to directions
- Learn present and new jobs
- Adjust to changes
- Get along with others
- Know and follow rules
- Be physically and mentally fit for normal duty

Education and Experience:

Possession of a High School Diploma from an accredited School or GED Certificate. Possess a current motor vehicle driver's license in their state of residency without suspension in the state of Maryland or the presence of a significant violation history in any state. Applicant should have proven administrative experience and knowledge of office management systems and procedures. Possess excellent time management skills with the ability to multi-task and prioritize work. Possess attention to detail and problem solving skills. Provide excellent written and verbal communication skills. Use strong organizational and planning skills and should be proficient in MS Office. Ability to operate and have excellent working knowledge of automated office procedures.

- All Civilian staff members will adhere to the departmental Chain of Command, and are not subject to the same disciplinary matrix as sworn officers.
- All Non-Sworn employee's will wear their appropriate departmental issued uniform, unless other wise noted, during work hours.

COMPENSATIONS, BENEFITS, AND CONDITIONS OF WORK

Each employee will be provided with a copy of the City Employee Handbook. Employees should read and refer to the information contained within the handbook that is relevant to their compensation, benefits, and conditions of work for the City of Pocomoke.

9.1 Light Duty

Defined: Light Duty is a time limited period which allows an employee to work in a temporary position while recovering from illness or injury. An assignment of light duty (1) depends upon the needs of the Department, (2) may be anywhere in the Department, and (3) preference for light duty will be given to employees with service connected illness or injury. If an employee with an illness or injury which is not service connected currently temporarily occupies a light duty position, then that employee may be bumped from the light duty position if an employee with a service connected illness or injury becomes eligible for a light duty assignment. In that event, the employee with the non-service connected illness or injury will be considered for leave to which such employee may be entitled under this chapter, as if no light duty were available for such employee.

If an employee has an illness or has sustained an injury and a physician recommends the employee can perform a light duty assignment, the following procedures will be followed:

1. The employee will notify his/her supervisor of the recommended light duty status and will surrender his/her weapon and police identification to the Patrol Commander who will place them in the Armory for security.
2. The Supervisor will confer with the Command Staff to determine if a light duty assignment is available, evaluating the current needs of the Department.
3. If the employee is not placed in a light duty assignment due to lack of a position, he or she will remain at the appropriate leave status until a position becomes available or he or she can return to full duty.
4. If a light duty assignment is available, the employee will be placed in that assignment once approved by the Chief of Police.
5. While in a light duty assignment, the employee will not wear the Department uniform or operate marked police vehicles. Suitable business attire will be worn.

6. If the employee's injury or illness is not line of duty and they are required to obtain therapy or make doctors' appointments during their working hours, they will be charged sick leave for the amount of time consumed for the appointment.
7. As a condition of receiving light duty status, the employee agrees to be evaluated by a doctor designated by the City from time-to-time as the City may direct at City expense or before returning to full duty status.
8. Employees are limited with regard to light duty, to a maximum of 2080 cumulative working hours per incident.
9. Employees unable to return to full duty status after assignment to a light duty position for 2080 hours must do one of the following:
 - a) Request and receive approval for a medical leave of absence (FMLA);
 - b) Apply and receive approval for a disability retirement;
 - c) Resign; or
 - d) Transfer to another available position in the City Government for which they are qualified and accepted.

Police employees will drive their personally owned vehicles to and from the Pocomoke City Police department while on light duty. The employees assigned PCPD patrol vehicle will be parked at the PCPD until the employee returns to full duty status.

9.1.1 Sick Leave

When using Sick Leave the employee will contact their supervisor and notify them of the need to use sick leave. The sick employee will also contact communications advising them of their sick leave usage. Communications personnel will open a complaint in the RMS computer system and complete an attendance control form and forward it to an Administrative Assistant for record keeping.

After three Sick Leave occurrences within one year's time, the employee will be required to provide a doctor's note. The doctor's note will excuse them from work for any additional Sick Leave usages within the same one year's time.

9.1.2 Holiday Leave

The employees of the police department will be able to delay the use of Holiday Leave, up to a six month period. That means employees are able to save Holiday Leave for a maximum of 6 months. However, any saved must be used within a 6 month period or the employee will lose that time saved.

Sworn personnel will accrue twelve hours of Holiday Leave for each Holiday designated by the City.

Civilian personnel are scheduled to work on a Holiday they will accrue eight hours of Holiday Leave for each Holiday designated by the City.

The Holiday hours granted to all employees will reflect the hourly schedule they work and is subject to change.

9.2 Police Officer Contracts

- Entry level police officers will agree to and sign a 5 year contract, with an 18 month probation period.
- Comparative compliance officers will agree to and sign a 3 year contract, with a 1 year probation period.
- Certified police officers will agree to and sign a 2 year contract, with a 6 month probation period.
- The Pocomoke City Police Department may perform random drug screening evaluations on the sworn and civilian personnel.

9.3 Random Drug Testing

The Pocomoke City Police Department reserves the right to perform random drug testing on all of the personnel at the police department.

9.4 Officers of the Quarter

This is a recognition for the officer that has the most productive job performance during the designated time period. This officer will receive a 12 hour day off with pay for this recognition.

POCOMOKE CITY POLICE DEPARTMENT VEHICLES IN GENERAL

Directives in this chapter relate to the department's proper vehicle use while on and off-duty.

10.1 PURPOSE

To provide guidance to officers on proper vehicle use while on and off duty.

10.1.1 POLICY

Pocomoke City Police officers will use vehicles in a manner that conforms to this directive.

10.1.2 DEFINITIONS

MARKED VEHICLE: A vehicle used by the Pocomoke City Police Department that is conspicuously identified with the Pocomoke City Police Department shield, lettering and emergency equipment designating it as an emergency vehicle.

UNMARKED VEHICLE: A vehicle used by the Pocomoke City Police Department that is not conspicuously identified with the Pocomoke City Police Department shield and lettering, but is equipped with emergency equipment and may be used for patrol.

COVERT VEHICLE: A vehicle used by the Pocomoke City Police Department that is not identifiable as a law enforcement vehicle and is not used for patrol.

10.1.3 PROCEDURES

1. Applicability

This policy applies to both on and off-duty vehicle operation by both officers and civilian employees unless a particular subsection specifies otherwise.

2. Identification

- a. Every Pocomoke City Police Department vehicle will be assigned a Pocomoke City Police Department vehicle number.
- b. Marked and Unmarked vehicles will be issued two vehicle registration plates displaying the assigned vehicle number and will display the plates at all times in the places designated by the vehicle manufacturer.

- c. Unmarked vehicles will display the registration plate issued by the MVA for that vehicle.

3. Off-Duty use of Pocomoke City Police Department Vehicles

- a. Take-home vehicles will be assigned to officers if available.
- b. An officer may only operate a Pocomoke City Police Department vehicle off-duty within 30 miles of the City of Pocomoke.
- c. Off-duty vehicle use will not adversely impact the ability of a unit to perform its designated functions.
- d. Off-duty travel will be permitted for officers and members of his/her immediate family (Significant Other and Children); other passengers may be permitted with the permission of the Chief of Police only.
- e. Passenger Restraint Devices
 - 1. When operating or riding in a Pocomoke City Police Department vehicle, or when operating or riding in a non-Pocomoke City Police Department vehicle in official capacity, all employees will use seatbelts.
 - 2. When transporting passengers, the employee will ensure that the passengers use seatbelts or are secured in appropriate child safety or booster seats, as appropriate and in accordance with applicable statute.
- f. Non-Official Passengers
 - 1. Officers operating Pocomoke City Police Department vehicles may not respond to an incident when the vehicle is occupied by a passenger who is not a Pocomoke City Police Department employee unless:
 - (A) the passenger is officially authorized to be in the vehicle as part of a ride-along;
 - (B) the officer is required to respond immediately to preserve life or property; or
 - (C) the response is being made to preserve the life of the passenger.
 - 2. Passengers who do not meet the criteria in subsection (1) above, must be dropped off at a safe location before the officer responds with emergency equipment activated.

g. Radio Use

Officers operating a Pocomoke City Police Department vehicle off-duty will monitor the primary operating frequencies of the Pocomoke City Police Department.

h. Handling Incidents While Off-Duty

1. Officers will be prepared to respond to any incident requiring police assistance occurring in the vicinity of their route of travel.
2. If immediate action is necessary, the off-duty officer will take necessary action and notify the Pocomoke City Police Department.
3. Officers may be placed on-duty if necessary.
4. For routine cases encountered while off-duty, officers may call for a Pocomoke City Police Department unit to handle the situation; the off duty unit will stand by and assist until that unit arrives.

i. Attire and Equipment

1. Officers should be appropriately attired to effectively perform a police function while at the same time presenting a favorable image; exceptions will be granted to those officers on special assignment or assigned to a covert investigative position.
2. Officers are responsible for the appearance and conduct of all passengers. A minimum standard of acceptable dress for a passenger would consist of a neat, clean shirt and pants.

j. Personal Use

1. Pocomoke City Police Department vehicles may not be used for carrying heavy or excessive loads and will not have objects protruding from the trunk or windows.
2. Vehicles must be parked in an unobtrusive and secure location.

k. Suspension or Revocation of Off-Duty Use

1. Off-duty use is a privilege and is subject to suspension or revocation for abuse.
2. Involvement in preventable collisions while operating a Pocomoke City Police Department vehicle on or off-duty is grounds for suspension of the officers off-duty use privilege.

3. An officers off-duty use privilege is subject to suspension or revocation if the Chief of Police or a Commander deems it in the best of interest of the Pocomoke City Police Department.
4. Suspension or revocation of these privileges as a result of involvement in a preventable collision will be included in the endorsements that accompany formal disciplinary proceedings and recommendations.

4. Restrictions

- a. Supervisors will not allow any employee operate Pocomoke City Police Department vehicle unless the employee possesses a valid driver's license of the proper class for the type of the vehicle being operated. Only Pocomoke City Police Department employees are permitted to operate Pocomoke City Police Department vehicles.
- b. Only those persons specifically authorized by the Chief of Police to operate Pocomoke City Police Department vehicles may do so, except when Pocomoke City Police Department vehicles are being road tested in connection with repair services.
- c. Approval of the Chief of Police is required if a Pocomoke City Police Department vehicle will be used:
 1. off-duty, beyond the mileage limit in subsection (3) (b) above; or
 2. out of state.
- d. Approval of the Chief of Police is required if a Pocomoke City Police Department vehicle will be operated out of state for more than 24 consecutive hours.
- e. Employees will not operate a Pocomoke City Police Department vehicle with any measurable amount of alcohol and/or controlled substance present in his or her body and no one shall consume any alcoholic beverage within 8 hours of a shift.
- f. No officer may transport alcoholic beverages of any type, unless it is in the official capacity of their job duties.

5. Sick Leave

- a. Employees will not operate a Pocomoke City Police Department vehicle while on sick leave.

- b. Employees who go on sick leave while on-duty, may, if capable, drive a Pocomoke City Police Department vehicle directly to their residence.

6. Issued Vehicle Equipment

- a. All Pocomoke City Police Department vehicles that are routinely used for patrol, whether marked or unmarked, will be equipped with emergency lights and a siren.
- b. Unless otherwise indicated, the following equipment will be carried in Pocomoke City Police Department patrol vehicles in serviceable condition:
 - 1. Spare tire;
 - 2. Fire extinguisher;
 - 3. Box of flares;
 - 4. Registration card (unmarked and covert vehicles);
 - 5. Crime scene barrier tape; and
- c. Should a piece of equipment become unserviceable, the officer to whom the vehicle is assigned will be responsible for obtaining a replacement as soon as possible.
- d. Supervisors will be responsible for inspections of vehicles and equipment to ensure that officers are in compliance and that all equipment is in serviceable condition.
- e. Monthly inspections will be documented on the Monthly Vehicle Inspection.
- f. All items listed will be inspected unless they are not applicable based on job function.
- g. Any rating that is less than satisfactory will be noted in the officers Employee Performance Evaluation.
- h. Officers who receive a rating that is less than satisfactory will be re-evaluated during the next inspection; those who receive a rating that is less than satisfactory during multiple inspections may be subject to progressive discipline in accordance with the Pocomoke City Police Department Disciplinary Matrix.

7. Non-Issue Vehicle Equipment

- A. The Chief of Police has the authority to approve non-issue equipment, including auxiliary lighting, to be installed in or on Pocomoke City Police Department motor vehicles. Employees will not install any additional equipment without prior approval.
- B. The officer requesting to install non-issue equipment will complete a detailed report, identifying the make, model and specifications of the equipment in the narrative to the Chief of Police and the use/need thereof.
- C. Any costs for non-issue vehicle equipment will be borne by the officer.
- D. Should a vehicle be replaced or reassigned, it will be the responsibility of the officer involved to have the non-issue equipment removed. Pocomoke City Police Department will not be responsible for any claim for damage to or loss of non-issue vehicle equipment.

8. Extended Leave (Paid/Unpaid)

Officers who are on Extended Leave of more than Seven (7) days or more will park their assigned Pocomoke City Police Department Vehicle at the Police Station. Vehicles will be fully cleaned, fueled and in a state of readiness. Keys will be left with the department Assigned Quartermaster.

COMPLAINT PROCEDURE

This written directive refers to the methods that allow employees to resolve their complaint with the department fairly and expeditiously.

11.1 COMPLAINT PROCEDURE

A complaint is made by an employee, sworn or civilian, alleging a wrongful act and harm done due to noncompliance of a specific Written Directive.

Matters that fall within the purview of the Annotated Code of Maryland - Law Enforcement Officers Bill of Rights are not grievable.

Those situations that are grievable are as follows:

- \$ The unfair or excessive use of disciplinary practices
- \$ Discriminatory practices
- \$ Unfair application of salary practices

CODE OF CONDUCT

The Pocomoke City Police Department is committed to creating a dynamic organizational culture wherein training and leadership will foster integrity, respect and quality of internal operations. The Pocomoke City Police Department will inspire and preserve the public's confidence and trust in the Pocomoke City Police Department's disciplinary process. While training establishes these fundamental values, leadership by command and supervision is critical in bringing a focus to these moral and ethical standards. All aspects of the disciplinary process will be performed with integrity, competence and with the highest standards of the Pocomoke City Police Department.

12.1 Core Values

Pocomoke City Police Department personnel will be committed to the following core values to guide their conduct:

1. INTEGRITY. Employees shall:
 - a. uphold the public trust by being honest.
 - b. maintain the highest standards of ethical and moral character.
2. FAIRNESS. Employees shall:
 - a. treat everyone with respect and dignity and in an unbiased manner.
 - b. refrain from responses of uncontrolled anger when dealing with a citizen or a Pocomoke City Police Department employee.
 - c. protect constitutional rights through impartial enforcement of the law.
3. SERVICE. Employees shall:
 - a. provide dedicated and compassionate assistance to citizens.
 - b. promote leadership, cooperation and assistance to the Pocomoke City Police Department and its employees.
 - c. aspire to improve service, and partnership with the community.
 - d. obey Pocomoke City Police Department rules, regulations and procedures.

12.1.1 Rules of Conduct

Pocomoke City Police Department personnel shall obey all Rules of Conduct. Generally, it is intended that all administrative charges preferred by a commander, be based on the Rules of Conduct as herein stated. The Rules of Conduct are:

1. Courtesy
 - a. A Commander shall courteously and promptly accept any allegation or complaint made by a citizen against any employee of the Pocomoke City Police Department. The receipt and processing of all complaints shall be in conformance with established Department procedures.
 - b. An employee shall be courteous to the public and to fellow employees. He/she shall be tactful in the performance of their duties, shall control their temper and exercise utmost patience and discretion, and shall not engage in argumentative discussions, even in the face of extreme provocation. While on duty or in the performance of their duties, sworn officers shall not use coarse, violent, profane, or obscene language or gestures toward the public or fellow employees. They shall not express any prejudice or use language which is insulting or demeaning to the public or fellow employees concerning race, sex, religion, politics, national origin, lifestyle, mental or physical disabilities or other personal characteristics.
 - c. Police employees will at all times show respect for their fellow employees and will conform to the rules of military courtesy and military discipline as set forth by the Chief of Police.
2. Unbecoming Conduct
 - a. Every employee shall conduct themselves at all times, both on and off duty, in a manner which reflects most favorably on the Pocomoke City Police Department. The phrase “reflects most favorably” pertains to the perceptions of both citizens and other Pocomoke City Police Department employees. Conduct unbecoming an employee shall include that which tends to bring the Pocomoke City Police Department into disrepute, or reflects discredit upon the employee as representative of the Pocomoke City Police Department, or that which tends to impair the operation or efficiency of the Pocomoke City Police Department or employee.
 - b. A commander or supervisor will not injure or discredit a subordinate through unreasonable, unjust, arbitrary, or tyrannical conduct, or abusive language.
 - c. A Pocomoke City Police Department employee shall not maliciously threaten, strike, or assault any other Pocomoke City Police Department employee.

- d. Members of the Pocomoke City Police Department will not be involved in domestic violence related incidents in their personal life reflecting poorly on the department.
- 3. Insubordination
 - a. Pocomoke City Police Department employees shall, unless otherwise directed by competent authority, transact all official business with employees senior in rank or classification only through the official chain of command.
 - b. An employee shall promptly obey all lawful orders of a superior, including those from a superior relayed by an employee of equal rank. A lawful order is any order, either verbal or written, which an employee should reasonably believe to be in keeping with the performance of his duties or the responsibilities of his post.
 - c. An employee will obey all orders from superiors, whether written or verbal, except when compliance with such orders would require the commission of an illegal act. No employee, without adequate justification, will intentionally issue an order that is contrary to an order issued by a superior. Employees to whom conflicting orders are issued will call immediate attention to such conflict; however, if the conflict is not resolved, the last order will be obeyed.
 - d. Any order may be countermanded in an emergency. An employee countermanding a prior order will immediately report the reason for his action to his commanding officer. Responsibility for all prudent and reasonable action necessary for compliance with orders will remain with the superior issuing the order. Accountability for all action taken in compliance with orders remains that of the person taking such action.
 - e. At the scene of any incident, the assigned police officer shall be in charge until relieved at the direction of another police officer senior in rank.
- 4. Criticism - An employee shall not criticize or ridicule the Pocomoke City Police Department, or any other police department and/or member, their policies, or their officers by speech, in writing, or by expression in any other manner, when such speech, writing, or other expression is defamatory, obscene, unlawful, exhibits a reckless disregard for truthfulness, or tends to undermine the operation of the Pocomoke City Police Department, other police department, interfering with their operation or maintenance of discipline.
- 5. Abuse of Position
 - a. While deprived of police powers, sworn Pocomoke City Police Department employees will not wear the uniform and will not represent themselves in an official capacity as a Pocomoke City Police Department employee with police powers.

- b. An employee is prohibited from using his official position or his official identification card or badge for personal or financial benefit or as a means of obtaining privileges not otherwise available to him, or for avoiding consequences of illegal acts. An employee may not lend his identification card or badge to another person, or permit it to be photographed or reproduced.
- c. An employee shall not permit or authorize the use of his name, photograph, or official title identifying him as an employee of the Pocomoke City Police Department in connection with testimonials or advertisements of any commodity or commercial enterprise, or for personal reasons.
- d. An employee shall not sign a petition, without the authority of the Chief of Police when their signature identifies themselves as an employee of the Department; nor shall any employee sign any petition which has an unlawful purpose. However, any employee may sign a lawful petition as a private citizen.
- e. An employee shall not address a public gathering, appear on radio or television, prepare any article for publication, act as a correspondent to a newspaper or a periodical, release or divulge investigative information or any other matters of the Department, either in an official or unofficial capacity without first having obtained permission from his commanding officer.

6. Associations

- a. An employee shall avoid associations or dealings with persons whom they know, or should know, are racketeers, gamblers, felons, persons under criminal investigation or indictment, or others who have a reputation in the community for felonious or criminal behavior, except as directed otherwise by a superior. (The purpose of this rule is to maintain the integrity of the employee and to avoid relationships which would tend to impair the operation of the Department. In each case the superior will be mindful of the need for such persons to be rehabilitated, of the fact that such persons already may have been rehabilitated at the time that the association occurs, and of the necessity for some associations because of the relationship of the employee to such person.)
- b. An employee shall not visit or enter a house of prostitution, gambling house, or any other establishment wherein the laws of the United States, the laws of the State of Maryland, or any other law or ordinance of a political subdivision are violated except in the performance of duty and while acting in response to lawful and specific orders of a superior.
- c. An employee of the Department shall not in any manner affiliate themselves with any organization, association, movement, group or combination of persons which advocates the overthrow of the Government of the United States or any state, or which has adopted the policy of advocacy or approving the commission of acts of force or violence to deny any person their rights under the Constitution of the United States or any state, or which seeks to alter the form of government of the United States or any state by unconstitutional means.

7. Immoral Conduct - Every employee shall maintain a level of conduct in their personal affairs which is in keeping with the highest standards of the law enforcement profession. No employee shall be a participant in any incident which compromises or has the potential to compromise their ability to perform as a law enforcement officer or as an employee of the Pocomoke City Police Department, or causes the Department to be brought into disrepute.
8. Conformance to Laws - An employee shall not violate their oath of office and trust or any other condition of their employment with the Pocomoke City Police department or commit an offense punishable under the laws or statutes of the United States or any sovereign nation, the State of Maryland, public local laws, ordinances, or civil violations. Any employee who has been charged with a violation of any law, statute, or public local law or ordinance stipulated in this Section must report the facts concerning such violation immediately to their immediate supervisor. Parking and red light camera violations, except when they are issued to a Department vehicle, are exempted from this subsection.
9. Payment of Debts - Employees of the Pocomoke City Police Department shall make every effort to pay all just debts and legal liabilities. Disciplinary action may be taken when:
 - a. Judgments of creditors have been finally adjudicated and the employee, even though able to pay, has refused to comply with such judgment or;
 - b. The effects of such indebtedness have adversely affected the ability of the employee to perform their job or have negatively reflected on the reputation or effectiveness of the Department. (Absent extenuating circumstances, disciplinary action shall be inappropriate where the employee has made a genuine and sincere effort to pay his debts or the employee has filed for a voluntary bankruptcy petition.)
10. Seeking or Accepting Gifts, Gratuities/Bribes
 - a. A police employee shall not solicit, seek, or accept any gift or gratuity, including food or drink for themselves or another from any individual, business establishment, or merchant, where such offer of acceptance can be construed to be an effort to influence their official conduct as a Pocomoke City Police Officer.
 - b. A police employee shall not receive, seek, solicit, or share in any fee, reward, or other reimbursement for the performance of their official duties, or for their failure to perform official duties, except as directed by the Chief of Police. The employee shall immediately report to their supervisor any offer, or attempt to offer, of money, gift, or other gratuity made in an effort to influence their official conduct as a Pocomoke City Police Officer.
 - c. Employees of the Pocomoke City Police Department shall not solicit or accept any subscription or contribution for any purpose whatsoever except in conformance with Pocomoke City Police Department policy.

11. Secondary Employment - An employee shall not be employed in any capacity in any other business, trade, occupation, or profession, while employed by the Pocomoke City Police Department except as established by Pocomoke City Police Department policy and approved by the Chief of Police.
12. Pocomoke City Police Department Communications
 - a. An employee shall submit all reports, both verbal and written, required by the Pocomoke City Police Department, on time and in accordance with established procedures. All official business transacted by Pocomoke City Police Department employees must be processed through official channels.
 - b. An employee shall, upon order of competent authority, submit a written and/or oral statement detailing the facts concerning their involvement in an incident being investigated where the incident is related specifically, directly, and narrowly to the performance of their official duties.
 - c. Whenever a Pocomoke City Police Department employee is ordered to submit a detailed report/oral statement concerning an incident in which they are alleged to have been involved and if the authority ordering the report knows or should have known the report is likely to contain information which may be used as evidence against the employee in a disciplinary hearing, the authority ordering the report will, at the time of such order. Notification of Complaint-Waiver of Rights. The Form shall clearly state the recipient is the subject of an investigation, and briefly describe the nature of the investigation.
 - d. A police employee shall report, without delay, to their superior all information that comes to their attention concerning organized crime, racketeering, vice conditions, etc.
 - e. All reports submitted by Pocomoke City Police Department employees will be truthful; no employee shall knowingly report or cause to be reported any false information. A clear distinction must be made between reports which contain false information and those which contain inaccurate or improper information. To prove by a preponderance of evidence that one has submitted a false report, evidence must be presented for consideration that such report is designedly untrue, deceitful, or made with the intent to deceive the person to whom it was directed.
 - f. All reports submitted by Pocomoke City Police Department employees will be complete and will not contain improper or inaccurate information. Inaccurate or improper information may be characterized by that which is untrue by mistake or accident or made in good faith, after the exercise of reasonable care.
 - g. An employee shall treat the official business of the Pocomoke City Police Department as confidential. Information regarding official business shall be

disseminated only to those for whom it is intended in accordance with established Pocomoke City Police Department procedures. An employee may remove or copy official records or reports from the police department only in accordance with established Pocomoke City Police Department procedures. An employee shall not divulge the identity of a person giving confidential information, except as authorized by proper authority in the performance of police duties.

- h. The use of Pocomoke City Police Department telephones and FAX machines shall be in accordance with established policy.
- i. Users of Pocomoke City Police Department computer equipment will access only those files that they are authorized to access and shall perform only those operations they are authorized to perform. Pocomoke City Police Department employees may not copy or remove any system or application software or manual without the consent of the Information Technology Division. When using the Internet, all Pocomoke City Police Department employees will adhere to the provisions of established policy. The use of unauthorized PC software is prohibited.
- j. An employee who participates in the promotional process or has been exposed to questions and/or answers to any promotional testing material prior to the completion of the examination period shall not disclose the questions and/or answers to any other person, unless authorized to do so by the Command Staff.

13. Interrogations/Interviews

- a. During any administrative investigation an employee shall, at the direction of competent authority, submit to an interrogation, interview, or polygraph examination. The questions to be asked during the interrogation, interview, or polygraph examination will be related specifically, directly, and narrowly to the performance of an employee's official duties and to the subject matter of the current investigation.
- b. On the order of competent authority, an employee shall submit to any medical, chemical, or other test, photographs, or lineups. All procedures carried out under this rule shall be specifically, directly, and narrowly related to the nature and scope of the employee's employment and conduct.

14. Reporting For Duty

- a. An employee of the Department shall not absent himself without properly approved leave.
- b. An employee shall report for duty at the time and place specified by his superior and shall be physically and mentally fit to perform his duty. He shall be properly

equipped and cognizant of information required for the proper performance of duty so that he may immediately assume his duties.

- c. If an employee of the Department is unable to report for duty due to sickness or other causes, such employee shall, as soon as possible, make notification in conformance with established policy.
- d. An employee shall not feign illness or injury, or otherwise deceive or attempt to deceive any official of the Department as to the condition of his health.
- e. Police employees, while off duty, shall be subject to call at all times. In the event of an emergency or potential emergency, police employees shall be able to be contacted by the police department.
- f. An employee that is utilizing sick leave must contact their immediate supervisor and dispatch to have a card entered into RMS.

15. Interference with Duty

- a. An employee shall not attempt to bring influence to bear on the Chief of Police for the purpose of securing promotion or transfer, or to avoid penalties for violations of the Department's policies, rules, procedures or orders.
- b. An employee shall not interfere with cases assigned to other employees for investigation without consent, except by order of a superior officer; nor shall they interfere with the operation of the police department. An employee shall not interfere with any lawful arrest or any prosecution brought by other police employees of the Pocomoke City Police Department or by any other agency or person. A police employee shall not undertake any investigation or other police action not a part of their regular police duties without first obtaining permission from their superior unless they can justify the need for their immediate intervention.
- c. An employee of the Department shall not be directly or indirectly involved with making arrangements, agreements, or compromises between a criminal and a person who has suffered from criminal acts for the purpose of allowing the criminal to escape any punishment prescribed by law. Any employee having knowledge of such an arrangement, agreement, or compromise shall report such to their immediate superior, without delay.
- d. An employee of this Department shall not reveal the identity of a police employee assigned to plain clothes or covert investigative work. An employee shall not recognize such employees unless such other member salutes or acknowledges them first.

16. Tampering/Manufacturing and Withholding Evidence and False Criminal Charges - An employee shall not intentionally manufacture, tamper with, falsify, destroy, or withhold evidence or information, or make any false accusations of a criminal charge.
17. Evidence/Found and Recovered Property - Property which has been received as evidence in connection with investigations or which for any other reason, comes into the custody of this Department, will be processed in accordance with established procedures. An employee shall not convert to their own use, manufacture, tamper with, or damage through negligence, or destroy, or in any other way misappropriate any evidence or any other material or property found in connection with an investigation or other police action, except in accordance with established Department procedures.
18. Suggestions Pertaining to Services - An employee shall not recommend or suggest in any manner, except in the transaction of personal business and then representing himself only as a private citizen, the employment or procurement of a particular product, professional service, or commercial service (such as an attorney, ambulance or towing service, bondsman, mortician, etc.). In the case of ambulance or towing service, when such service is necessary and the person needing service is unable or unwilling to procure it, the employee shall proceed as a law enforcement officer in accordance with Department procedure.
19. Requests for Assistance
 - a. When the public requests assistance or advice, either by telephone or in person, all pertinent information will be taken in an official and courteous manner, and will be acted upon consistent with established Department procedures.
 - b. Police employees of the Department shall not act in an official capacity, without authority, in any civil case, except where such action will prevent a breach of the peace or assist in quelling a disturbance.
20. Identification
 - a. During the times that a police employee is not readily identified by the uniform of the Pocomoke City Police Department, they shall carry their badge or identification card on their person. The officer shall furnish their name, identification number and assignment to any person properly entitled to this information, at any time except when authorized not to do so by proper authority and when such refusal may be necessary for the proper performance of their police duties.
 - b. When a police employee makes a traffic stop or makes an arrest while in plainclothes, the officer shall identify themselves to the violator and display their badge and/or identification card.

21. Personal Appearance - A police employee will maintain a neat, well-groomed appearance and will style their hair and wear their uniform consistent with established Department policy and procedures.
22. Neglect of Duty
 - a. Department employees shall be punctual in attendance to all calls, requirements of duty, court appointments and other assignments.
 - b. An employee will not read, play games, watch television or movies, or engage in any activity or personal business while on duty that would cause them to neglect or be inattentive to that duty.
 - c. Police and civilian supervisors will actively oversee the performance of subordinates to ensure compliance with all Pocomoke City Police Department policies and procedures.
 - d. The failure of a police employee to take appropriate action, either on or off duty, on the occasion of a crime, disorder, or other condition deserving police or Department administrative attention is considered neglect of duty.
 - e. A police employee will not, without proper authorization, absent themselves from their assigned place of work during their tour of duty.
 - f. An employee will remain awake and alert while they are on duty. If unable to do so, they will report to his superior officer, who will determine the proper course of action.
23. Use of Alcoholic Beverages
 - a. An employee will not drink intoxicating beverages while in uniform or while on duty unless it is necessary for the performance of his duty. In every case where it is necessary for an employee to use intoxicating beverages while on duty, written permission must be obtained from the employee's immediate superior. An employee given written permission to consume intoxicating beverages while on duty may not do so to the extent that their ability to perform their duty is impaired.
 - b. An employee will not report to work with any level of alcohol in their system.
 - c. No employee of the Department will bring any intoxicating beverage into any building or quarters officially occupied by the Pocomoke City Police Department, nor will they permit the same to be brought therein, except as evidence, pursuant to Pocomoke City Police Department property held procedures, or in conjunction with a training seminar relating to alcoholic consumption.

24. Use of Drugs - An employee will not use any controlled substance, narcotic, or hallucinogen, except in conformance with established policy.
25. Treatment of Persons in Custody
 - a. A police employee will not mistreat persons who are in his custody. He will handle persons in accordance with established procedures.
 - b. A police employee of the Department will not, without proper authority, release any prisoner in their charge or, through negligence or design, allow any prisoner in their charge to escape.
26. Use of Force - A police employee, acting in his official capacity, will not use unnecessary or excessive force. Pocomoke City Police Department employees will employ the minimum amount of force necessary to effect an arrest and overcome any resistance offered.
27. Firearms - Weapons shall not be used, displayed, or handled in a careless or imprudent fashion or contrary to Pocomoke City Police Department or Maryland Criminal Law.
28. Pocomoke City Police Department Equipment
 - a. Pocomoke City Police Department equipment will be used and maintained in accordance with established Pocomoke City Police Department procedures and will not be abused, damaged, altered, or through negligence, lost. An employee of the Pocomoke City Police Department will not cause or contribute to the damage, abuse, alteration, or loss of any Pocomoke City Police Department equipment through negligence or carelessness. An employee may not convert to their own use or in any way misappropriate Pocomoke City Police Department equipment/property.
 - b. An employee will operate an official vehicle in a careful and prudent manner, and will not through negligence or reckless operation incur or cause damage to be incurred to Pocomoke City Police Department property or to the property of another. They will obey all laws of the State of Maryland and all local ordinances, and conform to all Pocomoke City Police Department procedures and regulations pertaining to operation and maintenance of any Pocomoke City Police Department vehicle assigned to them on a permanent or temporary basis.
 - c. Damage to or loss of Department equipment will be reported in conformance with Department procedure.
 - d. An employee will not have any item of Department equipment repaired, adjusted, or modified without official authorization.
 - e. Only employees of the Department will be permitted to operate or attempt to operate any Department-owned vehicle, or use any Department-issued firearm, or use any other item of property owned by the Pocomoke City Police Department;

however, specific exceptions to this rule may be authorized by the employee's commander.

29. Incompetence - Employees of this Department shall be held strictly responsible for the proper performance of their duties. Employees shall maintain sufficient competency to properly perform their duties and assume the responsibilities of their positions. Employees shall perform their duties in a manner which will maintain the highest standards of efficiency in carrying out the functions and objectives of the Department.
30. Sexual Behavior - An employee will not engage in any sexual behavior while on duty. While off duty Department personnel will not engage in any sexual behavior in a Department facility or Department vehicle. Sexual behavior is defined as any sexual act, sexual contact, or vaginal intercourse as defined in the Annotated Code of Maryland.
31. Unauthorized Use of MILES, NCIC, or CJIS Systems - Employees are prohibited from using or assisting in the use of the MILES, NCIC, or CJIS system for personal reasons or for any purposes other than ones authorized by the Pocomoke City Police Department policy.
32. Citizen Contact
 - a. A Pocomoke City Police Officer, in the course of performing law enforcement functions, shall not solicit, for personal benefit, personal information from the citizenry or provide personal information of himself/herself, which could reasonably be construed as using their position as an officer for personal benefit or personal reasons.
 - b. During officer-violator contact an officer will not solicit personal information from the driver/passenger(s) and/or provide similar information for any reason that which would reasonably be required for law enforcement purposes.
33. Discrimination/Harassment/Retaliation
 - a. Pocomoke City Police Department employees will not engage in any form of discrimination. Acts of discrimination may include but are not limited to favoritism, prejudice, preference, or intolerance based upon sex, ancestry, citizenship, color, creed, marital status, mental or physical disability, national origin, pregnancy, race, religious affiliation, belief, or opinion, sex or sexual orientation, or union membership in the work place.
 - b. Pocomoke City Police Department employees will not engage in any form of harassment. Harassment is to disturb or irritate persistently. It may include but is not limited to hound, badger, bother, pester, plague, bait, torment, etc.
 - c. Pocomoke City Police Department employees will not take action against another employee because they have opposed any unlawful employment practice or

because they have made a charge, testified, assisted, or participated in any manner in an investigation, proceeding or hearing.

34. Race-Based Profiles

- a. It is the policy of the Pocomoke City Police Department that any assemblage of general characteristics of persons engaged in any violation of the law shall not include the race of any person as one of those characteristics. Race is not a predictor of criminal activity. Race legally cannot and will not be a factor for the development of policies for stopping, detaining or searching motorists on Maryland roadways.
- b. Pocomoke City Police Department sworn personnel will not participate in the use of any race-based profiling as a cause for stopping, detaining or searching motorists traveling on Maryland roadways.
- c. Race cannot and will not be utilized by individual Pocomoke City Police Department personnel and law enforcement agencies and officers operating in concert with or under the direction of the Pocomoke City Police department as a consideration in determining whether to stop, detain, or search motorists traveling on Maryland roadways.
- d. Nothing in this policy statement precludes officers from relying upon race as a part of a description where a specific suspect is sought.
- e. Pocomoke City Police Department employees shall not unlawfully detain any person based upon race, color, ethnicity, national origin, gender, age, sexual orientation, disability or genetic information.
- f. Pocomoke City Police Department employees will not participate in the use of any unlawful discriminatory characteristic as a cause for taking any law enforcement action against any individual or group of individuals.

12.1.2 Provisions for Supporting Values

Pocomoke City Police personnel shall:

1. Preserve and advance the principles of democracy and freedom in a multi-cultural society by endeavoring to:
 - a. protect life and property.
 - b. apprehend and bring to justice traffic and criminal offenders.
2. Remain responsive to the community by:
 - a. maintaining the public peace.
 - b. reducing the citizens' fear of crime.

- c. remaining sensitive and responsive to community concerns and problems.
 - d. actively seeking input from the community.
 - e. remaining courteous to the public even in the face of provocation.
3. Maintain the highest degree of professionalism by:
- a. presenting a neat, clean professional appearance
 - b. attending to duties in an accurate and timely manner.
 - c. using appropriate and respectful language when dealing with the public and co-workers
 - d. never using unnecessary force or violence
 - e. never impairing fitness for duty through the use of alcohol or other controlled dangerous substances.
 - f. obeying all laws
 - g. submitting accurate reports.
 - h. obeying all lawful orders
 - i. not submitting false reports.
 - j. furnishing name, identification number and duty assignment to any person properly entitled to this information
4. Maintain the highest standards of integrity by:
- a. not having any contact with a known felon.
 - b. not disseminating information to unauthorized people.
 - c. not placing themselves in a position or act in a manner that would reflect adversely upon the Pocomoke City Police Department.
 - d. not consuming liquor or entering liquor establishments, while on duty or in uniform, or bringing alcohol onto any Pocomoke City Police Department property, except in the performance of their duties.
 - e. not engaging in sexual behavior while on duty.
 - f. not engaging in sexual behavior in a Department facility or Department vehicle while off duty.
5. Treat all people with mutual trust, fairness and dignity by acting impartially and consistently in dealing with subordinates, co-workers, prisoners and the public.

12.2 Disciplinary Process

1. Training/Counseling - Disciplinary Function

The disciplinary process should identify the measures to be applied to employee conduct in the interest of discipline. The process will be based on fairness to the employee and the department. Training and/or counseling is not to be considered punitive in nature. To this end, training and/or counseling are to be considered as a function of the disciplinary process with the goal of stimulating morale and motivation.

Supervisors will take into consideration the following criteria to employ training and/or counseling:

- a. The nature and severity of the offense, such as lateness, personal appearance infractions, uniform and equipment violations, minor omissions in assigned duties, minor infractions of department regulations, etc.;
- b. The employee's probationary status;
- c. The employee's performance record;
- d. The effect of employees' conduct on the public, such as a minor act of discourtesy;
- e. The effect of employees' conduct on the department, such as minor infractions of safety or efficiency; and
- f. The attitude.

Example: Training can be either informal or formal. A supervisor who personally helps the officer who has a problem in writing reports is an example of informal training. Whereas enrolling the employee in the report writing module taught to entry-level officers at the ESCJA is an example of formal training. Remedial training, is directed at solving a problem on sub-par performance. Remedial and/or formal training will be employed in conjunction with the advice and direction of the Administrative Commander.

Counseling is considered by this department as part of the training process, as it applies to the disciplinary function. Therefore, a Performance Observation Form will be utilized by the supervisor for training as well as counseling. When counseling for such things as lateness, minor discourtesy, etc., the supervisor, through understanding and compassion, should attempt to determine the root of the problem.

2. Department Disciplinary Matrix

Purpose: To establish a disciplinary matrix, applicable to all employees, for addressing violation of written directives of this department, in a fair and consistent manner.

Policy: It is the policy of this department to be fundamentally fair and consistent in the application of discipline. The goal of the matrix is to encourage appropriate behavior. The matrix serves as a guide for the initial offer of discipline by a Commander. Trial Board recommendations are not bound by the discipline matrix.

Relationship to Departmental values: By adopting a prompt, consistent, and fundamentally fair disciplinary process, the department maintains fairness for all employees of the department.

Abbreviations:

1. IA- Internal Affairs
2. LEOBR- Law Enforcement Officers' Bill of Rights

Definitions:

1. Matrix- A chart or table of categorized infractions, with corrective actions and penalties.
2. Category- The level in which infractions are classified.
3. Mitigating/Aggravating- A circumstance which supports the raising or lowering of the category level of an infraction.
4. One Day's Leave
 - Eight hours will equal one day
 - For the purpose of LEOBR
5. Performance Observation Form- Form used to document trends and events, both positive and negative, in job performance.

General:

Misconduct is classified into broad categories of infractions based on progressive degrees of severity. The disciplinary matrix is therefore divided into categories of infractions of the rules and regulations. Category "A" articulates the lowest level of infraction and will first be addressed as non-disciplinary, performance issues. All actions must be documented, but that does not necessarily require formal correspondence. Repeated infractions of any category may move an infraction to the next level. Infractions of Category "B" or higher will be disciplinary matters subject to formal disciplinary penalties as outlined below and for sworn employees in accordance with LEOBR. The corrective actions for Category "A"

violations may be assessed in addition to the disciplinary range for Category B-E violations.

Commanders:

1. Will promptly review all complaints sent to them and initiate the appropriate action.
2. Will document any complaint resolved at the command level without the initiation of formal discipline.
3. Recommend discipline for sustained allegations.
4. May consider mitigating/aggravating circumstances in assessing a penalty range. All considerations to move the recommended discipline above or below the prescribed penalty range must be factually identifiable, in a written format.
 - a. Disciplinary Assessment Criteria - In order to properly assess disciplinary action when warranted against an employee of the Pocomoke City Police Department, Commanders will consider the following and document the information.
 1. Rank and level of responsibility.
 2. Years of service and date of appointment.
 3. Work history, as reflected in performance evaluations.
 4. Disciplinary history.
 5. Awards (type and date) and number of complimentary letters.
 6. Mitigating and/or aggravating factors involved in the current charges (e.g., domestic problems, racial motivation, etc.)
 7. Extent to which:
 - a. The incident involved violence
 - b. The offender stood to benefit personally, if applicable.
 - c. Alcohol or controlled dangerous substances influenced behavior.
 8. Spontaneity or deliberateness of activity.
 9. Impact on department (e.g., morale, public image, credibility, monetary or other cost, etc.)
 10. Accused's reaction (e.g., feelings of guilt and remorse, level of cooperation, recognition of seriousness of act, etc.)
 11. Additional information the accused employee's Commander feels pertinent to the issue.

IA:

1. Will assign an investigator to a complaint or refer the matter to an employee's Commander for the review and the appropriate action.
2. Confers with Commanders regarding the appropriate violation category.
3. Even though criminal charges related to an internal complaint may have been dropped the administrative investigation should still continue until disposition is reached.

Disciplinary Procedures – Civilians

Civilians will follow same procedures as the sworn personnel, except for the rights provided to the sworn under the LEOBR.

12.3 Disposition Matrix

A. Background

1. The purpose of discipline is to correct inappropriate behavior.
2. The Pocomoke City Police Department must strive for consistency when applying discipline.
3. The Disposition Matrix ensures that similar violations receive similar penalties

B. Philosophy

1. The matrix in this chapter includes but is not limited to all possible charges which may arise out of violations of any Pocomoke City Police Department rules, regulations or orders.
2. When assessing discipline, commanders will not focus on a single factor, but should consider other influential factors that may raise or lower the original category to another level. These factors include but not limited to:
 - a. type of incident
 - b. injury severity
 - c. amount of damage
 - d. intent
 - e. employee record and performance level.
3. Recommendations for disciplinary action may be based on:
 - a. mitigating and/or aggravating factors
 - b. employee motive
 - c. degree of culpability
 - d. truthfulness
 - e. disciplinary record

- f. admission of error/mistake by employee.
- g. other factors rising from the case.

C. Description of Categories

- 1. Misconduct is classified into broad categories of violations based on progressive degrees of severity.
- 2. Category “A” defines the lowest level of misconduct, Category “E” the highest.
- 3. Repetition of similar misconduct or violations of more serious offenses will lead to higher penalty categories of “B,” “C,” “D” or “E.”

D. Category “A” Violations

- 1. Category “A” - minor rules violation. Formal Counseling
- 2. Preventable departmental collisions with a total loss or damage to property/vehicles less than or equal to \$1,000.
- 3. Same or similar misconduct within 12 months enhances next violation to Category “B.”
- 4. Combination of any three Category “A” violations within 12 months enhances the third violation to Category “B.”

E. Category “B” Violations

- 1. Category “B” - minor misconduct violations. Written reprimand and/or \$75 fine or 1 day loss of leave/suspension.
- 2. Preventable departmental collisions with a total loss or damage to property/vehicles greater than \$1,000.
- 3. Enhanced violation from Category “A”
- 4. Same or similar misconduct within 36 months enhances next violation to Category “C.”
- 5. Combination of any three sustained Category “B” violations within 36 consecutive months enhances the third violation to Category “C.”

F. Category “C” Violations

- 1. Category “C” - Misconduct violations. Loss of leave/suspension for 1 to 3 days, and/or reassignment, and/or fine of \$100 to \$150.
- 2. Enhanced violation from Category “B.”
- 3. Same or similar misconduct within 60 months enhances next violation to Category “D.”
- 4. Combination of any three sustained Category “C” violations within 60 consecutive months enhances the third violation to Category “D.”

G. Category “D” Violations

1. Category “D” - Misconduct violations. Loss of leave/suspension for 4 to 15 days and/or reassignment and/or ineligible for promotion for eighteen (18) months and/or a fine of \$200 to \$250.
2. Enhanced violation from Category “C.”
3. Combination of any three sustained Category “D” violations within 60 consecutive months enhances the third violation to Category “E.”

H. Category “E” Violations

1. Category “E” -serious misconduct. Over 15 days loss of leave/suspension and/or reassignment, and/or demotion and/or ineligible for promotion for 24 months and/or a fine of \$500 or termination of employment.
2. Enhanced violation from Category “D.”

I. Promotion Ineligibility

Individuals receiving punishments under Categories D and E making them ineligible for promotion may participate in a promotional testing cycle that coincides with their period of ineligibility.

CHAPTER 12 Revised 8/16/2018**DISPOSITION MATRIX**

	REFERENCE CHAPTER	ABUSE OF POSITION	CATEGORY				
1	Chapter 12	Using Official position to avoid consequence of illegal act for violation of criminal laws and/or traffic misdemeanors that could result in incarceration					E
2	Chapter 12	Using Official position to avoid consequence of illegal act for violation of traffic laws		B			
ALCOHOL & CDS VIOLATIONS							
1	Chapter 12	Unauthorized drinking of intoxicating beverages while in uniform and/or on duty					E
2	Chapter 12	Reporting to work with alcohol in blood.				D	
3	Chapter 12	Continuing to consume alcohol after being recalled to duty			C		
4	Chapter 12	Unauthorized bringing of alcoholic beverages into buildings owned/controlled/occupied by PCPD	A				
5	Chapter 12	Use of CDS, narcotic, hallucinogen in violation of established policy.					E
6	Chapter 12	Driving PCPD vehicle with a measurable amount of alcohol present in the employee's body				D	
BEHAVIOR / CONDUCT / INSUBORDINATION VIOLATIONS							
1	Chapter 12	Failure to accept a complaint against an PCPD employee in conformance to policy		B			
2	Chapter 12	Discourteous towards public/other employees to include using profanity and/or obscene gestures	A				
3	Chapter 12	Use of insulting/demeaning language concerning race, sex, religion personal lifestyle/mental or physical disabilities or personal characteristics				D	
4	Chapter 12	Failure to comply with military courtesy	A				
5	Chapter 12	Unbecoming Conduct On or Off Duty		B			
6	Chapter 12	Commanders/Supervisors discrediting a subordinate through unreasonable/unjust/arbitrary conduct/language.		B			
7	Chapter 12	Fail to obey Chain of Command	A				
8	Chapter 12	Fail to obey Lawful Order relayed from employee of equal or lesser rank			C		

	REFERENCE CHAPTER	BEHAVIOR / CONDUCT / INSUBORINATION VIOLATIONS (Cont.)	CATEGORY				
9	Chapter 12	Fail to Obey Lawful Order			C		
10	Chapter 12	Inappropriate Criticism/Ridicule of PCPD/Other State Agency/Judiciary	A				
11	Chapter 12	Conduct which brings the department into disrepute.			C		
12	Chapter 12	Failure to notify commanding officer that employee has been charged with a crime/traffic citation.			C		
13	Chapter 12	Seeking/receiving gifts, gratuities, fees, rewards, subscriptions, etc. in violation of PCPD policy					E
14	Chapter 12	Fail to submit to interrogation/interview/polygraph for administrative investigation					E
15	Chapter 12	Fail to submit to medical/chemical test, photographs or lineups					E
16	Chapter 12	Domestic violence related issues					E
17	Chapter 12	Prohibited Sexual Behavior on duty					E
18	Chapter 12	Sexual behavior in a Department owned or leased facility or official vehicle while off duty					E
19	Chapter 12	Soliciting from or offering personal information to citizenry for personal gain/reasons			C		
20	Chapter 12	Soliciting from or offering personal information to violator other than law enforcement purposes			C		
BRUTALITY / EXCESSIVE FORCE & PRISONER RELATED VIOLATIONS							
1	Chapter 12	Mistreatment of prisoner				D	
2	Chapter 12	Improper Release/Escape of Prisoner			C		
3	Chapter 12	Unnecessary Force/ Excessive Force/ Brutality				D	
4	Chapter 18	Failing to search prisoner incident to arrest			C		
5	Chapter 18	Failure to provide medical treatment to prisoner		B			
6	Chapter 18	Failure to provide medical treatment to prisoner which results in serious injury or death					E
7	Chapter 18	Improper/unreasonable search				D	

	REFERENCE CHAPTER	CARE / USE OF EQUIPMENT & DEPARTMENTAL ACCIDENTS	CATEGORY				
1	Chapter 12	Use of PCPD telephones and FAX machines in violation of PCPD policy	A				
2	Chapter 12	Use of PCPD computer equipment in violation of policy			C		
3	Chapter 12	Use of PCPD computer equipment in violation of policy to read/view/download pornography				D	
4	Chapter 12	Failing to carry badge or identification card	A				
5	Chapter 12	Failure to display badge and/or ID card while taking enforcement action in plainclothes		B			
6	Chapter 12	Failure to maintain appearance/uniform in conformance to Department policy and procedure	A				
7	Chapter 12	Damaging PCPD equipment (Unintentional)	A				
8	Chapter 12	Damaging PCPD equipment (Intentional)			C		
9	Chapter 12	Losing PCPD equipment		B			
10	Chapter 12	Converting/misappropriating PCPD equipment or property				D	
11	Chapter 12	Departmental collisions (Damage \$1,000 or less)	A				
12	Chapter 12	Departmental collisions (Damage greater than \$1,000)		B			
13	Chapter 12	Departmental collision through reckless operation			C		
<u>14</u>	Chapter 12	<u>Departmental collision through negligent operation resulting in fatality</u>				<u>D</u>	
<u>15</u>	Chapter 12	<u>Departmental collision through reckless operation resulting in fatality</u>					<u>E</u>
<u>16</u>	Chapter 12	Failure to comply with regulations on operation/maintenance of PCPD vehicle	A				
<u>17</u>	Chapter 12	Failure to comply with regulations on operation/maintenance of PCPD vehicle resulting in damage to vehicle's engine or other vehicle parts/systems		B			
<u>18</u>	Chapter 12	Failure to report damage/loss of Departmental equipment in conformance to policy		B			
<u>19</u>	Chapter 12	Unauthorized repair/adjustment or modification of Departmental equipment		B			

20	Chapter 12	Unauthorized Use of MILES/NCIC or CJIS systems			C		
	REFERENCE CHAPTER	DISCRIMINATION / HARASSMENT / RACIAL PROFILING	CATEGORY				
1	Chapter 12	Engaging in acts of discrimination					E
2	Chapter 12	Engaging in harassment					E
3	Chapter 12	Retaliation					E
4	Chapter 12	Racial profiling on motorists					E
5	Chapter 12	Detaining individuals based on discrimination					E
6	Chapter 12	Taking enforcement action based upon discrimination					E
FIREARMS / WEAPONS VIOLATIONS							
1	Chapter 24	Carrying unapproved firearm on-duty			C		
2	Chapter 24	Carrying unapproved firearm off-duty			C		
3	Chapter 24	Failure to properly secure weapon in vehicle (Resulting in injury/wounding)				D	
4	Chapter 24	Failure to properly secure weapon in vehicle			C		
5	Chapter 24	Failure to properly secure weapon at thePCPD				D	
6	Chapter 24	Failure to properly secure weapon at thePCPD			C		
7	Chapter 24	Failure to properly secure weapon at home/residence (Resulting in injury/wounding)				D	
8	Chapter 24	Failure to properly to secure weapon at home/residence			C		
9	Chapter 24	Use of unapproved ammunition			C		
10	Chapter 24	Wearing unapproved holster on/duty or off/duty		B			
11	Chapter 24	Carrying unapproved shotgun			C		
12	Chapter 24	Discharging firearm in violation of Departmental policy resulting in injury or death					E
13	Chapter 24	Discharging firearm in violation of Departmental policy (no injury)			C		
14	Chapter 12	Unauthorized/Careless use/handling/display of weapon		B			

	REFERENCE CHAPTER	CIVIL / CRIMINAL / TRAFFIC RELATED VIOLATIONS	CATEGORY				
1	Chapter 12	PCPD employee maliciously threatening/striking/assaulting any other PCPD employee					E
2	Chapter 12	Association with persons known to be racketeers, gamblers, felons, persons under criminal indictment without authorization	A				
3	Chapter 12	Unauthorized visiting of house prostitution, gambling house, or establishment wherein laws of State/US Govt/local subdivision are violated.					E
4	Chapter 12	Affiliating self with group/organization/ which advocates violence or overthrow of the US, State or local government by any unconstitutional means.					E
5	Chapter 12	Violation of criminal laws and/or traffic misdemeanors that could result in incarceration					E
6	Chapter 12	Violation of traffic laws/civil violations		B			
7	Chapter 12	Failure to make every effort to pay just debts		B			
8	Chapter 12	Unauthorized interference with case/investigation assigned to another employee			C		
9	Chapter 12	Interfering with a lawful arrest and/or prosecution			C		
10	Chapter 12	Making arrangements/agreements/compromises between criminal and victim to escape punishment			C		
11	Chapter 12	Failing to report arrangements/agreement/compromises between criminal and victim to escape and/or reduce punishment			C		
12	Chapter 12	Tampering/Manufacturing and Withholding Evidence and False Criminal Charges					E
13	Chapter 12	Acting in an official capacity in a civil case		B			
14	Chapter 12	Failure to obey traffic laws while operating an official vehicle	A				

	REFERENCE CHAPTER	INTEGRITY VIOLATIONS	CATEGORY				
1	Chapter 12	Wearing uniform/representing self in an official capacity while police powers are deprived/suspended					E
2	Chapter 12	Using Official position for personal/financial benefit					E
3	Chapter 12	Identifying a person providing confidential information in violation of PCPD policy.			C		
4	Chapter 12	Feigning illness, or injury		B			
5	Chapter 12	Unauthorized undertaking of investigation or police action			C		
6	Chapter 12	Unauthorized revealing of the identity of covert/plainclothes investigator			C		
7	Chapter 12	Converting/misappropriating evidence/property in violation of Department procedures				D	
	NEGLECT OF DUTY VIOLATIONS						
1	Chapter 12	Absent without Leave (AWOL)			C		
2	Chapter 12	Lateness for Duty	A				
3	Chapter 12	Failed to be properly equipped to immediately assume duties	A				
4	Chapter 12	Fail to notify Department of inability to report due to sickness/other causes	A				
5	Chapter 12	Fail to process evidence/property in accordance with established procedures			C		
6	Chapter 12	Failure to take/respond to request for assistance/advice from public		B			
7	Chapter 12	Failure of Supervisor to take supervisory action			C		
8	Chapter 12	Neglect of duty			C		
9	Chapter 12	Unauthorized absence from assigned place of work during tour of duty	A				

REFERENCE CHAPTER OFF-DUTY SECONDARY EMPLOYMENT & EXTRA-DUTY OVERTIME VIOLATION									
1	Chapter 29	Unapproved Secondary Employment		B					
2	Chapter 29	Performing Secondary Employment while on-duty with the PCPD							E
3	Chapter 29	Working off-duty secondary employment while on sick leave		B					
	REFERENCE CHAPTER	MISCELLANEOUS VIOLATIONS	CATEGORY						
1	Chapter 12	Unauthorized lending/photographing/reproducing of badge and/or ID card							E
2	Chapter 12	Unauthorized contact with the media	A						
3	Chapter 12	Failure to transact official PCPD business through proper channels	A						
4	Chapter 12	Recommending/Suggesting product/professional and/or commercial service	A						
5	Chapter 12	Incompetence							E
6	Chapter 12	Unauthorized Ride Along in PCPD vehicle	A						
7	Chapter 12	Allowing an unauthorized person to operate a PCPD owned/leased vehicle				C			
8	Chapter 12	Unapproved passenger in PCPD owned/leased vehicle while off-duty	A						
9	Chapter 28	Violations relating to the department's social media policy						D	

RECRUITMENT, SELECTION, AND LATERALS

In order to provide the highest level of service, the Pocomoke City Police Department will seek to recruit the most qualified candidates for vacant positions within the Department. The Pocomoke City Police Department will use whatever means the Department deems efficient and economical to accomplish recruitment goals, and whenever possible, there should be diversity in the recruitment of new personnel. The Pocomoke City Police Department strives for an efficient, effective and fair selection process that results in the appointment of those individuals who best possess skills, knowledge and abilities necessary for an effective and respected department.

13.1 Recruitment

In order to provide the highest level of service, the Department will seek to recruit the most qualified candidates for vacant positions.

The Department will attempt to recruit Maryland certified officers and out of state certified officers eligible for Maryland certification. However, this department will also utilize every opportunity to use the entry level process as its primary method of sworn law enforcement candidates.

Individuals involved in recruitment will be knowledgeable in the areas of Equal Employment Opportunity and Affirmative Action as it affects the management and operations of the Department.

The Department will make every effort to have ethnic and gender composition in its sworn law enforcement ranks in approximate proportion to the make up of the available work force in the community.

13.1.1 Recruitment Efforts

A. Techniques and Procedures

1. Publishing and posting Pocomoke City Employment Opportunity Bulletins, in various locations.
2. Whenever possible and appropriate, participating in “Job Fairs” and “Career Days”.
3. Distributing recruitment literature that depicts a diverse group of people engaged in law enforcement-related activities; e.g. website.
4. Placing job announcements in the newspaper(s).
5. Advertising itself as an Equal Opportunity Employer and on application.
6. Seeking assistance from and posting job announcements with community service organizations and key leaders.
7. Placing job announcements on the bulletin board at the Eastern Shore Criminal Justice Academy, in Salisbury.
8. Using approved social media-Department’s Facebook.

9. Advertise on Pocomoke City Website.
- B. The Department will closely monitor its recruitment efforts to ensure that all individuals are given equal opportunity for employment regardless of race, sex, creed, color, age, religion, national origin, or physical impairment.
- C. Each Department member involved in recruitment activities will be knowledgeable of the American With Disabilities Act relating to employment and reasonable accommodation.
- D. Department personnel (sworn and non-sworn) will be utilized in all capacities related to recruitment, to include, but not limited to:
 1. Involving Department personnel in the formulation and development of job announcements.
 2. Utilizing Department personnel to distribute recruitment literature.
 3. Encouraging potential applicants to participate in the Department's Ride-Along-Program.
 4. Including Department personnel on oral interview boards when necessary.
 5. Assigning trained Department personnel to conduct background investigations
- E. The Chief of Police is vested with the authority and responsibility for administering the Department's role in the recruitment program.
- F. Personnel used as recruiters will be trained in the following:
 1. The Department's recruitment needs and commitments.
 2. Career opportunities, salaries, benefits, and training.
 3. Federal and State compliance guidelines.
 4. The community and its needs.
 5. Cultural awareness, or an understanding of different ethnic groups, and subcultures.
 6. Techniques of informal record-keeping systems for candidates tracking.
 7. The selection process.
 8. Characteristics that disqualify candidates.
 9. Physical/medical requirements.
 10. The City's commitment to affirmative action and equal employment opportunities.
- G. The Command staff will periodically evaluate every three years, the progress toward objectives.

13.1.2 Job Announcements

The Department's job vacancy announcements will:

- A. Provide a clear and concise description of the duties, responsibilities, requisite skills, educational level, and other minimum qualifications or requirements for the position

for which the announcement was developed.

- B. Be advertised through the Department's Web Site.
- C. Contain the official application filing deadline or closing date.
- D. The Department will coordinate the posting, placement, and/or the audible recording of job announcements.
- E. The Department will take steps to ensure that communications with applicants with disabilities are as effective as communications with others.
- F. The Department's job announcements will not use qualification standards that screen out or tend to screen out an individual with a disability or class of individuals with disabilities, on the basis of disability.
- G. Job vacancies shall be publicized at least ten (10) working days prior to any official application filing deadline.

13.1.3 Requirements

1. Applicants must meet the following qualifications:
 - a. Must be between 21 and 59 years of age, but assuming that they meet all other qualifications, they may take the exam at age 20 and be accepted.
 - b. Must reach their 21st birthday prior to the completion of their entrance-level training.
 - c. They must not have reached their 59th birthday at the time of employment.
 - d. Must be of a height adequate to meet the physical demands of the work.
 - e. Weight must be in proportion to height and age as determined by the Pocomoke City Police Department physician.
 - f. Must be a U.S. citizen on the date of their appointment and while employed as a Patrol Officer.
 - g. Must be a high school graduate or have obtained an equivalency certificate (college credit hours are desirable).
 - h. Must possess a valid driver's license (except class "M").
 - i. Must meet the Pocomoke City Police Department standards of medical fitness.

- j. Must be of excellent moral character.
- k. Must meet the following vision standards:
 - (1) Binocular far and near visual acuity with or without correction, must be 20/20.
 - (2) Peripheral vision must be normal.
 - (3) Binocular vision and depth perception, which reveal the ability to focus both eyes on the same point in space, must be normal.
 - (4) Color vision, the ability to see and recognize colors, must be normal.
 - (5) Night vision must be normal
 - (6) Disqualifying visual conditions include, but are not limited to, Retinitis Pigmentosa, intracable diplopia, uncontrolled glaucoma, monocular vision, night blindness disorder, homonymous visual field loss, and opacity in the pupillary axis.
- 1. All applicants for reinstatement or rehire will be referred to the Human Resources Department prior to the issuance of an application
- 2. Pre-employment processing will include:
 - a. a written examination (Non-Certified)
 - b. the satisfactory performance of a physical agility test (Non-Certified)
 - c. oral interview board
 - d. an investigation into the applicant's background and moral character
 - e. polygraph examination
 - f. a comprehensive physical examination
 - g. psychological examination
 - h. drug screening
 - i. Live Scan fingerprints

13.2 Selection Process

- I. Selection Process Described in Brief
 - A. Sworn personnel:
 - 1. Written Examination
 - 2. Physical agility test

The written examination and physical agility test may be waived at the discretion of the Chief of Police for certified applicants depending on whether the applicant's certification is active and the time period therein.

3. Oral interview
4. Background check
5. Drug screening
6. Psychological fitness evaluation
7. Medical evaluation
8. Polygraph examination
9. Upon successful completion of the above listed requirements, an employment interview with the Chief of Police and a conditional employment contract will be offered should the candidate be selected for employment.

B. Civilian personnel:

1. Oral interview
2. Background check
3. Drug screening
4. Upon successful completion of the above listed requirements, an employment interview with the Chief of Police and a conditional offer of employment may be extended to the candidate.

II. Selection Process Described in Detail

A. Written Examination (Non-Certified)

1. Applicants are given the General Education Development (GED) as recognized by the Maryland State Department of Education. Applicants must attain a minimum average score of 45 to successfully complete this test. Failure to attain this score will result in elimination of the applicant.

B. Physical Agility (Non-Certified)

1. Each applicant must satisfactorily pass several physical agility tests which consist of push-ups, sit-ups, flexibility, and 1.5 mile run. These standards are used by the Eastern Shore Criminal Justice Academy (ESCJA). Failure to attain a satisfactory score will eliminate the opportunity for the applicant to process any further.
2. The following charts represent the physical fitness standards required to successfully complete the Entrance-Level Law Enforcement course at ESCJA. These guidelines will be used in evaluating applicants= physical fitness level.

Push-Ups	DYNAMIC STRENGTH The score is the number of push-ups performed.	
Age	Male Exec - Pass	Female Exec. - Pass
20 - 29	47 - 29	28 - 15
30 - 39	39 - 24	23 - 11
40 - 49	30 - 18	15 - 09
50 - 59	25 - 13	

Sit-Ups	MUSCULAR ENDURANCE The score is the number of bent-leg sit-ups performed in one minute.	
Age	Male Exec - Pass	Female Exec. - Pass
20 - 29	47 - 38	44 - 32
30 - 39	43 - 35	35 - 25
40 - 49	39 - 29	29 - 20
50 - 59	35 - 24	24 - 14

Flex	FLEXIBILITY The Sit-and-Reach test measures the range of motion of the lower back and hamstrings. The test involves stretching out to touch the toes from the sitting position. The score is the inches reached on a yard stick with the 15 inch mark being at the toes.	
Age	Male Exec - Pass	Female Exec - Pass
20 - 29	20.5 - 16.5	22.5 - 19.3
30 - 39	19.5 - 15.5	21.5 - 18.3
40 - 49	18.5 - 14.3	20.5 - 17.3
50 - 59	17.5 - 13.3	20.3 - 16.8

1.5 Mile Run	CARDIOVASCULAR CAPACITY 1.5 Mile Run - The score is in minutes:seconds.	
Age	Male Exec - Pass	Female Exec. - Pass
20 - 29	10:16 - 12:51	12:51 - 15:26
30 - 39	10:47 - 13:36	13:43 - 15:57
40 - 49	11:44 - 14:29	14:31 - 16:58
50 - 59	12:51 - 15:26	15:57 - 17:55

C. Oral Interview

1. Each applicant must have an interview with the Command Staff. The applicant may be evaluated on personal qualities such as, but not limited to, personal appearance, voice, and ability to communicate. An applicant cannot be rejected solely on the evaluation of this interview.

D. Background Check

1. At the time of oral interview, the applicant will sign a Release of Information Form and will be fingerprinted so that the process of the background check can begin.
2. All applicants must submit to a background investigation to verify his/her good character. The background investigation will be conducted by qualified personnel trained in collecting required information. The background investigator will be designated by the Chief of Police.
3. The name and fingerprint classification of all candidates must be searched through the criminal records of the Pocomoke City Police Department, the Maryland State Police, the Federal Bureau of Investigation, and in other cities, including appropriate state agencies in which the candidate may have resided or worked.
4. Background investigations using the personal history statement and City application will verify candidates qualifying credentials in such areas as neighborhood checks, employment, education, military experience, arrests, civil actions and gross negligence. The City's application form requires that the applicant list three personal references, names of whom cannot be former employers or relatives which require verification.

Materials to be specifically excluded from the background investigation are:

- a. In the area of neighborhood checks, any general statement NOT supported by specific details.
- b. In the area of employment, general statements NOT supported by specific details or documents.
- c. In the area of education, I.Q. and other aptitude test scores.
- d. In the area of credit, information relating to legitimate debts, EXCEPT that information leading to a pattern of gross indebtedness will NOT be excluded.
- e. In the area of disability (ADA), no speculation will be made as to the applicant's ability to perform the essential functions of the job. All other materials may be used in consideration of an applicant's qualifications.

5. Any criminal history will be reviewed and subjected to the rejection criteria as set forth in section III.
6. At least three (3) personal references will be verified as part of the background investigation.
7. If the background investigation reveals or substantiates one or more of the rejection criteria listed, the Chief of Police or his designee reviews the entire package and forwards it to his/her designee for further investigation or rejection.
8. If six (6) months or more have expired since the background investigation was completed prior to hiring, an updated background investigation must be conducted and the applicant must successfully pass it.
9. A record of each candidate's background investigation is maintained on file for one (1) year. Those found ineligible are destroyed immediately and those hired become permanent records.

E. Drug Screening

1. Each applicant in the selection process must submit to drug screening. The applicant will be advised of when and where they must report to for completion of this requirement. The drug screening must reveal no present use and/or addiction to any illicit drug (cocaine, PCP, marijuana, LSD, etc.) to successfully complete this phase of the selection process.

F. Emotional Stability and Psychological Fitness

1. A written and oral psychological examination will be completed by the applicant prior to appointment as an employee. A psychologist, as designated by the Chief of Police, will analyze the written examination for certification of healthy psychological fitness.

G. Medical Evaluation

1. Each applicant being considered for employment will be scheduled an appointment with the department physician to certify fitness for duty.
2. All applicants offered conditional employment must be able to pass a medical examination as determined by the departmental physician. The medical examination will include, but is not limited to:
 - a. Eyesight (including visual acuity and color vision test), as determined by the examining physician for the Pocomoke City Police Department, natural or correctable to 20/20.
 - b. Weight, in proportion to applicant's height as determined by the

examining physician for the Pocomoke City Police Department.

- c. Hearing, within acceptable levels as determined by the examining physician for the Pocomoke City Police Department.
 - d. Recurring and limiting physical injuries, conditions, or illnesses, which would prevent the applicant from performing the essential functions of the position for which the applicant applied.
3. The examining physician is a licensed physician designated by the Chief of Police.

H. Polygraph Examination

1. As a part of the testing process, police applicants are advised at the time of their formal application that they will be subjected to a polygraph examination which will cover areas listed in the application package which is furnished to the applicant.
2. Just prior to and at the location of the test, applicants are provided the questions and given sufficient time to review and understand what is going to be asked of them. Any questions will be answered by the examiner prior to the test.
3. The polygraph examination will be administered by a person who has been trained in all aspects of the operation of the polygraph and the evaluation of the polygraph examination.
4. The results of the polygraph are not sufficient by themselves to disqualify an applicant. However, the results of the polygraph can be used as an aid during the background investigation.

III. Rejection Criteria

- A. Failure to meet minimum qualifications established for the position of police officer as set out in the Annotated Code of Maryland, as established by the Maryland Police Training and Standards Commission (MPTSC):
 1. At least 21 years of age at time of certification;
 2. U.S. citizen at time of appointment;
 3. High School Diploma, GED certificate recognized by the Maryland State Board of Education;
 4. Eligibility for or possession of a valid Maryland driver's license prior to appointment, three years= driving experience; and
 5. Be of good moral character and reputation, as determined by a comprehensive background investigation which MUST, by law, include:

- a. fingerprint search of local, state and federal criminal record files;
- b. check of military records (where applicable);
- c. credit agencies;
- d. school records if an applicant attended school within past five (5) years;
- e. personal references;
- f. neighbors at places of residence over past five (5) years;
- g. present and past employers and fellow employees within the past five (5) years.

** Conviction for any state or federal crime MAY be grounds for rejection of an applicant by MPTSC by withholding of a state certificate of commission to police officer status.

B. Background Investigation. The following may be cause for automatic rejection of an applicant:

- 1. Military bad conduct or dishonorable discharge from any branch of the U.S. military service;
- 2. Documented evidence of three (3) or more instances of misconduct or disciplinary action in the military service (regardless of the type of charges).
- 3. Discharge from employment on two (2) or more occasions within the past five (5) years, or documented evidence of disciplinary action or discharge on three (3) or more occasions.
- 4. Conviction for any felony or serious crime.
- 5. Conviction of a misdemeanor may be cause for rejection.
- 6. Drug use violations

The purpose of this policy is to attempt to avoid arbitrary discrimination against those applicants, who during their formative years, experimented with certain substances of abuse and also protect the interests of the department and the community. Considering that inconclusive and sometimes conflicting research as to the residual effects of various substances, legal obligations and the department's responsibilities, this policy will be a realistic approach to reducing the question of risks

associated with employment of such individuals. An applicant who is a former drug user has, by his/her prior conduct, manifested character traits, judgement and/or illegal activity which may be considered unacceptable for hiring and employment with this law enforcement agency.

Identification of present use and/or addiction to any illicit drug (cocaine, PCP, marijuana, LSD, etc.) by an applicant will be grounds for permanent rejection. Should the use of a substance identified be supported by the proper medical documentation, the completed investigation will be forwarded to the police department's physician for evaluation and recommendation. The purpose of this evaluation shall be to ensure the substance, although properly obtained, is not subject to abuse and/or the individual is medically fit to fill the assigned position.

Evidence demonstrating repeated use of any drug or chemical substance, e.g., marijuana, alcohol, etc., with such frequency that it appears the individual has or had accepted the use and/or reliance upon the substance as part of a pattern of behavior, shall be reason for permanent rejection.

Any applicant found to be involved (at anytime) in the illegal sale, manufacture or distribution of any controlled dangerous substance will be permanently rejected. Any improper use of any narcotic/drug by an applicant after application will be grounds for permanent rejection.

A. Experimentation/Use Criteria

Consideration for experimentation/use will be based on the following criteria:

(1) Opiates

There will be no exceptions for any use of heroin or opium.

Opiates in this form have no medicinal use, are typically related to a criminal atmosphere and are not usually a drug of first use. Other opiates, e.g., morphine, codeine, etc., having a medicinal value, may be considered in the context of their application. Where these drugs are abused, e.g., in experimentation situations, taken without proper authorization, illegally obtained, etc., the limits for experimentation are:

- (a) one time ingestion (lifetime) (no intravenous applications)
- (b) two year period of abstinence prior to application

(c) must submit to additional psychiatric/psychological evaluation

(2) Depressants- (barbiturates, benzodiazepines, methaqualone, etc.)

Drugs of this class have a medical use and are readily available - legally and illegally. Where these drugs are abused, the limits for experimentation are:

(a) two ingestions (lifetime) - (No exceptions will be made for any intravenous applications)

(b) two year period of abstinence prior to application

(c) may be required to submit to additional psychiatric/psychological evaluation.

(3) Stimulants- (amphetamines, methamphetamine, etc.)

Drugs of this class have a medical use and are readily available - legally and illegally. Where these drugs are abused, the limits for experimentation are:

(a) two ingestions (lifetime) (No exemption will be made for any intravenous applications)

(b) two year period of abstinence prior to application

(c) may be required to submit to additional psychiatric/psychological evaluation.

(4) Cocaine

Cocaine may be used medicinally as a local, topical anesthetic; however, the predominate use of cocaine is in abuse situations. No exemptions for experimentation are to be made. Permanent rejection.

(5) Hallucinogenics- (LSD, PCP, Mescaline, Metabolites)

These drugs have no medicinal value. Because of the research concerning the residual side effects from even

small quantities of these drugs, no exemptions for experimentation are to be made for any use – permanent rejection.

(6) Inhalants- (solvents, glue, paint, aerosols, amyl nitrates)

Inhalants have no medicinal value. Documented medical information identifies significant medical complication associated with the use of small quantities of inhalants.

(a) two ingestions (lifetime)

(b) two year period of abstinence prior to application

(c) may be required to submit to additional psychiatric/psychological evaluation.

(7) Cannabis- (Marijuana, Hashish, any substance containing THC)

Prevailing attitudes, availability, and the lack of significant conclusive evidence supporting health or psychological hazards contributes to the widespread use of this substance. Research found that marijuana has been used by individuals as early as age eleven. Twenty percent of those reporting use indicate daily use for at least a month sometime in their life. The limits for experimentation are:

(a) fifteen ingestions (lifetime)

(b) two year period of abstinence prior to application

(c) may be required to submit to psychiatric/psychological evaluation.

NOTE: An ingestion is a single application, e.g., one marijuana cigarette, one dosage of pills, liquid, etc.

Indications of cross-experimentation, while meeting individual drug exemption criteria, will require, in all cases, participation in

psychiatric/psychological evaluation. All periods of abstinence must be positively verified by polygraph examination. Results of psychiatric/psychological evaluation must support a negative propensity toward drug abuse and a lack of

residual side effects associated with drug use. Cross experimentation indicating experimentation with more than two controlled dangerous substances will result in permanent rejection.

An applicant having been permanently rejected has no re-application right.

An application will not be accepted from any individual who has been previously rejected on two occasions for substance abuse. Re-application will be accepted if:

- a. if an individual has abstained from usage for the period specified, and
- b. the indicated frequency requirements are met.

Information demonstrating a history of narcotic/drug use shall be evaluated by the police department's physician. At the discretion of the physician and the Chief of Police, the applicant may be given the opportunity to authorize release of any medical documentation pertinent to the investigation and agree to psychological and/or psychiatric evaluations selected by the physician and Chief of Police, the expense of which will be borne by the individual. All documentation will become part of the individual's pre-employment investigative file. At the conclusion of the investigation, the physician will make a recommendation as to the employability of the individual. Psychiatric/psychological evaluations required under this section are in addition to normal applicants psychological testing.

The above information is provided as a basic guide. To attempt to list all the circumstances and a provision for each would be impossible.

A final decision will be based on the above information in addition to that developed through any counseling, testing, investigation, etc. The

Chief of Police shall have the latitude to impose additional requirements based on a demonstrated need. The indicated guidelines may be sufficient; however, the method of ingestion, circumstances of use, attitude toward substance abuse, etc., may pose additional considerations and warrant more investigation prior to a final decision.

The information contained in this Directive provides a basis for personnel to answer specific questions from applicants and other interested parties, and is not intended for dissemination outside this department without authorization of the Administrative Commander.

Applicants will further be required to submit to a urinalysis test for controlled dangerous substances during the application process. The time, location, and procedure will be designated by the department.

Methods used to identify and corroborate the aforementioned criteria will include, but are not limited to, polygraph examinations and/or background investigations.

7. Six (6) or more current points against the applicant's operator's license prior to appointment.
8. Participation as a plaintiff or defendant in three (3) or more civil court actions reflecting litigiousness and an inability to interact reasonably with other persons.
9. Misleading and/or false information supplied by applicant to background investigators or administration.
10. Patterns of violence towards other persons as evidenced in two (2) or more areas of the background investigation (e.g., military check, arrest for crimes of violence, neighborhood checks, etc.)
11. A high incidence of accidents due to negligence (as evidenced by two (2) or more vehicular accidents in which the applicant admitted to his negligence or negligence established in a court of law, civil or criminal) or a similar history of accidents involving other equipment as determined in the background investigation.

12. Evidence of alcoholism or serious drinking including, but not limited to:
 - a. conviction for an offense involving intoxication;
 - b. poor work history related to abuse of alcohol;
 - c. repeated intoxication or disorderly conduct revealed through checks of a neighborhood.
 13. Any juvenile felony committed at fourteen (14) years of age or older, involving violence against other persons.
 14. Personal History form not completely or accurately filled out.
 15. Untruthfulness.
- C. Medical Examination. Those applicants offered conditional employment who fail to pass the medical examination given by a licensed physician employed by the Pocomoke City Police Department and designated by the Chief of Police will be considered as rejected. Reasons for rejection shall include, but not be solely limited to the following:
1. Eyesight, as determined by the police department's physician natural/correctable to 20/20. (Examination to be conducted by personal practitioner of the applicant and must be approved by the police department's physician)
 2. Weight in proportion to applicants= height as determined by the examining physician for the police department.
 3. Hearing within acceptable levels as determined by examining physician for the police department.
 4. Recurring and limiting physical injuries, conditions or illnesses which would prevent an applicant from performing the essential functions of the position for which the applicant applied.
- D. Physical Stature. An applicant offered conditional employment may be rejected if his/her physical stature is not within the acceptable range of the height/weight chart. This requirement may be waived in the event that the applicant provides a medical opinion from a licensed qualified physician that his/her participation in the physical fitness evaluation will not have any adverse impact on the health status of the applicant. If at the time of the physical fitness evaluation an applicant is unable to participate, an opinion in writing from a licensed qualified physician must fully describe the condition which would cause the adverse impact. In those cases, the applicant may be tested at a reasonable time in the future, but prior to attending entrance level training. An applicant must also possess the ability to enable him/her to properly grip, hold and operate department issued weapons,

and where appropriate operate police vehicles at a minimum when the front seat is in its most forward position.

E. Further Grounds for Rejection

1. In addition to the aforementioned grounds for rejection, the following additional grounds for rejection are established if the information upon which the rejection is based has been independently corroborated by BOTH background investigation and/or the polygraph examination:
 - a. Evidence of repeated violent behavior;
 - b. Evidence of repeated use of drugs (as indicated by one or more instances reported in background investigation and evidence related to the use of drugs, obtained during the polygraph examination);
 - c. Continued commission of misdemeanors;
 - d. A composite of unsuitable characteristics. (Occasionally a candidate exhibits a number of characteristics which, when reliably documented and taken in combination, produce a pattern judged clearly inappropriate for law enforcement duties);
 - e. Evidence of the use of drugs (any CDS) within one year of application date, obtained during the polygraph examination or background investigation.

13.2.1 JOB RELATEDNESS

The Chief of Police or his designee will assure all elements of the selection process use only those rating criteria or minimum qualifications that are job related.

13.2.2 UNIFORM ADMINISTRATION

All elements of the selection process will be administered, scored, evaluated, and interpreted in a uniform manner. Testing procedures will be clearly set forth and carried out identically for all applicants.

13.2.3 CANDIDATE INFORMATION - ADVISED OF SELECTION PROCESS

At the time of application, the Administrative Commander will ensure that all candidates are informed in writing of:

1. All the elements of the selection process;
2. The duration of the components of the selection process, and;
3. The agency's policy on re-application.

13.2.4 NOTIFICATION OF INELIGIBILITY

Applicants determined to be not eligible for appointment will be informed in writing within thirty days of such decision.

13.2.5 RECORDS OF CANDIDATES

The Administrative Commander will ensure that records of applicants determined to be ineligible for appointment are filed, retained, and destroyed in accordance with federal, state, and local requirements for privacy, security, and freedom of information. Background investigation records of those not appointed will be maintained on file for one (1) year and then disposed of.

13.2.6 SELECTION MATERIAL SECURITY

All selection materials will be stored in a secure area. If subsequently destroyed, this destruction will be performed in a manner that prevents disclosure of the information therein.

13.2.7 RECORDS RETENTION

In the absence of controlling legislation, the Pocomoke City Police Department has a policy regarding the retention of the results of medical examinations, emotional stability, and psychological fitness examinations. If the candidate is unsuccessful, their medical exams and/or psychological exams are kept on file for one year, then disposed of. If they are hired, their files are held indefinitely.

13.2.8 ENTRY LEVEL PROBATION

- A. Permanent status as a Police Officer requires a probationary period of eighteen (18) months, during which time performance will be evaluated. Permanent status will be granted only if work performance has been adjudged to be satisfactory. (One (1) year for civilian personnel). The probationary period begins on the date of hire.

Exceptions to the probationary period will be made on a case to case basis. Exceptions may include, but not limited to, such things as illness, injury and extended/remedial training not to exceed six months of duration. If extended/remedial training is offered at the conclusion of his/her probation period, the affected employee must be made aware of the consequences of her/his

participation or nonparticipation. For example, if an officer elects to participate in extended/remedial training, it is with the knowledge that PO advancement will be delayed until the satisfactory completion of the extended/remedial probation period and, if unsatisfactory, his/her employment as an officer will be terminated.

- B. After appointment and prior to beginning Entrance Level School, the officer must sign a contract for reimbursement of hiring and training expenses.

13.3 LATERALS

13.3.1 LATERAL ENTRY (IN STATE)

A lateral entry candidate is a person who maintains current certification in the State of Maryland as a police officer. A lateral is either currently employed by another law enforcement agency in Maryland or has been employed by another law enforcement agency in Maryland.

- A. Requirements

A lateral entry candidate already meets the criteria for a police officer candidate. The candidate must successfully complete the prior mentioned phases of the selection process.

- B. Training

A lateral candidate who is certified in Maryland is required to successfully complete a field training program as well as to meet the requirements for qualifying with a departmental issued handgun.

13.3.2 LATERAL ENTRY (OUT OF STATE)

A lateral entry who holds a current police officer certification in another state could possibly be considered a lateral candidate.

- A. Requirements

An out of state lateral candidate must be able to provide documentation of the amount of hours attended in a police academy and forward it to the Maryland Police Training and Standards Commission to determine if the proper criteria is met for a Comparative Compliance Course. Comparative Compliance allows the out of state certified police officer lateral candidate to attend a shortened version of a Maryland Police Training and Standards Commission approved Maryland Police Academy, instead of attending a normal Maryland Police Academy. The lateral candidate must successfully complete the prior mentioned phases of the selection process.

- B. Training

A lateral out of state candidate who meets the requirements must successfully complete a Comparative Compliance Course approved by the Maryland Police Training and Standards Commission. The lateral candidate must also complete a field training program as well as meet the requirements for qualifying with a departmental issued handgun.

RAPID DEPLOYMENT & ACTIVE ASSAILANT RESPONSE

It is the policy of this Department to respond to active assailant critical incidents in an effort to protect the lives of citizens. Unlike a barricaded suspect or hostage incident which uses restraint and containment tactics, an active assailant incident requires immediate action by means of a rapid deployment. Department members responding to an active assailant incident must attempt to accomplish this goal by way of arrest, evacuation, containment and / or the use of deadly force. The priority in responding to this type of critical incident is the protection of life for victims and citizens, police officers, and suspects. Whenever feasible the safety of suspects will be a consideration, however, the safety of suspects will not take precedence over that of victims, citizens or police officers.

14.1 PURPOSE:

To standardize the Department's response to Critical Incidents with an Active Assailant.

14.1.1 DEFINITIONS

Active Assailant: One or more subjects who participate in a random or systematic discharge of a firearm or other lethal weapons demonstrating their intent to continuously harm others. The observed overriding behavior objective appears to be that of mass injury and / or murder rather than other criminal conduct such as robbery, burglary, etc. For the purpose of this guideline, the term "active assailant" shall apply to any subject who uses any deadly weapon including, but not limited to, firearm, edged weapon, bludgeon objects, explosives, etc. to randomly or systematically inflict death or great bodily harm.

Directed Fire: Gunfire aimed at an offender or an area of advantage held by the offender, or an area officers reasonably believe, the offender to be located for the purpose of stopping the threat, rescuing victims and / or citizens, or movement to a tactically advantageous position. The use of this directed fire is a tactic of last resort to be utilized when officer(s) believe no other reasonable option is available to accomplish the situation set forth above.

Contact Team: A team of officers whose primary responsibility is to stop the active assailant.

Rescue Team: A team of officers whose primary responsibility is to rescue / remove injured or innocent victims, citizens and officers.

14.1.2 PROCEDURES

A. By the way of this Guideline, this department recognizes that active assailant incidents must be stopped decisively, if possible, before further loss of innocent life. Initial responding officers will be forced to make critical decisions in tense, dynamic, uncertain, rapidly developing situations that may be impossible to control. In order to assist the responding officers, prioritization of tactical options in the order of importance as follows:

1. Neutralize the threat presented by the active assailant(s).
 2. Rescue of victims.
 3. Medical assistance to victims, officers, and suspects.
 4. Protection of the crime scene.
- B. Nothing in this Guideline prohibits officers from changing priorities based on credible information or an informed judgement at the time of response.

14.2 USE OF FORCE

- A. Pocomoke Police Officers will follow departmental police relating to Use of Force contained in the Pocomoke City Written Directives Manual. Chapter 24
- B. Active assailant incidents may force officers to respond in unconventional ways. In conventional police tactics, the use of directed or suppressive fire by officers is typically not permitted. The dynamics of active assailant incidents may present situations where directed or suppressive fire may be necessary to stop the offender from injuring more victims, rescue citizens and / or to move a tactically advantageous position in an effort to stop the offender.

14.2.1 TACTICAL RESPONSE

- A. All on-duty officers who are not engaged in an emergency call shall respond to the scene of an active assailant incident. A department wide call back will immediately be transmitted. The duty of the first arriving officer will be to make an initial assessment of the situation and advise the on-duty supervisor and dispatch. The dispatcher will then make a request for any available officers from the surrounding jurisdictions to respond over the police radio frequency. Normally the first priority is to stop the active assailant; however, circumstances may arise where establishing a rescue team may be first priority.
- B. The first supervisor on the scene will assess and evaluate the situation. If possible, the supervisor should retain command and control responsibilities and not become involved in the tactical operation.

14.2.2 COMMAND RESPONSIBILITY

- A. Command responsibility, once assumed, will include furtherance of activities including rescue teams for victims and provision of support.
1. Medical aid will be initially provided by Pocomoke Emergency Medical Services and further through local Emergency Medical Services throughout Worcester County.
- B. Command will be responsible for determining the method of investigation of the crime scene, Public Safety Counselors for victims and witnesses, incident debriefing of all involved personnel, available Post-Traumatic Stress debriefing, and a final review of any officer involved shooting.

C. The Pocomoke Schools are usually staffed with a school security deputy. In the event of an active assailant at one of the Pocomoke Schools the Worcester Sheriff's Office will be the lead agency investigating this incident along with the Worcester County Bureau of Investigations (CBI). If the Pocomoke City Police Department is the lead agency responding, this agency will follow the Active Assailant pre-plans of the Worcester County Sheriff's Office. Refer to the last section of this chapter – VI – Active Assailant Pre-Plans.

(Exception – If the Pocomoke City Police Department is the lead agency, the radio channel for regular communications will be **POC PD** and the operations radio channel will be **POC PD 2**.)

D. The first supervisor on scene will, when possible, establish a command post in a safe location relinquishing command to the Patrol Commander or the Chief of Police upon their arrival on the scene. Critical tasks to be accomplished as rapidly as possible include, but are not limited to:

1. Have communications contact local police agencies for further assistance, including CBI/CET.
2. Have communications contact Worcester Central for EMS and the fire department.
3. Have communications contact the command staff about this incident.
4. Set a perimeter as resources become available.
 - a. Set staging areas,
 - b. Press/Media, Public Works
 - c. Designate an area for reunification
- d. Designation of a Logistical Officer for food, water and equipment will need to be staged as soon as possible.

14.3 ACTIVE ASSAILANT PRE-PLANS (WORCESTER COUNTY SHERIFF'S OFFICE)

Worcester County Sheriff School Security Division Ensuring Safe Schools Active Assailant Pre-Plan for Pocomoke Elementary School

Location: Pocomoke Elementary School

Address: 2119 Pocomoke Beltway, Pocomoke City

Business Type: Education Pre-K to 3rd Grade

Business telephone number: 410-632-5130

Business Contacts/Key Holders: 1) Principal Michael Browne 410-845-1977 2) Assistant Principal Faye Williams 757-710-9083 3) Custodian Roy Jackson 443-783-2118

Knox Box Location: Right Side Front Entrance

Location of facility Emergency Plan: Office

Maximum Occupancy: 400 enrolled, 69 Staff, 52,512 square feet

Primary Entry Location: South West/Rear Main Lobby or Northeast corner class rooms

Secondary Entry Locations: 1) Maintenance door east side service drive 2) North side media center

Causality Collection Point: 1) Cafeteria/Gymnasium 2) Media Center

Command Post Location: Board of Education, 6720 Worcester Highway, Newark

Evacuation Location: Pocomoke Middle School, 800 Eighth Street, Pocomoke City

Staging: Old Virginia Road

Landing Zones: 1) Athletic Fields Pocomoke Elementary School 2) Athletic Fields Pocomoke High School

Media staging: Board of Education 6720 Worcester Highway, Newark

Roof Entry Points: 1) Steps behind the stage area

Special Hazards: MSDS Sheets – Main & Custodian Office

Affected Roads, Highways: 1) Pocomoke Beltway from Cedar Street to Dunn Swamp Road
2) Broad from Pocomoke Beltway to Eighth Street

PURPOSE:

The purpose of this plan is to provide guidance in the event of an Active Shooter Incident. This plan will provide for notifications to be made and actions to be taken for the rapid handling of this type of incident. It is recognized that not all contingencies can be pre-planned; this plan is a general guide.

RESPONSE

COMMUNICATIONS: Response: WCSO 1

Operations: WCSO 3D

COMMAND POST: Worcester County Board of Education

OPERATIONS POST: Entrance to the Teacher's Parking Lot (Primary) West School Entrance (Secondary)

AMBULANCE STAGING: Old Virginia Road

LANDING ZONE: Athletic Fields Pocomoke Elementary School (Primary) Athletic Fields Pocomoke High School (Secondary)

CASUALTY COLLECTION: Cafeteria / Gymnasium (Primary) Media Center (Secondary)

EVACUATION CENTER: Pocomoke Middle School

BREACHING: Break the glass in the door and push panic bar

BOARD OF EDUCATION - In the event of an Active Shooter at Pocomoke Elementary School, the School Administration will institute a Code Red. The teachers, administration and staff will follow the pre-plan for a Code Red. Pocomoke High School will also institute a Code Red and the teachers, administration, and staff will follow the pre-plan for a Code Red. All other schools in the county will institute a Code Yellow. The teachers, administration and staff will follow the pre-plan for a Code Yellow. The School Board will be notified and will have an administrator respond to the Operations Post and another to the Command Post. The School Board will make transportation arrangements for early dismissal of Pocomoke Middle School and evacuation of Pocomoke Elementary. Buses for evacuation will be staged on Old Virginia Road south towards Route 13. The School Board will contact the Worcester County Health Department and request counselors respond to Pocomoke Middle School.

SCHOOL SECURITY DEPUTY - The School Security Deputy (SSD) will notify Worcester Central of the incident on WCSO 1. The SSD will switch to WCSO 3D for operations. The SSD will respond to the area of the shooter and take the necessary action to stop the threat. Worcester Central will be kept advised of the SSD's location in the building and Worcester Central will relay the SSD's location to responding units. The SSD will advise Worcester Central of the location of any improvised explosive devices or suspicious packages and Worcester Central will relay that information to responding units. Due to the nature of the incident the deputy will not render medical aid until the threat has been eliminated. Worcester Central will be advised when the threat has ended. School Security Deputies at schools other than the incident location will maintain their post and secure their schools.

WORCESTER CENTRAL – On being informed of the active shooter, Worcester Central will make the following notifications. All Deputies, the Berlin Police Department, Ocean City Police Department, Ocean Pines Police Department, Snow Hill Police Department, Pocomoke Police Department, Natural Resources Police, Worcester County Fire Marshal's Office, and the Maryland State Police will be contacted, and requested to respond. The Command Staff of the Worcester County Sheriff's Office will be notified. EMS will be alerted and advised to stage on Old Virginia Road south towards Route 13. The total number of units will be determined by the scope of the incident. Pocomoke Volunteer Fire Company, Stockton Volunteer Fire Company, Girdletree Volunteer Fire Company, Snow Hill Volunteer Fire Company, Somerset County Fire Response, Accomack County Fire Response, and the Worcester County Fire Police will be notified to respond for traffic control and landing zone support. The Worcester County Board of Education will be notified.

Once Worcester Central has been notified that the threat has ended, Worcester Central will advise all responding law enforcement personnel to contact the Operations Officer in the Operations Post for assignment. If notified of more than four injuries, Worcester Central will notify Pocomoke EMS and MIEMSS of a Mass Casualty Incident. Sufficient EMS units will be dispatched to the EMS staging area. Maryland State Police Aviation division will be notified of the incident.

LAW ENFORCEMENT – Operations will be conducted on WCSO 3D and responding units will remain on WCSO 1 until on scene. The first responding officer will respond to the school and attempt to link up with the School Security Deputy. Follow on officers will form two person contact teams and coordinate entry with the contact team(s) already in the building. Once sufficient officers are within the building, the next responding officer will establish an Operations Post. Follow on officers will contact the Operations Post for assignment. The next responding supervisor will report to the Operations Post and assume the Operations Officer position until relieved by a member of Command Staff.

Off duty officers responding to the incident will make contact with Worcester Central enroute or on scene. Off duty officers will have some manner of immediate identification: i.e. outer carrier, traffic safety vest, or clearly displayed badge.

A member of the Command Staff will respond to the Worcester County Board of Education and establish a Command Post. The Incident Commander will coordinate external resources in support of the Operations Post. The Incident Commander will notify Worcester Central of the need for the following SWAT teams: Worcester County STAR Team, Berlin SWAT, Ocean City Police QRT, Wicomico County SERT, Salisbury Police SWAT, Dorchester County SWAT, Accomack County ERT, and the Maryland State Police STATE Team. Additional resources may be needed for road coverage at the discretion of the Incident Commander.

Once the threat has been stopped, officers not committed to the detention of the suspect(s) will coordinate through the Operations Post and conduct a hasty search of the building to ensure there are no additional threats or devices. If suspicious packages or devices are located during the hasty search, they are to be communicated to the Operations Officer. The Operations Officer will then request bomb disposal personnel from the Fire Marshal's Office.

Once a hasty search has been completed, the Operations Officer will designate a Casualty Collection Point (CCP) and post officers for the security of the CCP. The Operations Officer will coordinate the formation of Rescue Teams to retrieve wounded from within the building and evacuate them to the CCP. Any ambulatory injured will be directed to proceed to the CCP under their own power. In order to maintain the integrity of the crime scene, those victims obviously deceased should be left in place. Any victims whom succumb to their wounds at the CCP will remain there. Any injured suspects in Law

Enforcement custody will remain under guard and be kept segregated from the CCP or other victims. The Operations Officer will coordinate with the on scene EMS Officer to facilitate the response of EMS personnel and ambulances to the CCP.

As resources become available, the Operations Officer should establish an outer perimeter around the entire incident area. A member of the Command Staff, or their designee, should report to the Operations Post.

CBI / CET – Any CBI / CET units responding will advise Worcester Central or the Operations Post upon arrival. Detectives will have some manner of immediate identification: i.e. outer carrier, traffic safety vest, or clearly displayed badge and communications ability with Worcester Central and the Operations Post. Any CBI / CET units not committed after the initial response and clear will report to the Operations Officer at the Operations Post for follow on assignments.

EMS – All responding EMS units will stage on Old Virginia Road south towards Route 13. An EMS Officer will respond to the Operations Post to coordinate with the Operations Officer for the deployment of EMS personnel and ambulances. EMS units will be directed to the CCP by the Operations Officer once security has been established for the CCP.

FIRE / FIRE POLICE – Initial responding Fire units will close down the following intersections to all traffic with the exception of emergency vehicles and off duty responding police:

- 1) Cedar Street / Pocomoke Beltway
- 2) Old Virginia Road / Pocomoke Beltway
- 3) Broad Street / Pocomoke Beltway

- 4) Dunn Swamp Road / Pocomoke Beltway**
- 5) Eighth Street / Broad Street**
- 6) Eighth Street / Laurel Street**
- 7) Seventh Street / Laurel Street**
- 8) Seventh Street / Young Street**

The Fire Chief, or his designee, will respond to the Operations Post. Fire units will be relieved as Public Works, State Highway, and County Roads units become available for traffic control. The Fire Chief will establish a landing zone should one be required. Any additional Fire units should stage on Old Virginia Road south towards Route 13 pending further instruction. The Fire Chief should designate a Staging Officer on Old Virginia Road to coordinate the staged units.

DIRECTOR OF EMERGENCY SERVICES – The Director of Emergency Services or his designee will respond to the Operations Post.

PUBLIC INFORMATION OFFICER - The Public Information Officer will respond to the Command Post. All press or media concerns will be directed to the Command Post. All statements and announcements to the media will be made by the Public Information Officer.

SWAT UNITS – The STAR Commander, or his designee, will respond to the Operations Post. Responding SWAT units will be directed to stage on Old Virginia Road south towards Route 13. Team Leaders will make contact with the STAR Commander, or his designee, to coordinate a full clear and evacuation of the building. If possible, evacuation routes should avoid the Casualty Collection Point. While conducting a full clear, SWAT units will evacuate any and all living persons found within the building. All subjects will be searched for weapons or devices and escorted to a staging area. At the staging area, the subjects will be transferred into the custody of Detectives from CBI / CET for initial interview and loaded onto school buses for relocation to the evacuation center. Once evacuees reach the evacuation center custody will be transferred to School Board officials for reunification with their families. Once the building has been cleared of all persons or devices, the Operations Officer will be notified so that the scene can be turned over to Investigative personnel.

EVACUATION CENTER – The Evacuation Center will be staffed by Law Enforcement and School Board personnel. Law enforcement will provide security for the scene and the School Board will ensure proper reunification of students with their appropriate guardians. The Incident Commander will ensure the Evacuation Center is appropriately staffed.

Resources

Floor Plans

•1st Floor

Aerial View

- Close-Up**
- Wide Area**

Worcester County Sheriff School Security Division Ensuring Safe Schools Active Assailant Pre-Plan for Pocomoke Middle School

Location: Pocomoke Middle School

Address: 800 Eighth Street, Pocomoke City

Business Type: Education 4th Grade to 8th Grade

Business telephone number: 410-632-5150

Business Contacts/Key Holders: 1) Matthew Record 216-408-9909 2) Assistant Principal Melissa Freistat 443-783-5874 3) Assistant Principal Robert Boyce 757-710-8833 4) Custodian Floyd Collick 443-235-2006

Knox Box Location: Main entrance right side

Location of facility Emergency Plan: Office

Maximum Occupancy: 464 enrolled, 86 staff, 87,600 square feet

Primary Entry Location: North east corner off the bus loop or north side pod entrance

Secondary Entry Locations: 1) Rear northern most pod entrances

Causality Collection Point: 1) Gymnasium 2) Cafeteria

Command Post Location: Board of Education, 6720 Worcester Hwy, Newark

Evacuation Location: Pocomoke High School, 1817 Old Virginia Road

Staging: Broad Street and Pocomoke Beltway

Landing Zones: 1) Pocomoke Middle School Athletic Fields

Media staging: Board of Education, 6720 Worcester Highway, Newark Roof Entry Points: 1) east side of the stage stand alone steps
Special Hazards: MSDS Sheets – Main & Custodian Office

Affected Roads, Highways: 1) Broad from Cedar to 5th Avenue

2) Eighth Street from Cedar to Broad

PURPOSE

The purpose of this plan is to provide guidance in the event of an Active Shooter Incident. This plan will provide for notifications to be made and actions to be taken for the rapid handling of this type of incident. It is recognized that not all contingencies can be pre-planned; this plan is a general guide.

RESPONSE

COMMUNICATIONS:

Response: WCSO 1

Operations: WCSO 3D

COMMAND POST: Worcester County Board of Education

OPERATIONS POST: Seventh Street / Eighth Street (Primary) Eighth Street near the railroad tracks (Secondary)

AMBULANCE STAGING: Broad Street towards Pocomoke Beltway

LANDING ZONE: Athletic Fields Pocomoke Middle School (Primary)

CASUALTY COLLECTION: Gymnasium (Primary) Cafeteria (Secondary)

EVACUATION CENTER: Pocomoke High School **BREACHING:** Break the glass in the door and push panic bar

BOARD OF EDUCATION - In the event of an Active Shooter at Pocomoke Middle School, the School Administration will institute a Code Red. The teachers, administration and staff will follow the pre-plan for a Code Red. All other schools in the county will institute a Code Yellow. The teachers, administration and staff will follow the pre-plan for a Code Yellow. The School Board will be notified and will have an administrator respond to the Operations Post and another to the Command Post. The School Board will make transportation arrangements for early dismissal of Pocomoke High School and evacuation of Pocomoke Middle. Busses for evacuation will be staged on Broad Street south towards Pocomoke Beltway. The School Board will contact the Worcester County Health Department and request counselors respond to Pocomoke High School.

SCHOOL SECURITY DEPUTY - The School Security Deputy (SSD) will notify Worcester Central of the incident on WCSO 1. The SSD will switch to WCSO 3D for operations. The SSD will respond to the area of the shooter and take the necessary action to stop the threat. Worcester Central will be kept advised of the SSD's location in the building and Worcester Central will relay the SSD's location to responding units. The SSD will advise Worcester Central of the location of any improvised explosive devices or suspicious packages and Worcester Central will relay that information to responding units. Due to the nature of the incident the deputy will not render medical aid until the threat has been eliminated. Worcester Central will be advised when the threat has ended.

School Security Deputies at schools other than the incident location will maintain their post and secure their schools.

WORCESTER CENTRAL – On being informed of the active shooter, Worcester Central will make the following notifications. All Deputies, the Berlin Police Department, Ocean City Police Department, Ocean Pines Police Department, Snow Hill Police Department, Pocomoke Police Department, Natural Resources Police, Worcester County Fire Marshal's Office, and the Maryland State Police will be contacted, and requested to respond. The Command Staff of the Worcester County Sheriff's Office will be notified. EMS will be alerted and advised to stage on Broad Street south towards Pocomoke Beltway. The total number of units will be determined by the scope of the incident. Pocomoke Volunteer Fire Company, Stockton Volunteer Fire Company, Girdletree Volunteer Fire Company, Snow Hill Volunteer Fire Company, Somerset County Fire Response, Accomack County Fire Response, and the Worcester County Fire Police will be notified to respond for traffic control and landing zone support. The Worcester County Board of Education will be notified.

Once Worcester Central has been notified that the threat has ended, Worcester Central will advise all responding law enforcement personnel to contact the Operations Officer in the Operations Post for assignment. If notified of more than four injuries, Worcester Central will notify Pocomoke EMS and MIEMSS of a Mass Casualty Incident. Sufficient EMS units will be dispatched to the EMS staging area. Maryland State Police Aviation division will be notified of the incident.

LAW ENFORCEMENT – Operations will be conducted on WCSO 3D and responding units will remain on WCSO 1 until on scene. The first responding officer will respond to the school and attempt to link up with the School Security Deputy. Follow on officers will form two person contact teams and coordinate entry with the contact team(s) already in the building. Once sufficient officers are within the building, the next responding officer will establish an Operations Post. Follow on officers will contact the Operations Post for assignment. The next responding supervisor will report to the Operations Post and assume the Operations Officer position until relieved by a member of Command Staff.

Off duty officers responding to the incident will make contact with Worcester Central enroute or on scene. Off duty officers will have some manner of immediate identification: i.e. outer carrier, traffic safety vest, or clearly displayed badge.

A member of the Command Staff will respond to the Worcester County Board of Education and establish a Command Post. The Incident Commander will coordinate external resources in support of the Operations Post. The Incident Commander will notify Worcester Central of the need for the following SWAT teams: Worcester County STAR Team, Berlin SWAT, Ocean City Police QRT, Wicomico County SERT, Salisbury Police SWAT, Dorchester County SWAT, Accomack County ERT, and the Maryland State Police STATE Team. Additional resources may be needed for road coverage at the discretion of the Incident Commander.

Once the threat has been stopped, officers not committed to the detention of the suspect(s) will coordinate through the Operations Post and conduct a hasty search of the building to ensure there are no additional threats or devices. If suspicious packages or devices are located during the hasty search, they are to be communicated to the Operations Officer. The Operations Officer will then request bomb disposal personnel from the Fire Marshal's Office.

Once a hasty search has been completed, the Operations Officer will designate a Casualty Collection Point (CCP) and post officers for the security of the CCP. The Operations Officer will coordinate the formation of Rescue Teams to retrieve wounded from within the building and evacuate them to the CCP. Any ambulatory injured will be directed to proceed to the CCP under their own power. In order to maintain the integrity of the crime scene, those victims obviously deceased should be left in place. Any victims whom succumb to their wounds at the CCP will remain there. Any injured suspects in Law Enforcement custody will remain under guard and be kept segregated from the CCP or other victims. The Operations Officer will coordinate with the on scene EMS Officer to facilitate the response of EMS personnel and ambulances to the CCP.

As resources become available, the Operations Officer should establish an outer perimeter around the entire incident area. A member of the Command Staff, or their designee, should report to the Operations Post.

CBI / CET – Any CBI / CET units responding will advise Worcester Central or the Operations Post upon arrival. Detectives will have some manner of immediate identification: i.e. outer carrier, traffic safety vest, or clearly displayed badge and communications ability with Worcester Central and the Operations Post. Any CBI / CET units not committed after the initial response and clear will report to the Operations Officer at the Operations Post for follow on assignments.

EMS – All responding EMS units will stage on Broad Street south towards Pocomoke Beltway. An EMS Officer will respond to the Operations Post to coordinate with the Operations Officer for the deployment of EMS personnel and ambulances. EMS units will be directed to the CCP by the Operations Officer once security has been established for the CCP.

FIRE / FIRE POLICE – Initial responding Fire units will close down the following intersections to all traffic with the exception of emergency vehicles and off duty responding police:

- 1) Fifth Street / Broad Street
- 2) Seventh Street / Young Street
- 3) Eighth Street / Laurel Street
- 4) Eighth Street / Cedar Street
- 5) Eighth Street / Broad Street

The Fire Chief, or his designee, will respond to the Operations Post. Fire units will be relieved as Public Works, State Highway, and County Roads units become available for traffic control. The Fire Chief will establish a landing zone should one be required. Any additional Fire units should stage on Broad Street south towards Pocomoke Beltway pending further instruction. The Fire Chief should designate a Staging Officer on Pocomoke Beltway to coordinate the staged units.

DIRECTOR OF EMERGENCY SERVICES – The Director of Emergency Services or his designee will respond to the Operations Post.

PUBLIC INFORMATION OFFICER - The Public Information Officer will respond to the Command Post. All press or media concerns will be directed to the Command Post. All statements and announcements to the media will be made by the Public Information Officer.

SWAT UNITS – The STAR Commander, or his designee, will respond to the Operations Post. Responding SWAT units will be directed to stage on Broad Street south towards Pocomoke Beltway. Team Leaders will make contact with the STAR Commander, or his designee, to coordinate a full clear and evacuation of the building. If possible, evacuation routes should avoid the Casualty Collection Point. While conducting a full clear, SWAT units will evacuate any and all living persons found within the building. All subjects will be searched for weapons or devices and escorted to a staging area. At the staging area, the subjects will be transferred into the custody of Detectives from CBI / CET for initial interview and loaded onto school buses for relocation to the evacuation center. Once evacuees reach the evacuation center custody will be transferred to School Board officials for reunification with their families. Once the building has been cleared of all persons or devices, the Operations Officer will be notified so that the scene can be turned over to Investigative personnel. Created March 8, 2014 Page 7

EVACUATION CENTER – The Evacuation Center will be staffed by Law Enforcement and School Board personnel. Law enforcement will provide security for the scene and the School Board will ensure proper reunification of students with their appropriate guardians. The Incident Commander will ensure the Evacuation Center is appropriately staffed.

Resources

Floor Plans

•**1st Floor**

Aerial View

•**Close-Up**

Worcester County Sheriff School Security Division Ensuring Safe Schools Active Assailant Pre-Plan for Pocomoke High School

Location: Pocomoke High School

Address: 1817 Old Virginia Road, Pocomoke City

Business Type: Education 9th to 12th Grade

Business telephone number: 410-632-5180

Business Contacts/Key Holders: 1) Principal Jen Rayne 410-365-5154 2) Assistant Principle Matt Hoffman 570-205-1172 3) Assistant Principal Bryan Perry 757-710-2822 4) Custodian Marvin Corbin 443-235-0413

Knox Box Location: Front entrance right side

Location of facility Emergency Plan: Office

Maximum Occupancy: 340 enrolled, 60 staff and 125,000 square feet

Primary Entry Location: Northern end science wing center corridor or south double doors behind the kitchen

Secondary Entry Locations: 1) South side commons entrance

Command Post Location: Board of Education, 6720 Worcester Highway

Causality Collection Point: 1) North side in the science wing 2) South side in the cafeteria

Evacuation Location: Pocomoke Middle School, 800 Eighth Street, Pocomoke City

Staging: Old Virginia Road

Landing Zones: 1) Pocomoke High School Athletic Fields 2) Pocomoke Elementary Athletic Fields

Media staging: Board of Education, 6720 Worcester Highway, Newark

Roof Entry Points: Refer to map Special Hazards: MSDS Sheets – Main & Custodian Office

Affected Roads, Highways: 1) Old Virginia from Market Street to Pocomoke Beltway

2) Pocomoke Beltway to Dunn Swamp

3) Broad Street from Pocomoke Beltway to Eighth Street

4) Cedar Street from Holiday Drive to Old Virginia

PURPOSE

The purpose of this plan is to provide guidance in the event of an Active Shooter Incident. This plan will provide for notifications to be made and actions to be taken for the rapid handling of this type of incident. It is recognized that not all contingencies can be pre-planned; this plan is a general guide.

RESPONSE

COMMUNICATIONS:

Response: WCSO 1

Operations: WCSO 3D

COMMAND POST: Worcester County Board of Education

OPERATIONS POST: Cedar Street / Old Virginia Road (Primary) Student Parking lot entrance (Secondary)

AMBULANCE STAGING: Old Virginia Road south towards Route 13

LANDING ZONE: Athletic Fields Pocomoke High School (Primary) Athletic Fields Pocomoke Elementary School (Secondary)

CASUALTY COLLECTION: Science Wing (North Side) Cafeteria (South Side)

EVACUATION CENTER: Pocomoke Middle School

BREACHING: Break the glass in the door and push panic bar

BOARD OF EDUCATION - In the event of an Active Shooter at Pocomoke High School, the School Administration will institute a Code Red. The teachers, administration and staff will follow the pre-plan for a Code Red. Pocomoke Elementary School will also institute a Code Red and the teachers, administration and staff will follow the pre-plan for a Code Red. All other schools in the county will institute a Code Yellow. The teachers, administration and staff will follow the pre-plan for a Code Yellow. The School Board will be notified and will have an administrator respond to the Operations Post and another to the Command Post. The School Board will make transportation arrangements for early dismissal of Pocomoke Middle School and evacuation of Pocomoke High. Busses for evacuation will be staged on Old Virginia Road south towards Route 13. The School Board will contact the Worcester County Health Department and request counselors respond to Pocomoke Middle School.

SCHOOL SECURITY DEPUTY - The School Security Deputy (SSD) will notify Worcester Central of the incident on WCSO 1. The SSD will switch to WCSO 3D for operations. The SSD will respond to the area of the shooter and take the necessary action to stop the threat. Worcester Central will be kept advised of the SSD's location in the building and Worcester Central will

relay the SSD's location to responding units. The SSD will advise Worcester Central of the location of any improvised explosive devices or suspicious packages and Worcester Central will relay that information to responding units. Due to the nature of the incident the deputy will not render medical aid until the threat has been eliminated. Worcester Central will be advised when the threat has ended.

School Security Deputies at schools other than the incident location will maintain their post and secure their schools.

WORCESTER CENTRAL – On being informed of the active shooter, Worcester Central will make the following notifications. All Deputies, the Berlin Police Department, Ocean City Police Department, Ocean Pines Police Department, Snow Hill Police Department, Pocomoke Police Department, Natural Resources Police, Worcester County Fire Marshal's Office, and the Maryland State Police will be contacted, and requested to respond. The Command Staff of the Worcester County Sheriff's Office will be notified. EMS will be alerted and advised to stage on Old Virginia Road south towards Route 13. The total number of units will be determined by the scope of the incident. Pocomoke Volunteer Fire Company, Stockton Volunteer Fire Company, Girdletree Volunteer Fire Company, Snow Hill Volunteer Fire Company, Somerset County Fire Response, Accomack County Fire Response, and the Worcester County Fire Police will be notified to respond for traffic control and landing zone support. The Worcester County Board of Education will be notified.

Once Worcester Central has been notified that the threat has ended, Worcester Central will advise all responding law enforcement personnel to contact the Operations Officer in the Operations Post for assignment. If notified of more than four injuries, Worcester Central will notify Pocomoke EMS and MIEMSS of a Mass Casualty Incident. Sufficient EMS units will be dispatched to the EMS staging area. Maryland State Police Aviation division will be notified of the incident.

LAW ENFORCEMENT – Operations will be conducted on WCSO 3D and responding units will remain on WCSO 1 until on scene. The first responding officer will respond to the school and attempt to link up with the School Security Deputy. Follow on officers will form two person contact teams and coordinate entry with the contact team(s) already in the building. Once sufficient officers are within the building, the next responding officer will establish an Operations Post. Follow on officers will contact the Operations Post for assignment. The next responding supervisor will report to the Operations Post and assume the Operations Officer position until relieved by a member of Command Staff.

Off duty officers responding to the incident will make contact with Worcester Central enroute or on scene. Off duty officers will have some manner of immediate identification: i.e. outer carrier, traffic safety vest, or clearly displayed badge.

A member of the Command Staff will respond to the Worcester County Board of Education and establish a Command Post. The Incident Commander will coordinate external resources in support of the Operations Post. The Incident Commander will notify Worcester Central of the need for the following SWAT teams: Worcester County STAR Team, Berlin SWAT, Ocean City

Police QRT, Wicomico County SERT, Salisbury Police SWAT, Dorchester County SWAT, Accomack County ERT, and the Maryland State Police STATE Team. Additional resources may be needed for road coverage at the discretion of the Incident Commander.

Once the threat has been stopped, officers not committed to the detention of the suspect(s) will coordinate through the Operations Post and conduct a hasty search of the building to ensure there are no additional threats or devices. If suspicious packages or devices are located during the hasty search, they are to be communicated to the Operations Officer. The Operations Officer will then request bomb disposal personnel from the Fire Marshal's Office.

Once a hasty search has been completed, the Operations Officer will designate a Casualty Collection Point (CCP) and post officers for the security of the CCP. The Operations Officer will coordinate the formation of Rescue Teams to retrieve wounded from within the building and evacuate them to the CCP. Any ambulatory injured will be directed to proceed to the CCP under their own power. In order to maintain the integrity of the crime scene, those victims obviously deceased should be left in place. Any victims whom succumb to their wounds at the CCP will remain there. Any injured suspects in Law Enforcement custody will remain under guard and be kept segregated from the CCP or other victims. The Operations Officer will coordinate with the on scene EMS Officer to facilitate the response of EMS personnel and ambulances to the CCP.

As resources become available, the Operations Officer should establish an outer perimeter around the entire incident area. A member of the Command Staff, or their designee, should report to the Operations Post.

CBI / CET – Any CBI / CET units responding will advise Worcester Central or the Operations Post upon arrival. Detectives will have some manner of immediate identification: i.e. outer carrier, traffic safety vest, or clearly displayed badge and communications ability with Worcester Central and the Operations Post. Any CBI / CET units not committed after the initial response and clear will report to the Operations Officer at the Operations Post for follow on assignments.

EMS – All responding EMS units will stage on Old Virginia Road south towards Route 13. An EMS Officer will respond to the Operations Post to coordinate with the Operations Officer for the deployment of EMS personnel and ambulances. EMS units will be directed to the CCP by the Operations Officer once security has been established for the CCP.

FIRE / FIRE POLICE – Initial responding Fire units will close down the following intersections to all traffic with the exception of emergency vehicles and off duty responding police:

- 1) Cedar Street / Holiday Drive
- 2) Market Street / Old Virginia Road
- 3) Old Virginia Road / Pocomoke Beltway
- 4) Broad Street / Pocomoke Beltway
- 5) Broad Street / Eighth Street
- 6) Eighth Street / Laurel Street
- 7) Old Virginia Road / Route 13

The Fire Chief, or his designee, will respond to the Operations Post. Fire units will be relieved as Public Works, State Highway, and County Roads units become available for traffic control. The Fire Chief will establish a landing zone should one be required. Any additional Fire units should stage on Old Virginia Road south towards Route 13 pending further instruction. The Fire Chief should designate a Staging Officer on Old Virginia Road to coordinate the staged units.

DIRECTOR OF EMERGENCY SERVICES – The Director of Emergency Services or his designee will respond to the Operations Post.

PUBLIC INFORMATION OFFICER - The Public Information Officer will respond to the Command Post. All press or media concerns will be directed to the Command Post. All statements and announcements to the media will be made by the Public Information Officer.

SWAT UNITS – The STAR Commander, or his designee, will respond to the Operations Post. Responding SWAT units will be directed to stage on Old Virginia Road south towards Route 13. Team Leaders will make contact with the STAR Commander, or his designee, to coordinate a full clear and evacuation of the building. If possible, evacuation routes should avoid the Casualty Collection Point.

While conducting a full clear, SWAT units will evacuate any and all living persons found within the building. All subjects will be searched for weapons or devices and escorted to a staging area. At the staging area, the subjects will be transferred into the custody of Detectives from CBI / CET for initial interview and loaded onto school buses for relocation to the evacuation center. Once evacuees reach the evacuation center custody will be transferred to School Board officials for reunification with their families.

Once the building has been cleared of all persons or devices, the Operations Officer will be notified so that the scene can be turned over to Investigative personnel.

EVACUATION CENTER – The Evacuation Center will be staffed by Law Enforcement and School Board personnel. Law enforcement will provide security for the scene and the School Board will ensure proper reunification of students with their appropriate guardians. The Incident Commander will ensure the Evacuation Center is appropriately staffed.

Resources

Floor Plans

•1stFloor

Aerial View

•Close-Up

•Mid Range

•Wide Area

TRAINING AND CAREER DEVELOPMENT

The directives in this chapter refer to the training/career development of both law enforcement and civilian personnel. Training has often been cited as one of the most important functions in any law enforcement agency. Training serves three broad purposes. First, well-trained officers are generally better prepared to act decisively and correctly in a broad spectrum of situations. Second, training results in greater performance and effectiveness. Third, it fosters cooperation and unity of purpose. Furthermore, agencies may be held legally accountable for the actions of their personnel and for failure to provide entrance level, in-service and remedial training. The Pocomoke City Police Department recognizes the importance of training and is committed to providing the best training available to all personnel consistent with the Department's mission and values, as well as with its goals and objectives. Career Development is a structured process to provide opportunities for individual growth and development at all levels.

15.1 TRAINING ATTENDANCE

Personnel of the Pocomoke City Police Department are expected to attend any training program assigned. Attendance will be documented by either the instructor, or in cases where the training is at a location other than the department, documentation will be furnished by those responsible for the training. There are cases where attendance at a training program may be excused, i.e., court appearance or sickness. Any absence must be properly excused by the administrators of the program being attended and must be in compliance with directives under which the training program is being operated. The time lost must be made up before any certificate of completion will be issued. A certificate of completion will be issued to those students who satisfactorily complete any training program. A copy of such certificates will be provided to the Administrative Commander for inclusion in individual training records.

Personnel may wear the departmental uniform or civilian clothing for training assignments unless otherwise specified. Uniforms shall be worn in a manner that complies with departmental guidelines. Personnel electing not to wear their approved uniform shall wear attire appropriate for a court appearance. Shorts, athletic shoes, blue jeans, shirts without collars and old clothes shall not be worn except when specified for training purposes. Hats and caps will not be worn in the classroom.

The Instructor or Administrative Commander will be in charge of all personnel attending assigned training and shall be responsible for ensuring the proper attire and conduct of all departmental personnel attending, regardless of assignment or division.

15.1.1 TRAINING EXPENSES

With the exception of paper and pencils or pens, all expenses incurred by department personnel as a result of departmental required training beyond 100 miles from Pocomoke City will be reimbursed based on actual expense (receipts must be provided). The department will provide a civilian type vehicle to the civilian for training and the officer's will use their assigned patrol vehicles to travel to training. When the training takes place at ESCJA, no meals or mileage will be paid.

15.1.2 LESSON PLANS

1. Lesson plans are required for all training courses implemented. It is the responsibility of the instructor, to provide the Administrative Commander with a copy of lesson plans prior to the instruction. The department provides each instructor with the guidelines and a format for lesson plan development. The development of lesson plans should ensure that the subject to be covered in training is addressed completely and accurately and is properly sequenced with other training materials. Lesson plans establish the purpose of the instruction; set forth the performance objectives; relate the training to critical job-tasks; and identify the subject matter and instructional techniques. Lesson plans should be required of non-resident instructors as well as resident academy staff.
2. The lesson plans should also include references, teaching techniques (lecture, group discussion, panel, seminars, debate), relationships to job-tasks, responsibilities of the participants for the material taught, and plans for evaluation of the participants. The instructional techniques that might be utilized are:
 - a. Conference (debate, discussion groups, panels, and seminars);
 - b. Field experiences (field trips, interviews, operational experiences, and operational observations);
 - c. Presentations (lectures, lecture-discussion, lecture demonstration);
 - d. Problem investigations (committee inquiry); and
 - e. Simulations (case study, game, and role-play).
3. The evaluation of in-house training is handled by testing which may be written, oral, etc.; the passing and failing grades are announced in advance.

The development of examinations directed and approved by the training officer, is similar to that used by the Eastern Shore Criminal Justice Academy in that they are competency based, use performance objectives and measure knowledge and ability for job related skills. All tests will be identified in the lesson plan.

15.1.3 REMEDIAL TRAINING

1. Remedial training is directed at solving a particular problem or improving the performance of an employee in a particular area within a given time frame with the expectation of improved performance.
 - a. Criteria used to determine the need for remedial training will be at the discretion of the course instructor when failing to meet the minimum course requirement.
 - 1) Instructors, when counseling employees in reference to substandard performance should confer with the Administrative Commander if training is considered a remedy. The suggestions,

etc. segments of the employee Performance Observation Form must contain this information.

- b. The remedial training should be conducted prior to the date of review noted by the supervisor on the Performance Observation Form.
- c. Remedial training assignments, just as all other training assignments, are a duty assignment. Employees who do not participate in remedial training as directed are in violation of Departmental Rules and Regulations.

15.1.4 TRAINING RECORDS - INDIVIDUAL

The Administrative Commander will maintain updated records of training on all department personnel, upon completing training assignments as follows:

Individual training records will reflect:

- \$ Date of Training;
- \$ Type of Training received;
- \$ Any certificate received;
- \$ Attendance; and
- \$ Test Score.

15.1.5 TRAINING CLASS RECORDS

Training class records for all departmental training are also maintained and include but not limited to:

- 1. Course content (lesson plans);
- 2. Personnel attending; and
- 3. Performance of individual attended as measured by tests, if administered.

15.2 RELATIONSHIPS BETWEEN THE DEPARTMENT AND ESCJA

The Pocomoke City Police Department utilizes recruit, in-service, and specialized training at the Eastern Shore Criminal Justice Academy (ESCJA), a regional police academy.

The ESCJA is a facility of Wor-Wic Community College and in 1979 the ESCJA was officially certified as a police academy by the Maryland Police Training and Training Commission. The ESCJA must meet the training mandates of the MPTSC, i.e.; The ESCJA must provide at a minimum, the MPTSC mandated Minimum Standards Entrance-Level Police Training Program. The ESCJA is subject to audit and has been audited by the Maryland Police Training and Standards Commission to assure that performance objectives are covered, etc.

The department enjoys a symbiotic relationship with the ESCJA. The Chief of Police is a member of the Program Advisory Committee which provides a viable vehicle for department input to the academy programs. The Administrative Commander enjoys a close working relationship

with the Academy and through his recommendations specific areas of instruction have been included in specialized and in-service programs provided by the Academy. The Chief of Police, the Administrative Commander and other officers designated by the Chief have monitored instruction with the full cooperation of academy personnel.

The Pocomoke City Police Department supports and actively participates in the training furnished at the ESCJA by providing instructors as well as curriculum input. The department readily provides instructors as it wants its presence and philosophies felt by academy personnel and attending officers.

Wor-Wic Community College with input from the Program Advisory Committee makes a concerted effort to keep costs at a minimum.

Officers attending the ESCJA are on-duty and if injured during defensive tactics, etc., are covered by workmen's compensation.

15.2.1 RECRUIT ORIENTATION HANDBOOK

1. The Eastern Shore Criminal Justice Academy provides an orientation handbook to all new recruit personnel at the time basic training begins. This handbook includes:
 - a. The organization of the academy;
 - b. The academy's rules and regulations including testing;
 - c. Compulsory minimum training standards as mandated by the MPTSC;
 - d. Daily training schedule; and
 - e. Physical fitness and proficiency skill requirements.
2. All Pocomoke City officers attending the entrance level training will comply with all ESCJA rules, regulations, policies, and procedures.

15.2.2 TRAINING - DEPARTMENTAL POLICIES, PROCEDURES, ETC.

The Pocomoke City Police Department provides in-house instruction concerning policies and procedures that are specific to the department when personnel complete Entrance-Level Training at the ESCJA.

Instructors for all department operated training programs will meet the following requirements:

1. Have a minimum of three (3) years police experience or;
2. Have successfully completed an instructor's course and be certified as an instructor by the MPTSC or;
3. Possess a demonstrated skill in area of instruction; or

4. Be knowledgeable of teaching theories, methods and practices and have some knowledge of law enforcement practices.

15.3 TRAINING INSTRUCTORS

15.3.1 INSTRUCTOR TRAINING

Before being allowed to instruct any courses at the department, as the training officer or as a full-time assignment, instructors will receive, at a minimum, training in the following subjects:

1. Lesson plan development;
2. Development of Performance Objectives;
3. Instructional techniques;
4. Learning theory;
5. Testing and evaluation techniques;
6. Resource availability and use; and
7. Attend a specialized instructor school approved by the MPTSC for instructor certification where applicable.

15.4 RECRUIT TRAINING

15.4.1 TRAINING PREREQUISITE TO DUTY ASSIGNMENT

All newly sworn officers of the Pocomoke City Police Department who have graduated from entrance level training, must complete the departmental FTO Program prior to assignment in any capacity of enforcement duties requiring the carrying of a firearm or the making of an arrest, except as part of the formal TO Program.

15.4.2 RECRUIT TRAINING - JOB-TASK ANALYSIS AND EVALUATION

ESCJA Entrance Level Training: ESCJA provides performance-based training and evaluation as mandated by the State of Maryland. The curriculum is based on tasks of the most frequent assignment associated with duties of officers who complete recruit training; and the ESCJA also uses evaluation techniques designed to measure competency in the required skills, knowledge, and abilities. A copy of the Regulations of the Maryland Police Training and Standards Commission may be found in the office of the Patrol Commander and the Administrative Commander. Department-related matters are covered in throughout the department's Field Training Program.

1. The ESCJA provides for entrance-level instruction as mandated by the MPTSC; pertinent practical problems are incorporated.
2. Recruit officers receive instruction in the following or related subject areas during entrance-level training at the ESCJA and/or during the FTO program upon

graduation from the ESCJA.

- * Law Enforcement Role, Responsibilities, and Relationships (History of Law Enforcement; Agency Role and Authority; the Criminal Justice System; Mission, Goals and Objectives of the Agency; Agency Organization; Community Relations; Ethics in Law Enforcement).
- * Administration (Agency Written Directive System; Agency Record keeping; Agency Policies; Procedures; Rules and Regulations; Civil and Criminal Liability).
- * Operations (Constitutional Law; Criminal Law, Laws of Arrest; Alternatives to Arrest; Probable Cause; Rules of Evidence; Identification of Evidence; Search and Seizure; Laws of Interrogation and Interrogation Techniques; Warrants, Summonses, and Subpoenas; Civil Process; Juvenile Law and Court System; Prosecutorial Functions; Moot Court and Courtroom Demeanor; Techniques of Stopping Violators, Arresting Subjects, Handling and Processing Prisoners; Uncooperative Subjects; Patrol Observation; Domestic Disputes; Crisis Intervention and Conflict Management; Searches of Persons, Vehicles, Building, Premises, and Property; Crimes in Progress; Crowd Control; Hostage and Barricade Situations; Hazardous Materials Incidents; Drug and Alcohol Abuse; Crime Prevention; Communications Skills; Victim/Witness Assistance; Juvenile Operations; Preliminary Investigation; Motor Vehicle Code; Traffic Accident Scene Management and Investigation; Traffic Direction and Control/Driving while Intoxicated; Driver Safety Education for Officers; Crime Scene Investigation; Collection and Preservation of Evidence; Interviews and Interrogations; Fingerprint Identification; Crime Laboratory Functions; Surveillance; Narcotics; Special Investigative Matters-Sexual Assault, Homicides, suicides, and Child and Spouse Abuse; Organized and White Collar Crime; Emergency Medical Training, including cardiopulmonary resuscitation; Use of Firearms, including range qualification and policies on when to shoot and not to shoot; Use of Force, including limitations on the use of force in general and the use of deadly force in particular; Physical Training, including fitness conditioning; Patrol Vehicle Operation; Defensive Driving; Pursuit Driving; Mechanics of Arrest; Officer Safety; Handling Personal Stress).

In its Entrance-Level curriculum, the ESCJA provides instruction in Emergency Medical Care as mandated by the MPTSC.

15.4.3 RECRUIT AND FIELD TRAINING PROGRAM

Pocomoke City Police Department Field Training and Evaluation Program

Length of Field Training: (120 hours) for “Lateral Entry/Comparative Compliance” personnel; (240 hours) minimum for post-academy personnel

Purpose and Scope:

The Pocomoke City Police Department Field Training and Evaluation Program is intended to help newly hired sworn officers apply the agency’s various policies and procedures, the laws of Maryland and the laws and ordinances of this jurisdiction as they perform their policing duties and fulfill their responsibilities to the community.

ALL newly hired sworn officers will participate in the Field Training and Evaluation Program. Successful completion of the program will allow them to be certified by the Commission as law enforcement officers.

Definitions: The following terms used in this policy and procedure have the meanings as indicated:

CODE OF MARYLAND REGULATIONS [COMAR] is the official compilation of all administrative regulations issued by agencies of the state of Maryland.

COMMISSION means the Maryland Police Training and Standards Commission

FIELD TRAINING AND EVALUATION PROGRAM [FTEP] means the program adopted and/or developed by the Pocomoke City Police Department that is intended to assist newly hired sworn officers with the agency's various policies and procedures, the laws of Maryland and the laws and ordinances of this jurisdiction as they perform their policing duties and fulfill their law enforcement responsibilities to the community. Successful completion of FTEP is required before certification/recertification as a law enforcement officer is given by the Commission.

FIELD TRAINING OFFICER [FTO] means a sworn officer who meets the requirements set forth in this policy, is designated by the Head of the Pocomoke City Police Department as an FTO and is approved by the Maryland Police Training and Standards Commission as a Field Training Officer. A FTO will supervise, observe, evaluate, train and otherwise be responsible for an assigned newly hired officer, hereinafter referred to as a TRAINEE, during the Field Training and Evaluation Program.

FIELD TRAINING AND EVALUATION PROGRAM COORDINATOR is either the Head of the Pocomoke City Police Department or is an individual designated by the Head of the Pocomoke City Police Department who is responsible for coordinating, monitoring and otherwise overseeing the Pocomoke City Police Department Field Training and Evaluation Program. The FTEP Coordinator SHALL meet the standards set by the Commission for designation as a FTEP Coordinator as established in COMAR:12.04.01.17 C, **i.e. shall have attended a Commission-approved supervisor training course and field training officer course.**

FTEP PERFORMANCE EVALUATION REPORT refers to any written document used by a FTO to record or otherwise note the performance a TRAINEE during FTEP as described in this policy.

TRAINEE refers to any **newly hired** sworn law enforcement officer of the Pocomoke City Police Department. A **TRAINEE** may be:

- a) a **newly hired recruit** who has successfully completed a Commission-approved entrance level law enforcement training program; or
- b) an officer who was previously a certified officer with another Maryland law enforcement agency and has been recertified by the Commission and has joined the Pocomoke City Police Department (lateral entry officer); or
- c) an officer from another state or federal agency who has been granted a waiver from attending a full entrance level law enforcement training program by the Commission but is required to attend a comparative training program prior to receiving full certification by Maryland (comparative compliance officer).

Policy:

It is the policy of the Pocomoke City Police Department that:

- a) ALL newly hired sworn officers, hereinafter referred to as TRAINEES, conform with COMAR regulation 12.04.01.17 (A) which states in part...an individual shall successfully complete Commission-approved field training as required under this regulation before receiving police officer certification or recertification under this chapter.

EXCEPTION:

An individual hired by the agency for a position identified in PS 3-201 (f) (3) (i) or (ii) may be certified or recertified as a police officer without participating in the agency's FTEP per the approval of the Head of the agency. [COMAR 12.04.01.17.A (3)]

- b) The Field Training and Evaluation Program will meet, at least minimally, the requirements established by the Maryland Police Training Commission and listed in COMAR – Title 12 – Subtitle 04- Chapter 01.17 including the administrative, coordination and record keeping requirements of set forth in that regulation.

Selection and Designation as a Field Training Officer [FTO]:

The selection, training, and oversight of Field Training Officers [FTO's] are key elements to a successful field training and evaluation program.

SELECTION OF FTO'S:

FTO candidates will be evaluated, selected, approved and certified according to the below listed procedures:

1. Candidates for the position of FTO must be a law enforcement officer for at least two (2) years immediately prior to applying for the position. [COMAR 12.04.01.17 (D) (1) (b)]
2. Candidates for the position of FTO must possess outstanding interpersonal communication skills as demonstrated by their performance during their daily work activities including interaction with other members of the agency as well as the public. They should also possess a thorough knowledge of the agency policy and procedure as demonstrated to their supervisor by their daily work activities and performance.
3. Sworn officers who desire to be designated as a FTO shall submit a written request, through chain of command, to the FTEP Coordinator requesting they be considered.
4. A FTO candidate's supervisor will indicate their concurrence/non-concurrence with the request based on their knowledge of the candidate's performance and daily activities and forward all requests to the FTEP Coordinator.
5. The FTEP Coordinator shall review each candidate's job performance evaluations, agency disciplinary record and other personnel records to include such records as:
 - a. Annual performance evaluation during the past two (2) annual rating cycles:

- must have received, at a minimum, satisfactory performance ratings;
 - b. medical leave records:
must maintain a medical leave use rate that is in keeping with or below the agency average.
 - c. driving record:
had only one (1) preventable, non-personal injury, vehicular accident during the previous year;
 - d. no pending/outstanding disciplinary or administrative action;
 - e. not received an official reprimand or disciplinary action for:
using unnecessary or excessive force;
a violation of an agency equal employment (EEO) policy or an equivalent federal law or regulation;
willingly and knowingly making an untruthful statement, falsified an official record or report;
misuse of one's official position or unlawful coercion of an employee for a personal gain or benefit;
unwarranted law enforcement action;
 - f. has successfully completed all agency in-service training courses during the past two (2) years including skills training;
6. After completing a review of the above files, the FTEP Coordinator shall establish a list of qualified FTO candidates and forward that list to the Head of the agency for action.
 7. Officers who are designated as FTO's shall be scheduled to attend a Commission approved FTO Training Course by the FTEP Coordinator at the agency's convenience but prior to serving as a FTO. [COMAR 12.04.01.17 (D) (1) (d)]
 8. Officers who are selected to be FTO's must, at a minimum, meet the following standards as listed in COMAR 12.04.01.17D:
 - a. Meet the requirements established under COMAR 12.04.01.17D and by the Commission;
 - b. be approved by the Commission as a Field Training Officer;
 - c. successfully complete a Commission-approved field training course;
 - d. successful completion of an initial FTO training course requires that an individual;
attend a minimum of 90% of the total hours of the instruction established for the FTO training course;
achieve at least a score of 70% on each test given as part of the FTO training course;
 9. The FTEP Coordinator shall forward a completed copy of "Application for Instructor Certification- Field Training Officer" to the Commission in order to have the individual approved as a FTO. [COMAR 12.04.01.17D (1) (c)]

MAINTAINANCE OF FTO DESIGNATION

An officer who is designated as a FTO shall:

- a. maintain satisfactory performance as a FTO as determined by the FTEP Coordinator;
- b. within every four years, following initial completion of a FTO training course successfully, complete a minimum of 7 hours of cumulative instruction that have been approved by the Commission to be provided to an individual who has been approved as a FTO. [COMAR12.04.01.17D (1) (e)]

FTO TRAINING COURSE:

COMAR 12.04.01.17 A (1) (d) requires that a FTO attend and successfully complete a Commission- approved FTO Training Course consisting of at least twenty-one (21) hours of instruction.

DOCUMENTATION OF ATTENDANCE AT FTO TRAINING COURSE:

An individual who attends a FTO training course approved by the Commission that is conducted by an **outside** law enforcement agency shall provide the FTEP Coordinator with a signed certificate of successful completion of the course and written documentation from the host agency that indicates successful completion of the FTO training course. This documentation shall contain the Commission approval number for the FTO training course and all test scores that the individual received as part of the FTO training course.

LOSS OF FTO STATUS:

Following the conclusion of FTEP, the FTEP Coordinator, in concert with the FTO's supervisor, will evaluate the performance of the FTO during the field training and evaluation program just concluded. The FTO will be apprised of the results.

The Commission will be notified by the FTEP Coordinator when any individual is removed from FTO status for any reason.

FTEP COORDINATOR:

The FTEP Coordinator shall have attended a Commission-approved supervisor training course and field training training course. [COMAR 12.04.01.17 C (2) (a) and (b)]

The role of the FTEP Coordinator is to ensure that the standards and objectives of the agency's FTEP are adhered to.

FIELD TRAINING and EVALUATION PROGRAM [FTEP]:

The Pocomoke City Police Department FIELD TRAINING AND EVALUATION PROGRAM (FTEP) is a standardized, structured training technique that exposes newly hired (and trained) members of this agency [TRAINEES] to a variety of actual law enforcement activities and situations under the guidance and direction of an experienced Field Training Officer (FTO). The Pocomoke City Police Department FTEP will contain, at a minimum, the performance elements identified in Section IX B (FTEP OUTLINE) of this policy. [COMAR 12.04.01.17 H (6)]

Participation in the Pocomoke City Police Department FTEP is MANDATORY for all newly hired sworn members of the agency whether they are entry-level recruits or officers with previous law enforcement training and experience according to the schedule laid out in this policy.

[COMAR 12.04.01.17 A (1)]

A. PRE-FTEP OVERVIEW:

Prior to the commencement of FTEP, the FTEP Coordinator shall conduct an OVERVIEW class for all newly hired officers who will be participating in FTEP.

B. FTEP OUTLINE:

The FTEP Coordinator shall obtain initial approval for the Pocomoke City Police Department Field Training and Evaluation Program from the Commission by submitting a Program Approval Application and obtaining Commission approval before FTEP begins. Once obtained, Commission approval for FTEP will remain valid unless the content of the Pocomoke City Police Department FTEP changes. If there is a substantive change to the Pocomoke City Police Department] FTEP Commission approval must be obtained.

The following **OUTLINE** for the Pocomoke City Police Department FTEP contains twenty-seven (27) major law enforcement areas/elements for which TRAINEE's shall be evaluated during FTEP. These areas/elements have been determined to be of critical importance to officers assigned to the Pocomoke City Police Department as they perform their daily duties:

1. FTEP Orientation;
2. Agencies Policies/Procedures;
3. Law Enforcement Ethics;
4. Professional Demeanor;
5. Officer Safety;
6. Use of Force;

7. Radio Communications;
8. Vehicle Operations:
 - *Routine; *Emergency;
9. Post/Assignment Familiarization;
10. Response to Calls;
11. Report Writing;
12. Patrol Functions;
13. Criminal Law/Local Laws and Ordinances;
14. Civil Offenses;
15. Control of Persons:
 - *Prisoners; *Mentally Ill;
16. Juvenile Procedures;
17. Search and Seizure;
18. Community Oriented Policing/Problem Solving:
 - *Interactions with members of the community;
 - *Problem identification/Solving;
19. Tactical Communications:
 - *Conflict Resolution
20. Investigations;
21. Interviews:
 - *Victim; *Witness; *Suspect;
22. Interrogations;
23. Evidence Handling/Processing;
24. Charging Documents;
25. Traffic:
 - *Enforcement; *Accident Investigation;
 - *Control/Direction;
26. Case/Court Preparation;
27. Self-Initiated Activity

Each major area/element contains numerous objectives or tasks that will be observed and evaluated by a FTO. These objectives/tasks must be successfully understood, demonstrated, and completed by each TRAINEE during FTEP.

As each area/element is completed, the FTO and TRAINEE will document its satisfactory completion on the agency's various FTEP performance reports.
[ATTACHMENT E: FTEP PERFORMANCE EVALUATION DOCUMENTATION]

C. PHASES OF FTEP:

As is stated in section VII – Field Training Required, of this policy and procedure, the Pocomoke City Police Department FTEP for entry-level recruits will be a minimum of 240 hours. For lateral-entry/comparative compliance sworn officers FTEP will be a minimum 120 hours.

TRAINEES will participate in FTEP as outlined in [FTEP PERFORMANCE EVALUATION PROCESS AND SCHEDULE]

Based on the total numbers of hours/weeks of FTEP, the FTEP Coordinator shall determine how many separate PHASES will be included in FTEP. Each Phase will coincide with the amount of independence of action and responsibility that a FTO has determined the TRAINEE merits based on the TRAINEE's performance to date.

After each phase of FTEP the FTO shall complete the FTEP evaluation contained and described in [FTEP PERFORMANCE EVALUATION]

D. TRAINEE FTEP PERFORMANCE EVALUATION PROCESS:

TRAINEES will be formally evaluated by their FTOs at regular intervals using the agency's FTEP performance evaluation reports as described in [FIELD TRAINING EVALUATION DOCUMENTATION]

Any FTEP performance evaluation report completed by a FTO will be reviewed as soon as practical possible with the TRAINEE.

TRAINEES are required to sign and date each FTEP Performance Evaluation Report acknowledging that they have received from and discussed the FTEP Performance Evaluation Report with their FTO.

After review and signing ALL FTEP performance evaluation reports will be forwarded to the FTEP Coordinator who will ensure that those reports become part of the TRAINEE's training file maintained by the agency.

If a TRAINEE disagrees with a FTEP performance evaluation report, the TRAINEE shall sign the FTEP evaluation report prepared by the FTO and note the reason for his/her disagreement with the FTO's rating on the report. The TRAINEE may appeal the FTEP evaluation to the FTO's supervisor who may agree with, comment on or disagree with the FTO's initial assessment. In the event that the supervisor supports the initial evaluation and the TRAINEE wishes to further appeal the rating, the TRAINEE, through the FTEP Coordinator, may schedule an appointment with the FTO and the FTO's supervisor's commanding officer for review and discussion of the matter. The decision of the FTO's supervisor's commanding officer regarding the evaluation is final and no further appeal is available to the TRAINEE.

E. REMEDIAL FTEP TRAINING

FTO's shall report the need for REMEDIAL TRAINING as described in [REMEDIAL TRAINING & DOCUMENTATION] to the FTEP Coordinator.

After reviewing the TRAINEE's performance evaluations submitted by the FTO and consulting with the FTO and consulting with the FTO and members of the agency's training staff, the FTEP Coordinator shall determine the appropriate REMEDIAL TRAINING steps/program that the TRAINEE will participate in:

- a. The contents and method used for any FTEP REMEDIAL TRAINING program, including but not limited to, any lesson plan, exercises, tests/quizzes or other material will be documented and maintained by the FTEP Coordinator;
- b. The results of any TRAINEE testing shall be documented and maintained in the TRAINEE's FTEP file.

Any TRAINEE determined to need REMEDIAL TRAINING shall participate in such training as determined by the FTEP Coordinator.

Any "homework" assignment given as part of REMEDIAL TRAINING is time-sensitive and must be completed in the manner and in the timeframe established by the FTEP Coordinator.

Successful/satisfactory completion of REMEDIAL TRAINING shall be determined by the FTEP Coordinator in consultation with the TRAINEE's FTO and any participating member of the agency's training staff.

Successful/satisfactory completion of REMEDIAL TRAINING is required before a TRAINEE can advance in FTEP.

E. LATERAL ENTRY OFFICERS/COMPARATIVE COMPLIANCE OFFICERS:

Newly hired officers who are required to attend comparative compliance training or those who are lateral entry officers are required to participate in FTEP as outlined in **Section VI – FIELD TRAINING REQUIRED**.

F. EXTENSION OF FTEP:

At the direction of the FTEP Coordinator, a TRAINEE's participation in the agency's FTEP may be extended. Extension of FTEP shall be for cause

cited by the TRAINEE's FTO on the latest END OF PHASE EVALUATION with the concurrence of the FTO's supervisor. The TRAINEE shall be advised of the reason for the extension of FTEP and will be given REMEDIAL TRAINING to ensure that the steps have been taken to correct the cited performance deficiency (ies). The TRAINEE will also be informed of the anticipated length of the FTEP extension if possible.

Following the FTEP EXTENSION PHASE the FTO shall complete another END OF PHASE EVALUATION. The FTO's supervisor will review the END OF PHASE EVALUATION and either concur/not concurs with the FTO's assessment of the TRAINEE's performance and makes a recommendation as to whether the TRAINEE should continue with or be terminated from the agency. The END OF PHASE EVALUATION will then be forwarded to the FTEP Coordinator who will review the evaluation and recommendation of the FTO's supervisor and make his/her own recommendation. The FTEP Coordinator will then forward the END OF PHASE EVALUATION along with any additional relevant FTEP documentation to the Head of the agency or his designee for a final decision.

G. CONCLUSION OF/RELEASE FROM FTEP/CERTIFICATION OF COMPLETION:

At the conclusion of FTEP, the FTEP Coordinator shall ensure a **CERTIFICATION OF COMPLETION/RELEASE FROM FTEP** form has been completed as described in [ATTACHMENT G: CERTIFICATION OF COMPLETION/RELEASE FROM FTEP] by each FTO and TRAINEE. The **CERTIFICATION OF COMPLETION/RELEASE FROM FTEP** attests that the TRAINEE has demonstrated ability to satisfactorily perform all the functional areas or categories listed in the agency's FTEP.

The FTO shall complete the **CERTIFICATION OF COMPLETION/RELEASE FROM FTEP** and review it with the TRAINEE who shall sign and date the form.

Each **CERTIFICATION OF COMPLETION/RELEASE FROM FTEP** form shall then be reviewed and signed by the chain of command for each FTO and Trainee prior to releasing each TRAINEE to full service.

The **CERTIFICATION OF COMPLETION/RELEASE FROM FTEP** form shall then be forwarded to the FTEP Coordinator. After reviewed by the FTEP Coordinator, **ALL** completed **CERTIFICATION OF**

COMPLETION/RELEASE FROM FTEP forms shall be forwarded to the agency Head or designee for his/her review, signature and date:

- a. A copy of the **CERTIFICATION OF COMPLETION/RELEASE FROM FTEP** form shall be sent to the Commission;
- b. The original, signed **CERTIFICATION OF COMPLETION/RELEASE FROM FTEP** form shall be maintained in the TRAINEE'S training file.

H. FTO/TRAINEE RELATIONSHIP:

During FTEP, **the relationship between the FTO and TRAINEE will remain professional at all times.** As part of this relationship the following is expected:

FTO:

- A. The hallmark of a FTO-TRAINEE relationship will be mutual respect. TRAINEEs will be treated with respect at all times, and they will be expected to respect the FTO and to follow his/her directions.
- B. Any relationship between non-related FTOs and TRAINEEs will be strictly professional.
- C. If a FTO or FTO Supervisor is related to a TRAINEE, or if he/she has had a special relationship with a TRAINEE **prior** to when the TRAINEE was hired by the Pocomoke City Police Department, the FTEP Coordinator will be notified as soon as practical so that consideration can be given to placing the TRAINEE with a FTO and /or Supervisor with no apparent or perceived conflict of interest.
- D. FTO's/FTO Supervisors will not make discriminatory or sexist remarks towards any TRAINEE, as per agency policy.
- E. FTOs/FTO supervisors will not make sexual remarks or sexual advances toward any TRAINEE, as per agency policy.
- F. FTOs/FTO supervisors will neither live with nor rent a habitat to any TRAINEE while they are in FTEP and will refrain from entering into any financial transactions or arrangements with them while they are in FTEP.
- G. FTOs/FTO supervisors will neither accept gifts from nor give gifts to any TRAINEE while they are participating in FTEP.
- H. While on duty, a TRAINEE is always under the direct supervision of his/ her assigned FTO while in the field. In the event that the TRAINEE's assigned FTO is unavailable, the TRAINEE will be assigned to another FTO. In the event that no other FTO is available a sworn member of the agency with

- supervisory standing will temporarily supervise the TRAINEE. [COMAR 12.04.01.17 G (2)]
- I. While on duty, a FTO shall always maintain visual contact with a TRAINEE while the TRAINEE is performing a law enforcement function/activity.

TRAINEE

- A. TRAINEEs are to be respectful to all members of the Pocomoke City Police Department.
- B. A FTO is a TRAINEE's direct supervisor during FTEP. During FTEP, a FTO's directions are to be followed at all times, in particular during emergency situations. If a TRAINEE believes that a specific instruction or order was improper or that a performance evaluation is not fair, the TRAINEE should request a meeting with the FTO's Field Supervisor to discuss the matter. If the meeting can practicably be conducted prior to completing the assigned task, the FTO's Field Supervisor's may intervene in the matter. However, if the assigned task must be completed by the TRAINEE immediately then the TRAINEE will follow the directions and orders of his/her FTO, criminal conduct excepted, and question the order's appropriateness at a later time with the FTO's supervisor. If after discussing the matter with the FTO's supervisor, the TRAINEE still has concern or problem, he/she may request a meeting with the FTEP Coordinator to discuss the matter. The FTO's Field Supervisor will notify the FTEP Coordinator and a meeting will be convened to discuss and evaluate the situation. The decision of the FTEP Coordinator is final.
- C. TRAINEEs will complete all assignments in a prompt, timely manner and will follow an applicable agency policies and procedures, directives and orders.
- D. With the approval of the FTEP Coordinator, TRAINEES may be given homework assignments, at the direction of their FTOs, in order to assist in accomplishing a training objective. Such assignments will be completed in the manner prescribed by and according to the time table established by the FTO. Homework assignments are viewed the same as academic assignments given during entry- level training.
- E. Incident reports pertaining to calls for service that occurred during a tour of duty may be completed by a TRAINEE on overtime as long as the FTO can justify a training need or

concern. The FTO will be held accountable for any abuses of overtime.

- F. While off-duty, TRAINEES in FTET will not respond to police calls or initiate any law enforcement action except in a situation that is life-threatening or involves the potential for serious injury and occurs in the TRAINEE's presence. In such cases, they are authorized to take action necessary to stabilize the situation. Once the situation has been stabilized they are then to immediately notify the agency of the jurisdiction for assistance. They are to stand-by until relieved by the officer who responds to handle the situation. Additionally, they are to notify the FTO/FTO's supervisor/FTET Coordinator as soon as possible of their involvement in the emergency situation. If unavailable, the TRAINEE will notify the on-duty agency supervisor of the situation.

If encountering a non-life threatening incident that calls for law enforcement action, a TRAINEE will contact 911/ or police agency in which jurisdiction he/she is in, identify him/herself and request law enforcement response. The TRAINEE shall remain at the scene until a law enforcement officer of the jurisdiction arrives and then provide information or assistance as directed by the on-duty law enforcement officer. The TRAINEE shall report his involvement in the incident to his/her FTO/FTO's supervisor/FTET Coordinator upon return to duty.

- G. While off-duty, TRAINEES will not conduct investigations or perform routine enforcement activities.
- H. TRAINEES will be receptive to counseling given by FTOs. They may verbalize an explanation for their actions; however, repeated rationalization, excessive verbal contradictions, becoming argumentative and/or hostile with their FTO is not acceptable behavior.
- I. Information regarding the performance and/or progress of a TRAINEE while in FTET should not be shared with individuals outside of FTET.
- J. ALL TRAINEES will abide by all policy, procedures, regulations and directives of the Pocomoke City Police Department.

J. VIOLATIONS OF FTET RULES:

Violations of FTET policy and/or any directives of the Pocomoke City Police Department by a TRAINEE may result in disciplinary

action, up to and including removal from FTEP and/or termination from the agency.

If a violation is observed by a FTO, the FTO shall document the violation and report it to his/her direct supervisor. The FTO's Supervisor shall then review the documentation of the violation and forward the report along with his/her recommendation to the FTEP Coordinator. After reviewing the documentation, and if necessary conferring with the FTO and FTO's supervisor, the FTEP Coordinator shall determine if administrative action is warranted and follow through as per agency policy and procedure.

Any formal disciplinary action taken against a TRAINEE during FTEP will be documented and maintained in the TRAINEE's training file.

Any violation of FTEP policy by a FTO shall be reported to the FTEP Coordinator and shall be handled in accordance with existing agency disciplinary policy and procedure if warranted.

FIELD TRAINING REQUIRED:

Newly hired sworn RECRUIT officers shall participate in the Pocomoke City Police Department Field Training and Evaluation Program **immediately** upon graduation from their entrance level training program. Recruit officers shall participate in FTEP for a minimum of 240 hours as established by the agency.

Participation may be extended in FTEP for cause on the recommendation of the TRAINEE's FTO with the concurrence of the FTEP Coordinator and the approval of the Head of the agency. The length of a FTEP extension shall be determined by the FTEP Coordinator.

Based on documentation of the TRAINEE's performance provided by the FTO and his/her recommendation and the recommendation of the FTO's chain of command, the FTEP Coordinator shall recommend to the Head of the agency whether the TRAINEE has successfully completed FTEP.

Sworn officers who served with another law enforcement agency and who are seeking certification as an officer with the Pocomoke City Police Department shall also participate in FTEP for a minimum of 120 hours unless extended for cause by the FTEP Coordinator with the approval of the Head of the agency. The FTEP Coordinator, based on the FTO's documentation of the officer's performance and the FTO's recommendation, shall recommend to the Head of the agency whether the officer has successfully completed FTEP.

SUPERVISING A TRAINEE DURING FTEP:

During FTEP, a TRAINEE shall normally be under the direct supervision of his/her **assigned** FTO.

In the event that a TRAINEE cannot be directly supervised by his/her assigned FTO, the FTEP Coordinator shall be notified.

After consultation with the FTO's supervisor, the FTEP Coordinator shall **temporarily** assign the TRAINEE to the direct supervision of:

- a. Another available FTO; or
- b. A member of the agency who holds a supervisory rank; or
- c. Under unusual/extenuating circumstances a TRAINEE may be under the direct supervision of an individual who is not a FTO or who does not hold a supervisory rank for a brief period of time:
 - c-i. this exception cannot exceed ten percent (10%) of the total amount of time in FTEP:
 - c-ii. under the unlikely event that a FTO or a member who holds supervisory rank is not available to directly supervise a TRAINEE for at least eighty-nine percent (89%) of FTEP the agency Head will seek a waiver from the Commission to allow another member of the agency to conduct FTEP with the TRAINEE: for a limited period of time and under certain conditions.

During FTEP, a TRAINEE may participate in specialized training or orientation that does **NOT** entail enforcement activity for up to five percent (5%) of FTEP such as dispatcher duty, administrative duties or non-enforcement duties. During such assignments the TRAINEE does not have to be under the direct supervision of a FTO or member holding a supervisory rank.

FTEP CRITIQUE/DEBRIEFING:

The FTEP Coordinator shall ensure that a FTEP CRITIQUE/DEBRIEFING form is completed by each TRAINEE as soon as practical after FTEP has been completed as described.

The FTEP CRITIQUE/DEBRIEFING form should be submitted directly to the FTEP Coordinator.

In an effort to improve FTEP, the FTEP Coordinator shall review each FTEP CRITIQUE/DEBRIEFING.

In the event that there are any negative comments or observations about the agency's FTEP or suggestions for significant changes to the program, the FTEP Coordinator shall contact the TRAINEE who made the comments/suggestions to clarify the comments/suggestions:

- a. The FTEP Coordinator shall bring to the attention of the agency Head or his/her designee any negative comments made on the forms or the need for any significant changes to the agency's FTEP.

Each FTEP CRITIQUE/DEBRIEFING shall be maintained by the FTEP Coordinator for a minimum of three (3) years following each FTEP and be available for inspection by members of the agency command staff or the Commission as required.

The FTEP Coordinator may also request that participating FTOs and FTO supervisors summarize their experiences during FTEP.

MAINTENANCE OF FTEP DOCUMENTATION/RECORDS:

The FTEP Coordinator shall be responsible for collecting and maintaining ALL FTEP evaluations and correspondence pertaining to the TRAINEE in the TRAINEE's FTEP file. For a minimum of three (3) years the following documentation related to the agency's FTEP shall be maintained in file:

- a. A copy of the agency's current FTEP policy and procedure;
- b. Rosters of the individuals (TRAINEEs) participating in FTEP;
- c. Tests, test scores and evaluations of individuals (TRAINEEs) participating in FTEP;
- d. A description of the evaluation process used for individuals (TRAINEEs) participating in FTEP;
- e. Any FTEP lesson plan and/or guides;
- f. An outline of the training for individuals (TRAINEEs) participating in FTEP;
- g. At least two-week summaries of the individual's (TRAINEE's) performance during FTEP;
- h. The FTO's FINAL COMPETENCE REPORT for each individual (TRAINEE) participating in FTEP
- i. A copy of the RELEASE FROM FTEP signed and dated by the Head of the agency or designee;
- j. Any other documentation required by the Commission.

FTEP AUDIT:

Both agency's FTO Training Course and its FTEP is subject to review and audit by the Commission.

The Commission may suspend or revoke approval of the agency's FTO Training Course or its FTEP if the Commission determines that the FTO Training Course or its FTEP fails to meet the Commission's requirements.

The FTEP Coordinator is responsible for ensuring that the agency's FTO Training Course and its FTEP remain in compliance with the Commission's requirements as described in COMAR.

15.5 IN-SERVICE, SHIFT BRIEFING (ROLL CALL) AND ADVANCED TRAINING

15.5.1 ANNUAL IN-SERVICE TRAINING

In-Service Training: All sworn personnel of the Pocomoke City Police Department will on an annual basis as mandated by the Maryland Police Training and Standards Commission, attend required training. In addition on a yearly basis, all sworn personnel will attend the following:

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

- a. Supervisory and management training;
- b. Policy and procedure training; and
- c. Any other training as deemed necessary.

Training of Sworn Personnel/Police Communication Operators:

1. The Administrative Commander will be responsible for the training of sworn personnel and Police Communications Operators concerning victim/witness rights and community involvement programs and the role of the programs in meeting our law enforcement mission. The training of sworn personnel will follow their graduation from recruit training; Police Communications Operators will be trained before assuming their official duties and annually.
2. The Administrative Commander will ensure that Squad Supervisors and all TO's are appropriately trained in order to effectively direct officers in handling their victim/witness responsibilities. TO's will evaluate recruits in this important phase of training.
3. Squad Supervisors, under the direction of the Administrative Commander, will ensure that all Squad personnel (sworn, and PCO's) receive training/retraining to reflect the findings of the periodic analysis conducted.

Special advanced outside training opportunities (i.e., FBI National Academy) are occasionally available to sworn personnel. Nominations for attendance at these courses must be approved by the Chief of Police. Criteria needed for nomination may include:

1. Police officers with demonstrated ability and interest and an ability, on return, to

teach others the skills learned.

2. An officers who possess above average leadership skills.
3. Upon completion of such special advanced training, the officer graduate will be assigned to duties which meet the maximum opportunity to utilize training received.
4. With advance approval from the Maryland Police Training and Standards Commission, such training may be accepted in partial or full fulfillment of mandated in- service training.

15.6 SPECIALIZED TRAINING

15.6.1 POSITIONS CALLING FOR SPECIALIZED TRAINING

1. All positions in the department call for specialized training and the development of skills. Police Officers at all levels should build specialty skill areas as part of their individual career development. Officers may volunteer to attend instruction consistent with their interests. Squad Supervisors and the Administrative Commander will nominate officers for training course attendance, subject to officer availability. In most instances specialized training meets MPTSC mandates for in-service training.
2. Each Squad Supervisor should attempt to create a number of skill specialists on each squad, who are not only available to perform in these specialized skill areas, but who can teach these skills. Each squad should have specialists, radar operators, specialized investigative specialists, crime scene processing specialists. Opportunities for such training should be filled on the basis of both shift and individual officer needs and preferences. Subsequent opportunities for advanced skills development should be sought for officers having achieved a basic skill performance level. An officer or investigator who wishes an in-depth knowledge in crime scene processing might be selected for attendance at a short course in crime scene processing. Such specialized training should emphasize development of skills such as recovery of latent prints and palm prints; foot, boot, and tire impressions; crime scene photography and sketching; and collection, processing, and transmitting physical evidence.

Subsequent opportunities for additional related training should be provided to both refresh and expand the skills= area; an officer or an investigator may be considered for advanced specialized training. The trained officer should then be utilized at crime scenes, conducting on-the-job and roll call training for other squad members, assigned to teach at the ESCJA, etc.

Specialized training provided to personnel includes, but not limited to the following:

- A. Development and/or enhancement of the skills, knowledge, and abilities particular to the specialized training.

- B. Management, administration, supervision, personnel policies, and support services of the function or component.
- C. Performance standards of the function or component.
- D. Supervised on-the-job training.
- E. In addition to developing specialized skills, personnel assigned to specialized activities should be made aware of the Operations requirements and relationships of the specialized function or component to other parts of the agency. Each specialty has associated with it, certain legal and policy issues that should be included in training.

15.7 CIVILIAN TRAINING

15.7.1 CIVILIAN TRAINING PROGRAM

All newly appointed civilian personnel will receive the following training:

- 1. Orientation of the Department's role, purpose, goals, policies, and procedures.
- 2. Working conditions, rules and regulations; and
- 3. Responsibilities and rights of employees.

15.7.2 PRE-SERVICE AND IN-SERVICE TRAINING

- 1. The civilian positions that require training in addition to orientation, prior to the assumption of job responsibilities are:
 - A. Police Communications Operator
 - B. Records Manager
 - C. Secretarial (data entry)
- 2. In-service/specialized training stresses not only the skills necessary to perform the technical aspects of their positions, but also the importance of the communication link they provide between the citizens and the department. Emphasis is placed on the fact that a citizen's opinion of the department is based on the type and quality of service obtained.

15.8 CAREER DEVELOPMENT

15.8.1 CAREER DEVELOPMENT PROGRAM ACTIVITIES

All commanders and/or their trained designees are responsible for career development of personnel assigned to their respective command.

- 1. Personnel assigned to career development activities have undergone a period of

orientation to increase knowledge and/or skills in at least the following areas:

- a. General counseling techniques;
 - b. Skills, knowledge and abilities (SKA) assessment techniques;
 - c. Salary, benefits and training opportunities in the department;
 - d. Educational opportunities and incentive programs;
 - e. Awareness of the cultural background of ethnic groups in the department's program;
 - f. Record keeping techniques;
 - g. Career development programs of other jurisdictions;
 - h. Availability of outside resources.
2. Career counseling is a vital component of the career development program. In addition, counseling is an integral part of employee performance evaluation, the supervisory process in dealing with performance, and the process of setting and achieving both departmental and individual goals and objectives. All commanders are responsible for career counseling and development of assigned personnel.

Supervisors in counseling (performance evaluation) sessions, should identify individual employee strengths and weaknesses; assist the employee in developing a plan of self-improvement including outside resources; and setting a timetable for performing key activities. As part of the rating process the supervisors will utilize employee feedback in making recommendations for career development.

3. The performance evaluation form as executed by the supervisors will be used as an evaluation checklist to determine whether the employee has reached an effective level of performance in career development. The performance evaluation form will be used by the supervisor to assess the employee's strengths and weaknesses and will alert the supervisor to particular areas on which the counseling process must focus. The supervisor will comment on the evaluation form on the employees skills, knowledge and ability inventory form as to the timetable for attainment of mutually agreed upon objectives. The appropriate commander will initial the executed form to note approval.

Individual officers are responsible for self-analysis and identification of skill areas or other developmental goals they would like or need to fulfill. Officers should consult freely with their supervisor and may at any time identify career needs in written memos sent via chain of command to the Administrative Commander.

4. All officers are required to attend state mandated in-service training, 18 hours each year. The Eastern Shore Criminal Justice Academy annually offers a number of different subject matter in-service programs. Course offerings will be posted and an officer desiring to attend a specific subject in-service course may put such a request via chain of command to the Administrative Commander. Our department may also conduct annual in service training to accommodate the requirements set

forth.

Skill areas training which assists in developing career specialties and enhancing the overall potential of the employee for upward mobility is an essential part of the career development process. The nature of the job, demands that our police officers be generalists and able to deal with a wide range of duties. However, each officer should develop new areas of interest and specialization and, in turn, be able to share these with other officers, not possessing the skills.

The department provides appropriate in-service training opportunities for all positions classified as specialties.

To further enhance the potential for upward mobility, officers who distinguish themselves through individual achievement, will be provided, as opportunities arise, supervisory training in such areas as oral and written communication, planning, measuring results, problem identification prevention and solution, counseling, and decision making. Such instruction will be through training facilities as in-service training in management techniques.

The department, under the direction of the Administrative Commander, maintains written records of all proficiency and career specialty area in-service training of personnel.

The department, under the direction of the Administrative Commander, maintains an annual inventory of resource/training opportunities available for use in developing in-service training as part of the career development program. This information is available to all career development program participants.

15.8.2 CAREER DEVELOPMENT PROGRAMS - SKILL DEVELOPMENT UPON PROMOTION

Either just prior to or upon promotion, new supervisors and commanders will be provided specialized training in supervision, management, and specialized functional areas depending on assignments.

The Maryland Police Training and Standards Commission mandates that all first line supervisors, attend an approved Supervisors Course and an approved Administrators Course (commanders) within a year of promotion. The curriculum is set by the Commission in both courses.

15.9 COMPENSATION FOR FIELD TRAINING

Police officers who field train entry level police officers will be compensated by allowing them to add an additional five hours a week on their time sheet during the field training process. Police officers who train certified police officers will be permitted to add an additional two and a half hours on their time sheet during the field training process.

Civilians who field train other civilians will be compensated by allowing them to add an additional five hours a week on their time sheet while they are training the new civilians.

CHAPTER 16 *Pocomoke City Police Department Manual*

PROMOTION

The policies, procedures and requirements in this chapter apply to those seeking promotion to the rank of Corporal, Sergeant, Lieutenant and Captain.

It is the policy of the Pocomoke City Police Department to maintain in process, whereby promotions to the rank of Corporal and above are fair and consistent.

16.1 AUTHORITY

The promotional process is within the exclusive role of the department under the direction of the Chief of Police and begins with the identification of officers who appear to have the potential for a greater responsibility and who have demonstrated by their performance that they have the skills, knowledge, and ability to act at a higher level. The identification of such officers is ordinarily made by the Commanders with input from the officer's supervisor(s). The selection process considers such qualifications as time in grade, education, past performance, specialized training, desire, attitude, testing, and oral interview. A Chief's memorandum is issued when the chance for promotion becomes available. Qualified officers are encouraged by the language of the communication and by the command staff to avail themselves of the opportunity.

The ranks Lieutenant and above are appointed ranks.

No officer or personnel of the police department may be considered for any promotion until either a vacancy for the existing ranks is announced by the Chief of Police or an additional rank has been authorized by the Mayor and City Council of Pocomoke, Maryland.

16.1.1 RESPONSIBILITY FOR ADMINISTERING THE PROMOTIONAL PROCESS

The Administrative Commander is responsible for the promotional process. The Administrative Commander has the responsibility and authority for preparing, scheduling, and monitoring the promotional process and examinations except when the Administrative Commander is under promotional consideration.

16.1.2 PROMOTIONAL PROCESS

The promotional process for the ranks of, Sergeant, and below shall consist of the following parts; each weighed accordingly:

1. Written Examination	35 points maximum
2. Promotional Potential/ Education Military Service	5 points maximum
3. Oral Exercises	40 points
maximum	

The written examination will consist of questions from the Written Directives, City Code, and current Maryland Criminal Digest. Other sources of information will be provided to each candidate prior to the test date.

The written examination will be the first phase of the promotional process. Candidates must attain a score of 70 % or above in order to move to the next step.

A. Application for Testing/Written:

1. A Police Chief=s Memorandum will be published thirty (30) days prior to the scheduled written examination date when a position becomes available and can be filled.
2. All interested, qualified officers will apply to the Chief of Police, in writing, within seven (7) days of the date of the Chief=s Memorandum. Anyone who applies for testing after the specified time period will not be considered. If an officer was on annual or sick leave during the deadline process, the Chief of Police may make an exception.
3. Qualified officers choosing not to take a scheduled examination will not appear on the eligibility list for promotion to the next rank and forfeit such eligibility until they take and pass the required examination.
4. Absence on Scheduled Test Date
 - A. If the officer knows in advance that he/she will be unable to take the test, he/she should notify, in writing, the Chief of Police before thatdate.
 - B. If an officer is absent on the scheduled test date due to circumstances beyond his/her control, he/she must notify the Chief of Police, as soon as possible, the reason for the absence.
 - C. Usually only five conditions will warrant an officer=s failure to appear on the scheduled time:
 - \$ Court Appearance;
 - \$ Military Leave;
 - \$ Jury Duty;
 - \$ Bereavement Leave; or
 - \$ Illness.
5. The responsibility for notification rests with the officer or his designated representative.

6. All requested absences must be supported by appropriate documentation, as soon as possible.

\$ Court summons;
\$ Military Orders; or
\$ Doctor=s Certificate

B. Oral Interview

1. An interview will be conducted by a three (3) member board. Each member shall rank each candidate using evaluation forms given for each part of the interview process.
2. The members of the board will consist of officers from outside the Pocomoke City Police Department, at the discretion of and with the approval of the Chief of Police.
3. The members of the board will be at least one rank above the candidate being interviewed.
4. All questions/exercises will be the same for all officers being interviewed for a particular rank.
5. An oral board member may, for whatever reason, refuse to participate. In the event of such a refusal, the interview and rating will be carried out by the two remaining members. However, no officer will be interviewed by fewer than two members.

4. Pending Internal Investigations

Members having internal investigations pending which could lead to disciplinary action exceeding summary punishment shall be eligible to participate in the promotional process, but shall not be eligible for promotional consideration until completion of the internal investigation.

5. Candidate=s Review

All officers will be afforded an opportunity to review their own written examination, promotional potential ratings of supervisors and oral interview board evaluations.

ELIGIBILITY

1. Corporal Rank

- A. All officers who meet the following requirement are eligible:

1. Who have at least (5) years continuous service as a sworn officer with in the state of Maryland.

B. Those eligible for Corporal must complete each phase of the promotional process.

2. Sergeant=s Rank

A. All officers who meet the following requirements are eligible:

1. Who have at least (8) years of service with in the state of Maryland.
2. Must presently hold the rank of Corporal.

B. Those eligible for Sergeant must complete each phase of the promotional process.

3. Lieutenant=s Rank

A. All officers who meet the following requirements are eligible:

1. Who have at least (10) years of service with in the state of Maryland.

B. The rank of Lieutenant will be an appointed rank made by the Chief of Police.

4. Captain's Rank

A. All officers who meet the following standards are eligible:

1. Besides the basic police officer requirements, a person must have at least (12) years of service in law enforcement and serve in the position of Lieutenant or above for a minimum of (5) years with administrative experience.

B. The rank of Captain will be an appointed rank made by the Chief of Police.

5. Appointments

A. Officers who are appointed to a rank by the Chief of Police will serve at the pleasure of the Chief.

6. Security of Promotional Materials

The Administrative Commander shall maintain tests and other materials relating to promotions in a confidential manner. Materials shall be maintained in a locked file when not in use.

ELIGIBLE CANDIDATES FOR PROMOTION

Upon completion of all phases of testing, a list with the officers scores in descending order beginning with the highest score, will be submitted to the Chief of Police. The list will be valid for two years from the date posted.

The Chief of Police has the option of selecting for promotion any one of the top (3) officers on the current and respective promotion list for Corporal and Sergeant, when a vacancy occurs. The reason for appointing the employee will be based on performance in the promotion process and past work performance.

Promotions are announced in a department personnel order, stating the effective date for the promotion.

Officer(s) ranked in the top three not selected for promotion may make a written request to the Chief of Police asking for the rationale used to select the promotional candidate.

APPEAL PROCESS

The right of employees to challenge any aspect of the promotional process is an integral part of the process itself. At a minimum, the following may be part of the appeal:

1. Adverse decisions concerning eligibility;
2. Review of answer key if any written examination is used;
3. Review of written results of scored elements of the selection decision;
4. Contesting promotional potential evaluation reports used in the selection decision; and
5. Re-application.

Employees who wish to appeal will contact the Administrative Commander and forward in writing their reasons for contesting any decisions or testing procedure.

16.1.3 PROMOTIONS ARE JOB-RELATED AND NONDISCRIMINATORY

The Pocomoke City Police Department provides an equal opportunity for all sworn members to be considered for promotion based upon components and procedures tailored to meet the needs of the department and which are job-related and nondiscriminatory. The Administrative Commander will annually assess the promotional process to ascertain if there has been any adverse impact.

16.1.4 PROBATIONARY PERIOD FOR PROMOTED EMPLOYEES

Permanent status to the rank for which the test was given requires a probationary period of one year, during which time performance will be evaluated. Permanent status will be granted only if work performance has been adjudged to be satisfactory.

PERFORMANCE APPRAISAL

The directives in this chapter refer to Performance Appraisal, the measurement of the employee's work performance of assigned duties by the employee's supervisor. The Chief of Police is responsible for administering the employees' performance appraisal within the police department.

OBJECTIVES OF THE PERFORMANCE APPRAISAL PROCESS

1. Allow fair and impartial personnel decisions.
2. Maintain and improve performance.
3. Provide a mechanism for regular performance observation.
4. Facilitate proper decisions regarding probationary employees.
5. Provide an objective and fair means for recognition and measurement of individual performance in accordance with prescribed guidelines.
6. Identify training needs.

17.1 ADMINISTRATION**17.1.1 PERFORMANCE EVALUATION PROCESS**

1. General: Performance evaluation serves a variety of purposes, such as:
 - \$ Vary salary adjustments based on determinations of individual performance.
 - \$ Encourage excellence in each employee's performance by helping to identify strengths that may be built upon and weaknesses that may be corrected.
 - \$ Support the human resource planning efforts by providing a more accurate basis for identifying and developing promotable individuals.
 - \$ Promotion.
 - \$ Career development.
 - \$ Special assignment.
 - \$ Retention.
 - \$ Etc.

The department's performance appraisal plan has certain key features, including:

- \$ Performance factors and goals
- \$ Performance reviews
- \$ Forms and procedures

The appraisal system employed by the department is structured to incorporate measurement definitions, procedures for use of appraisal forms, supervisor/employee responsibilities and supervisor (rater) training.

Appraisal focuses on the best use of human resources and identification of personnel problems that can be dealt with promptly and fairly for employee job satisfaction.

A Performance Appraisal is a most important function, yet it may not be as effective as designed, if supervisors are reluctant to address negative performance and if employees are not receptive to constructive critique.

2. Employees Are Different: This is the key principle of a performance appraisal. Each employee has both strengths and weaknesses and performs at a different level that fluctuates over time. A supervisor must be able to 1) recognize employee strengths and weaknesses, 2) identify these on the performance appraisal form, 3) help the employee understand how to build on strengths and to overcome deficiencies, and 4) through effective performance observation help the employee set specific career objectives and develop a time table for growth and development.

3. Appraisal Scores:

Supervisors perceive performance differently and may rate higher than others, while others arbitrarily rate a new employee much lower due to the employee's inexperience. Objectivity must be maintained. Without some kind of standardization of scoring, the system can easily create inequities. Accordingly, the average score is in the middle. If the supervisor has six employees, normally some will exceed expectations, some will meet expectations, and others will be minimally satisfactory or unsatisfactory.

4. Ratings for each period (January, July) must be turned in by the first of the month. If an employee changes assignment during a period, the employee will receive a joint rating through a combined effort of both supervisors.

Newly hired dispatchers will be evaluated on their performance on a weekly basis for the period of on the job training prior to attending the Criminal Justice Information System course. Upon successful completion of the training, evaluations will be completed every six (6) months.

All appraisals will be documented on forms provided and will be based solely on employee performance during the specific rating period. The specific period and year of rating will be indicated.

There are two (2) separate appraisal forms: one for police officers/supervisors and another one for civilians.

Each performance appraisal will be prepared and signed by the rating supervisor after reviewing the appraisal with the appropriate Division Commander. The rated employee will also sign the report to indicate the employee has read it. Employees may comment on the report in writing in the space provided or on supplemental attachments. The rater's supervisor will review and initial the report. A copy of the appraisal will be provided to the employee.

Unscheduled appraisals may be requested by respective Division Commanders or the Chief of Police as circumstances dictate. Specific dates covered by such appraisals will be indicated.

All entries on the appraisal form shall be type written or printed in black ink. The appraisal report A due date@ shall apply to all employees regardless of anniversary dates.

5. Performance Factors and Standards

A performance factor is an activity or responsibility of an employee of sufficient importance to be identified and defined. These Core Values are not limited, but are generally of the following:

- Professionalism
- Personal Appearance
- Interpersonal Skills
- Problem Solving
- Work Productivity
- Organization and Results
- Oral Communications
- Written Communications
- Work Quality

6. Performance Goals

Performance goals should be objective, meaningful, realistic, and measurable (or observable). The employee and their supervisor should verbally discuss and set performance goals, which should be based on the individual and department performance. Performance goals are not limited. An example of a performance goal could be relating to the level of work output from an employee.

7. Performance Levels

The three performance levels are as follows:

- Exceeds Expectations-Performance is consistently above requirements. This rating describes the performance which regularly exceeds expectations and demonstrates the willingness to assume additional responsibilities. This rating may also be used as special recognition for extraordinary performance which has significant impact on the organization.

- Meets Expectations-Performance is fully acceptable and results achieved. This rating describes performance which demonstrates the required skills and knowledge for the position and sometimes exceeds expectations.
- Failed to meet-Performance is clearly below the level of accountability. This rating describes which has not kept pace with changing requirements, successes, which have been occasional, or performance which has been deteriorating. This performance level could be from a new employee. Individuals with ratings in this category should either move up in performance level or out of the position in a short period of time.

8. Performance Review and Interview with Supervisor

An employee's appraisal shall be held semi-annually for the period:

\$ January 1st to June 30th

\$ July 1st to December 31st

The appropriate appraisal form shall be used to record the appraisal. The PCPD form executed for the period of January to June will list the employee's performance factors. These performance factors will be reviewed by the employee and his or her supervisor to discuss their performance. As a result of this verbal review the employee/supervisor will set goals to achieve. This review will be prior to completing the appropriate appraisal form for the period of July to December.

The appropriate appraisal form (July-December) shall determine the employee's performance appraisal for the calendar year just ended.

9. Supervisor Preparation for Appraisal:

- a. A performance appraisal is an essential part of our employee career development program and an essential part of the process whereby supervisor and employee counsel together and determines career objectives, set targets and timing of planned actions to improve performance, etc.
- b. All supervisors are mandated by the Maryland Police Training and Standards Commission to attend Supervisors School. A part of the course lecture is devoted to the preparation and completion of performance appraisals. Additionally, prior to the end of each appraisal period, Supervisors will review those Written Directives which may affect the outcome of the appraisal.
- c. Each supervisor will document the employee's performance on a daily basis. When the supervisor begins the appraisal process, he will refer to this documentation to assist in arriving at a fair and equitable rating. The documentation will then be attached to the completed performance

appraisal form.

Other supervisors, if appropriate, will also do a worksheet on those employees evaluated and attach the documentation to the completed appraisal form.

- d. Every person rated would like to know why a particular rating was assigned and this is often quite difficult for the rating supervisor to explain. It is very helpful when the rater can cite specific instances of performance, either good or bad, for assigning a specific rating.

10. Criteria for Appraising:

- a. The performance appraisal shall be prepared as specified by the Office of the Chief.
- b. Each employee shall be appraised by his/her immediate supervisor who is in the position to objectively evaluate the job performance.
 - 1) If the employee is on extended leave or unavailable for justifiable reasons, the appraisal:
 - a) Will be submitted with the notation that the employee was not available to review and acknowledge the appraisal;
 - b) Will include the reason why the employee was unavailable; and
 - c) The appraisal will be made available to the employee upon their return.
- c. A special appraisal may be made at any time during the year for outstanding or unsatisfactory performance of assigned duties.

11. Appraisal Guide for Supervisors/Superiors

- a. The performance appraisal process, when properly controlled and executed by supervisors at all organizational levels, is a means of job enrichment, employee development, and improvement in critical supervisory skills.
 - 1) The process should encourage open and honest supervisor-employee communications that contribute to continuous discussion, coaching, training, and improving performance of employees while improving the quality and responsiveness of the work force.
 - 2) The formal performance appraisal form should reflect the process by summarizing the successes and failures in that supervisor-employee relationship; it should provide specific examples of performance by recording significant coaching, performance observation, and training efforts, as well as any necessary corrective or disciplinary actions taken.

- b. Supervisors must learn to meet with employees and openly discuss performance deficiencies on a routine, ongoing basis.
 - 1) Supervisors may be unwilling to address employees about unsatisfactory performance for fear that they will lose the employee's friendship and goodwill.
 - 2) Supervisors may take corrective action when they observe performance that does not meet satisfactory standards.
- c. Supervisors should have a clear knowledge and understanding of the job responsibilities of each of their subordinates.
 - 1) Tasks and standards should be communicated to the employees.
 - a) These standards should be thoroughly discussed with each employee.
 - b) The use of tasks and standards familiarizes employees with requirements for satisfactory completion of their duties and permits supervisors to accurately evaluate performance of those duties according to how they should be performed and not necessarily the way they are presently being performed.
 - c) Standards should be used daily to reinforce supervisory expectations and ensure that employees gear their work efforts towards fulfillment of those expectations.
 - d) Standards should generally be structured to express a range of acceptable performance and should not be interpreted so narrowly that they become inflexible to the point that perfection is the only acceptable standard.
 - e) Comments in performance appraisals should be keyed to standards established for the job.
 - 2) Performance standards ensure that mere completion of work assignments, production and job knowledge are not. Consideration is also given to:
 - a) time--did the employee complete the assignments within the time period specified?
 - b) quality--did end products measure up to supervisory expectations?
 - c) employee career development.
- d. Documentation of performance should be by exception and should contain the following elements.

- 1) Date and time that a particular incident or incidents occurred;
- 2) The action taken or the behavior exhibited by the employee;
- 3) The resulting consequences of that action or behavior on the employee's total work performance and/or the operations of the work unit and department;
- 4) The response of the supervisor to the employees= action or behavior; and
- 5) The employees= reaction or response.

e. Documentation - An important Task

- 1) Since no supervisor can recall the exact details surrounding every specific incident of exceptional performance or behavior for even one employee over a long term period, he or she must record each instance good or bad, when it occurs. It is a means of ensuring that a performance appraisal or disciplinary actions are valid.

f. Review and analyzation of "incidents" of employee performance

- 1) An important planning step is examining the observable "incidents" of employee performance which have been recorded throughout the appraisal period on the employee's Performance Observation Form. These "incidents" should be evaluated by the supervisor in the following way.
 - a) Review all "incidents" from the standpoint of the date of occurrence. This review is to establish calendar trends and the following possibilities should be kept in mind.
 - \$ Poor performance "incidents" grouped in a short period may indicate personal or other outside reasons for their occurrence.
 - \$ Poor performance "incidents" spread throughout the period may indicate that the employee is poorly trained, does not have sufficient experience or background, is not properly motivated or does not understand the job expected of him/her.
 - \$ Poor performance "incidents" at the beginning of the appraisal period and decreasing at the end of becoming good performance "incidents" may show that the employee is improving in job expertise and is progressing well.
 - \$ Good performance "incidents" at the beginning of the period and decreasing at the end or becoming poor performance "incidents" may show that the employee needs assistance and redirection in his/her work effort.

- \$ Good performance "incidents,@ either grouped or distributed throughout the appraisal period, may indicate better than expected performance by the employee.
- \$ No "incidents" or only a few scattered throughout the appraisal period may show generally the expected job is being performed, or the supervisor has not been closely aware of an employee's performance.

g. Review "incidents" on a responsibility by responsibility basis

- 1) This review should be more detailed than the date of occurrence review and should provide the supervisor with valuable insight for use in evaluating the performance of each staff member. The supervisor should look at one responsibility at a time and consider the following:
 - a) Only one "incident,@ either good or poor, recorded for a job responsibility probably is of minor importance for appraisal purposes. One outstanding performance "incident" or one failure during the rating period may not be a valid reason for commending or criticizing performance levels for a job responsibility;
 - b) An accumulation of "incidents,@ either good or poor, over a period of time will show a pattern of performance. This is important and should be discussed with the employee;
 - c) Both good and poor "incidents" may be recorded for one job responsibility. The number of good and poor "incidents" and the nature of each "incident" reflecting their importance, will determine how they should be weighed in making the appraisal.
 - d) Job responsibilities having no recorded "incidents" may mean the job responsibility and/or associated performance measures are not applicable to that employee or merely that no "incidents" have been observed;
 - e) A number of repeat "incidents" under one job responsibility show a potentially serious situation if they are poor performance "incidents.@ It may mean that the individual continues to make the same mistakes over and over. This is especially serious if the situation has been discussed with the employee; and

17.1.2 UNSATISFACTORY PERFORMANCE RATING FOR NON-PROBATIONARY EMPLOYEES

1. Any employee whose performance is deemed to be unsatisfactory during the rating period will be advised by their supervisor concerning the affected area(s).
2. It is incumbent upon supervisors to advise employees as to their level of on-the-job performance of assigned duties, not only when performance appraisals are due, but on a regular, continuous basis as entries are made on the Performance Observation Form*If an employee's performance is deemed to be unsatisfactory, he/she will be advised in writing*
 - a. Following the completion of the appraisal, the rater shall conduct a private discussion with the employee with respect to the appraisal report. This discussion or interview serves to give the rater an opportunity to verbally highlight areas of strength and weakness on the part of the employee and to give specific examples of each. Coaching and guidance may be provided by the rater concerning the employee's performance and the employee can identify specific personal needs for training or experience. Questions concerning appraisal criteria may be resolved; position tasks and performance expectations, levels, and objectives for the coming period can be identified and agreed upon.
 - b. Performance ratings are scaled and will be clearly explained in written portions of the report or in supplementary material attached thereto.
 - c. Following the rater-employee discussion the rater will give a copy of the appraisal to the employee and will forward the original via the chain of command for review and filing.

17.1.3 CONTESTED APPRAISAL PROCESS

1. Employee Responsibilities:
 - a. The employee will have an opportunity to discuss each performance appraisal with the rating officer. Positive feedback resulting from this discussion may include:
 - 1) Clearer understanding of individual strengths and weaknesses as perceived by the rater.
 - 2) Understanding of opportunities available to improve areas of strength and reduce areas of weakness.
 - 3) Mutual agreement as to tasks and levels of performance factors and goals expected for the next performance.
 - 4) Opportunity to request particular training or experience.
 - 5) Opportunity to clear up any misunderstandings or to verbalize needs not currently being met by the rater.
 - b. The employee will sign each performance appraisal indicating that it has

been reviewed. In addition, the employee may choose to comment in writing, on the form or as an attachment thereto, concerning any part of or the form as a whole. If the employee believes the report inaccurately evaluates the past period's performance, such comments should be included. Such comments will be reviewed by the reviewer and their written comments included with the performance appraisal with copies provided to each party involved.

2. Employees who feel they have been subjected to unfair applications of the appraisal process may file a grievance in compliance with the City of Pocomoke Employee Handbook.

17.1.4 RETENTION OF APPRAISAL REPORTS

Performance appraisals will be filed permanently as part of the rating process.

17.1.5 RATERS ARE EVALUATED BY THEIR SUPERVISORS REGARDING THE QUALITY OF RATINGS GIVEN EMPLOYEES

1. Division Commanders shall review all appraisals completed on employees under their command. The Chief of Police will be advised of all below average appraisals and a proposed course of action to improve the employee's performance.
2. Reviewers will:
 - a. Be concerned with the fairness and impartiality of ratings, uniformity, and utility and usefulness of the ratings in terms of providing the employee with needed guidance and counseling so as to cause improved work performance.
 - b. Review and initial completed signed performance appraisals, adding written comments concerning any contested appraisals. In contested appraisals, a conference which includes reviewer, rater, and employee may be beneficial to all.
 - c. Reviewers will consider the quality of ratings given by the rater when the rater is judged.

17.1.6 PERSONNEL EARLY WARNING SYSTEM (PEWS)

- I. Policy
 - A. It is the policy of the Pocomoke City Police Department to establish and maintain a system for tracking and reviewing incidents of potential risk to the public, the department, and/or involved employees. The Personnel Early Warning System shall be used to identify and assess employee performance and provide intervention where appropriate.

II. Purpose

- A. The PEWS is a resource to assist in identifying employees who show symptoms of job stress or other performance related problems including health, marital, family, financial, substance abuse, emotional/stress, etc. The purpose of the PEWS is to ensure that the Pocomoke City Police Department is not faced with a serious case of misconduct that could have been abated through earlier intervention. The PCPD is concerned about the well-being of all employees in the organization.
- B. The intent of the PEWS is to pro-actively provide all employees with the assistance and training necessary to perform their assigned duties in an effective and efficient manner.
- C. Each incident is reviewed at the time of occurrence by a supervisor and the chain-of-command. These incidents may appear acceptable by themselves, but a pattern of less than optimal job performance may be developing that is more difficult to identify. Several indicators detailed in this program will allow supervisors to examine the totality of each individual=s actions and make a more accurate assessment of the employee=s well-being.

III. Procedures

- A. The Personnel Early Warning System (PEWS) is designed as a resource to assist supervisory personnel in evaluating and guiding employees to perform at their best. The PEWS is designed to identify possible job stress and/or performance problems and help resolve these problems.
- B. No disciplinary action may be imposed as a result of a review under the PEWS criteria. Any disciplinary action should have been previously imposed at the time of the original incident.
- C. Negative changes in behavior are often preceded by warning signs, such as:
 - 1. Personality or attitude changes;
 - 2. Chemical dependency;
 - 3. Declining performances;
 - 4. Energy changes;
 - 5. Extreme disorganization;
 - 6. Personal appearance change;
 - 7. Known family or social problem;
 - 8. Verbal threats and/or threatening actions;
 - 9. Use of excessive sick leave;
 - 10. Citizen complaints;
 - 11. Use of force incidents; and
 - 12. Worker=s compensation claims.
- D. If an employee exhibits three or more of the above or similar types of behavior in a six month period (Jan.-June, July-December), the employee=s supervisor shall record such findings on the performance observation form(s)(these observations should also be noted on the semiannual Performance Appraisal forms) and shall

recommend the employee receive intervention efforts such as counseling with a supervisor of their choice or with the department=s psychologist. The recommendation(s) will be forwarded to the Patrol Commander as appropriate.

- E. If it is determined that an employee is charged because his/her work performance is adversely affected due to a problem in report writing, comprehension of the department=s written directives, etc. the employee=s supervisor will personally help or recommend participation in the appropriate class. The employee and their supervisor will confer with the Patrol Commander and the remedial action will be resolved. Generally, similar resolutions as the above shall apply to other lesser infractions such as lateness, minor discourtesy, etc. If lesser infractions develop into a trend rather than an isolated incident(s), the employee=s supervisor shall recommend counseling and this along with the Performance Observation form(s) to the Patrol Commander.

Upon receipt of the Performance Observation Form(s), the Patrol Commander shall promptly review the current patterns of collected material with the previously collected material concerning the employee=s work history. The employee=s personnel record shall be reviewed in an effort to determine if there are any mitigating or aggravating circumstances. The review will consist of the following:

1. Past Performance Observation Forms and Appraisals
2. Awards and number of complimentary letters
3. Citizen complaints
4. Use of excessive sick leave
5. Worker=s compensation claims
6. Internal Affairs
7. Disciplinary history

Upon conclusion of the Patrol Commander=s review, he/she will make recommendations as deemed appropriate. Whatever the PatrolCommander=s recommendations, it will be documented on a Performance Observation Form and forwarded to the Chief of Police along with any other Performance Observation Forms and Performance Appraisal Forms.

Upon review of the documented material, the Chief of Police shall confer with the Patrol Commander. If the Chief concurs with the recommendation, the Patrol Commander shall schedule an immediate appointment with the psychologist and advise the employee that he/she is ordered for psychological counseling. The privilege of confidentiality will not apply to information which impacts the employees=s ability to perform the duties and functions of their job. Other personal information will remain confidential. The function of counseling is to protect and support the officer. It is deemed to be a benefit, and an opportunity for change and progress, not a disciplinary action.

- F. If it is deemed that an employee is still exhibiting difficulties after counseling with the psychologist, he/she may be ordered to undergo a fitness for duty evaluation. Employees waive their privilege of confidentiality for all information obtained during the fitness for duty evaluation. In the event that an officer is determined to not be fit for duty due to an addiction, psychological disturbance or mental fatigue,

the policy of the department is to have the officer return to work as quickly as possible. Fitness for duty evaluation is designed to protect and support the officer and is not a punishment.

- G. Critical incident debriefings (e.g., hostage/barricade/shootings, etc.) by the department's psychologist will be ordered by the Chief of Police as needed.
- H. All employees are encouraged to help fellow employees believed to be experiencing a problem by documenting their concern in memorandum form to the Chief of Police via the chain of command; an employee may also voice his/her concern confidentially to the Chief of Police. Such communication is viewed to be supportive and protective, and not as a chastisement of the fellow employee.
- I. Annually, the Administrative Commander shall make an evaluation of the system. The report will be sent to the Chief of Police and shall contain at a minimum:
 - 1. Total number of employees who received professional assistance from the departmental psychologist;
 - 2. Evaluate degree of progress and the effectiveness of the system; and
 - 3. If believed necessary, recommend modification or adjustment to the system.

PATROL

The directives in this chapter relate to the organization, administration, and operations of the patrol function of the department.

The patrol function is a primary law enforcement function and embraces much more than the act of patrolling. It is a generalized function in which officers engage in a wide variety of activities to include, but not limited to;

- a) Preventive patrol;
- b) Crime prevention;
- c) Calls for service;
- d) Investigation of crimes, etc.;
- e) Arresting offenders;
- f) Traffic direction and control;
- g) Regulation of business licenses as required by law;
- h) Maintenance of public order;
- i) Providing emergency services;
- j) Community involvement; and
- k) Developing intelligence information.

The Pocomoke City Police Department provides continuous 24-hour coverage seven days per week, to provide the citizens with law enforcement services. The department will provide generally, the same services at all hours of the day or night in relation to answering calls for service, emergency, preventive patrol, traffic enforcement, etc.

18.1.1 SHIFT CHANGE FOR CONTINUOUS PATROL COVERAGE

1. In order to provide and maintain patrol coverage continuously during shift change, the police department will utilize the following shift rotations:
 - a) Day shift (0800-2000 hours)
 - b) Night Shift (2000-0800 hours)

- c) PCO's will immediately contact Squad Supervisors when either the number of calls or the nature of the call demands a response greater than currently available resources. Squad Supervisors may assign additional units on the street early or hold additional units over as required.
- d) Each squad will rotate every 2 weeks between day and night shift. However, manpower shortage or special events, may have an effect on the officer's shift assignment.

18.2 ASSIGNMENT OF OFFICERS

1. Assignment of officers to Patrol Shifts

Allocation of personnel to patrol squads governed by the department is based on a workload assessment containing an analysis of the following:

- a) Number of incidents handled by patrol personnel during the specified period;
- b) Average time required to handle an incident at the patrol level (or measurement of a sampling of cases);
- c) Calculation of the percent of time, on the average, that should be available to the patrol officer for handling incidents during a shift; and
- d) Time lost through days off, holidays, and other leave, compared to the total time required for each patrol assignment.

The Chief of Police retains the final authority to assign officers to shifts to ensure effective coverage and use of resources; however, unusual circumstances or hardships may be considered by the Patrol Commander.

2. Assignment of Officers to Patrol Sectors

The assignment of officers will be the responsibility of each Squad Supervisor. Officers will rotate between the north and south sector on a daily basis. Squad Supervisors have full authority to change officers designated locations based on the following factors:

- a) Number of calls for service;
- b) Number of offenses/incidents;
- c) Number of businesses;
- d) Available manpower; and
- e) Other specific needs.

3. Shift Rotation Frequency Supervision/Scheduling

The Pocomoke City Police Department operates with rotating 12 hour shifts and assignments are based on the best interests of the department. Patrol squads operate on a monthly duty schedule. The days off schedules are such that each officer is aware of scheduled days off at all times.

Squad Supervisors scheduling responsibilities include:

- a) Ensuring sufficient personnel are available for daily assignment when approving leave dates.
- b) Monitoring and minimizing unnecessary overtime
- c) Monitoring accrual and scheduling for compensatory time.
- d) Monitoring of leave time accrual in order to ensure that no individual leave is lost due to excess accrual at fiscal year-end (June 30).
- e) Coordinating officer attendance at required and optional training.

18.3 SHIFT BRIEFING (ROLL CALL)

- 1. The Squad Supervisor will conduct shift briefing prior to each tour of duty. The shift that is ending their tour of duty will brief the oncoming shift of any activity.
- 2. It will accomplish, at a minimum, the following basic tasks:
 - a) Briefing officers regarding daily patrol activity, with particular attention given to unusual situations, directed patrol activity, potential and actual police hazards, and changes in the status of wanted persons, the stolen property list, and major investigations;
 - b) Information relevant to community policing and community-based initiatives;
 - c) Notifying officer of schedules and assignments or changes therein;
 - d) Informing officers of new directives or changes in directives;
 - e) Evaluating officer readiness to assume assigned duties; and
 - f) Briefing of Roll Call Book information.
 - g) Sector assignments

18.4 SPECIAL PATROL / BICYCLES

1. Bicycle Patrol

Officer utilizing bicycles will provide quality police service to our community by promoting a safe environment through police and citizen interaction with an emphasis on partnership, respect, integrity, dedication and empowerment (pride).

Objectives:

- a) Increase police presence throughout the city;
- b) Increase accessibility to the public;
- c) Increase the safety level of citizens and visitors;
- d) Increase the effectiveness of patrolling problem areas as needed;
- e) Increase the effectiveness of patrolling undesirable street activity;
- f) Increase personal contact with residents in the areas in question and generate community assistance for prevention and enforcement of drug activity, and
- g) Function as a mobile community police substation.
- h) Whenever bicycles are deployed, instruction, conditions, limitations and authorization for use will be directed by the Chief of Police.
- i) Personnel assigned to bike patrol will receive the necessary training on the operation of the bicycles.
- j) The Patrol Commander or his/her designee will be designated the responsibility for the care and maintenance of the bicycles.
- k) Equipment:
 - 1. Carrier Bag
 - 2. Rear and Front Reflector
 - 3. Toe Clips
 - 4. Front Light
 - 5. Water Bottle
 - 6. Horn

- Authorized person(s)/positions to operate the vehicle and its equipment are:

Certified Bike Patrol Officers/Supervisors ONLY. When designated to bike patrol, the uniform for this detail will be as follows:

- BDU style pants or shorts issued by this agency only
- Departmental issued Bike patrol polo shirt
- Departmental issued ball cap
- Sneaker type shoes

18.5 PROCEDURES FOR RESPONDING TO ROUTINE OR EMERGENCY CALLS

Normal operation of a police vehicle applies to all non-emergency operations of police vehicles. This code does not grant the operators any privileges under Maryland Vehicle Law - Transportation Code Statute 21-106, (no activation of emergency lighting or sirens). Police vehicles will be operated in a manner to obey all traffic laws unless an emergency exist to where it is necessary for an officer to respond to a call for service in a timely manner.

Responding to a call for service with full emergency equipment (audible and visual) activated will be used only under the circumstances set forth in the Transportation Article Section 21-106 and only the privileges enumerated there will apply. Operating a vehicle with emergency equipment activated does not relieve the operator from the duty to drive with due regard for the safety of all persons. When actual or potential conditions where the expedited response and immediate action of an officer is likely to prevent or reduce injury, loss or damage of property and/or increase the probability of the apprehension of a suspect. Such calls for service include, but are not limited to, motor vehicle accidents with injury, motor vehicle accidents with vehicles disabled in the traveled portion of major roadways, assaults and other crimes in progress, fleeing suspects, life and death emergencies in which the presence of an officer will actually save a life and where seconds would make a difference, crimes in progress or has just occurred and other situations where an emergency response could prevent loss of life or serious injury.

When responding to a call for service with emergency equipment activated, the operator must take into consideration the following factors:

- Weather conditions
- Surface or road conditions
- Potential dangers to other motorist
- Able to Safely navigate to destination

Officers must make the decision on how to move forward with a crime that has been committed. In felony cases, the officer shall make an arrest if the suspect is located. In cases where the suspect is

unable to be located; the officer will apply for charges through the District Court Commissioners Office.

In cases involving most misdemeanor crimes, that did not occur in the officer's presence, the officer has the discretion to apply for charges through the District Court Commissioners Office or simply refer the complainant to the District Court Commissioners Office, depending on the circumstances of the case. However, the officer may arrest a person if the officer has probable cause to believe:

- a) The person has committed one of the following crimes:
 - Manslaughter by vessel or vehicle
 - Malicious Destruction of Property
 - Theft less than \$1,000
 - False Fire Alarm
 - Crimes that relate to Controlled Dangerous Substance under Title 5
 - Indecent Exposure
 - Wearing, or Carrying a weapon
 - Prostitution and related crimes
 - Domestic Assault
 - Violation of Protective Orders
 - Stalking
- b) Unless that person is arrested immediately:
 - The suspect may not be apprehended,
 - May cause physical harm or property damage to another,
 - May tamper with, dispose of, or destroy evidence.

18.6 ALARM PROCEDURES

1. Bank Procedures

The initial alarm from bank branches goes directly to the alarm company. The following procedures are as follows when a bank alarm is received:

2. After Business Hours:

- a) The alarm company will notify the appropriate police dispatcher for the location, who will dispatch the nearest law enforcement officer to the scene. The alarm company will also call a pre-designated employee from the call list, as a responder for that location.
- b) The employee may go to the bank, wait in his/her car until the police arrive, and then unlock the building...
- c) Once police arrive, the responding officers will conduct a perimeter check of the bank, once the perimeter check has been conducted, the bank responder will open the entrance door for police to conduct an interior building check for potential suspects.
- d) Once the building has been declared safe, the responder will contact the alarm company, reset the alarm, and secure the bank,
- e) If no responder arrives, the officer will conduct a perimeter check of the doors and windows to ensure they are secured. If the building is secure and no responder arrives the alarm company will be notified of the officer's findings. If the bank is found to have an open door or window an interior building check will be conducted. Once the building has been declared safe the officer will notify dispatch and remain on scene until the door or window has been properly secured by a responder.

3. During Bank Hours (whenever employees are inside the bank):

- a) The alarm company will notify the appropriate police dispatcher. The dispatch will call one of the pre-designated employees at that bank branch. The following prearranged coded message will be used:

“This is Dr. Mosler. Has my loan been approved?”

If a robbery is taking place, the affirmative answer should be:

“Yes, it has been approved. Stop in today.

- b) If the alarm is false or accidental, the code words “Dr. Mosler” should alert the employee the alarm has been activated. It will always be the bank employee who initiates the response to indicate the alarm is false and that no robbery is taking place.

- c) When the alarm is false or accidental, one of the pre-designated employees in the branch should give the police dispatcher a description of a bank employee who will meet the responding officer outside and away from the bank building. If no employee meets the responding officer should handle the situation as if a robbery were in progress.
- d) If the employee answers the coded message in the affirmative indicating that a robbery is in progress, the dispatcher will notify the responding officer, dispatch additional units, notify CBI and allied agencies. The responding officer should avoid utilizing emergency equipment such as sirens, which could alert the suspect. The officer will position their police vehicle in an area where they cannot be seen by the robbery suspect (s), but where the officer is able to visual survey the bank exits. The officer will update dispatch and request CBI be contacted immediately. The responding officer (s) will not walk up to the scene or enter the bank without first having been met outside by a bank employee whose description has been given to them.

4. Residential and other Business (Non-Bank)

An initial residential or business alarm activation goes directly to the alarm company. The following procedures are follows when a residential or business alarm is received:

- After Business Hours:
 - a) The alarm company will notify the appropriate police dispatcher for the location, who will dispatch the nearest law enforcement officer to the scene. The alarm company will also call a pre-designated employee from the call list, as a responder for that location.
 - b) The employee may go to the designated location, and wait in his/her car until the police arrive, and then unlock the building,
 - c) Once police arrive, they are to conduct a perimeter check of the business, the officer will then have the business responder to open the entrance door in order to conduct an interior building check for potential suspects.
 - d) Once the building has been declared safe, the responder will contact the alarm company, reset the alarm, and secure the business,
 - e) If no responder arrives, the officer will conduct a perimeter check of the doors and windows to ensure they are secured. If the building is secure and no responder arrives the alarm company will be notified of the officer's findings. Once the building has been declared secured, the officer may clear.

- f) If an open door or window is found, the scene is to be handled as a burglary until otherwise
- g) FOLLOW SAME PROCEDURES FOR RESIDENTIAL ALARM ACTIVATIONS

5. During Business Hours (whenever employees are inside the bank):

- a) The alarm company will notify the appropriate police dispatcher. The dispatch will call the business and have a representative meet the officer.
- b) If the alarm is false or accidental, the officer should continue to respond to ensure all is well.
- c) If the alarm is not accidental the officer will proceed with caution and handle the alarm as a robbery.

18.7 RESIDENTIAL CHECKS

The department will try to honor requests from citizens to conduct residential checks of their homes when the owners are on vacation. Citizens are encouraged to contact the police department and request that Residential Property Checks be conducted. The homeowner should furnish the following information:

- a) Date for checks to begin and end
- b) Address of property
- c) Property description
- d) If any animals are at the property or inside the residence
- e) Make, model, registration information, and number of vehicles at the property
- f) Responder information or family member
- g) Telephone number where the property owner can be reached

Officers shall advise citizens that occasional property checks cannot guarantee their property will be safe from vandalism, burglary, or other offenses. Further, officers shall advise citizens on proven crime-prevention techniques such as having a neighbor collect any mail or newspapers. If a neighbor has keys to the house and either plans to reside in it temporarily or check it often, then the request form must include the name, address, and telephone number of the neighbor.

18.8 SHOP LIFTING ARREST

The Maryland Criminal Code concerns detention of shoplifters, arrests without warrants, and issuance of summonses in lieu of warrants. Officers shall consult these statutes for guidance. Procedure for processing adult shoplifters detained by store security personnel who are not special police officers:

- a) An officer shall be dispatched to the shoplifting scene. Detained shoplifters may be violent so responding officers shall exercise caution.
- b) The officer shall discuss the offense with the merchant, agent, or security guard to determine if an offense has actually occurred and if the merchant has established probable cause for the apprehension. Before these determinations, the officer does not have the right to conduct a search incident to an arrest or a search for evidence of the offense, but may upon reasonable fear for his or her safety conduct a pat down search of the subject's outer clothing for weapons. Any object thought to be a weapon and later found to be other evidence is admissible as to the offense.
- c) The merchant, agent, or security guard must have direct, first-hand knowledge of the offense either by having observed it or by some other means.
 - (1) Felony: If the offense is a felony, handle as a physical arrest according to the provisions of Maryland Law.
 - (2) Misdemeanor: If the offense is a misdemeanor, and meets the requirements set forth, the officer may issue a criminal citation. If a criminal citation is issued, the subjects to be arrested, transported, photographed, fingerprinted. Once these steps are taken, at that time the officer may release the subject upon signature and issuance of the criminal citation

***Juvenile shoplifters see juvenile arrest procedures. ***

18.9 EVIDENCE: SPECIAL CONSIDERATIONS

Maryland Law allows for the introduction of a photograph of shoplifted property as competent evidence. The decision to use a photograph shall be made only after careful deliberation, not merely at the request of the merchant. Officers shall consider:

- a) Is the item perishable?
- b) Would impounding the item represent an undue hardship to the merchant?
- c) Does the size or nature of the item make impounding impractical?

18.10 FUNERAL ESCORTS / BUSINESS ESCORTS

1. All funeral procession escorts will be provided when adequate manpower is available (minimum 2 officers working a shift)

- a) Funeral homes are responsible for coordinating with other agencies if the procession passes into another jurisdiction.
- b) Funeral homes must inform all procession participants of any requirements and provide all equipment necessary.
- c) The funeral home requesting the escort shall provide an estimate of the number of vehicles as well as the locations of the origin and conclusion of the funeral procession.
- d) Officers shall have the authority to refuse to start any escort which presents a hazard to the safety of either the officer or the public or for an emergency or other pressing enforcement necessity. If an officer refuses to start a funeral escort for any reason, he or she shall contact the on-duty supervisor.
- e) If an escort is refused, the on-duty supervisor shall contact a representative of the funeral home to explain the reasons for the refusal.
- f) The funeral home director should coordinate the route to be taken. Officers should take in to accountability of resources available, weather, time of day, traffic flow, road hazards, and any permits issued.
- g) The procession shall not exceed the speed limit and it shall not enter an intersection on a red light without proper police vehicles on location to direct traffic.
- h) In the event the procession is larger than anticipated, the officer in charge of the procession shall consider the following options:
 - (1) Complete the escort as requested.
 - (2) Wait until additional assistance can arrive.
 - (3) Escort a manageable number of vehicles to include the family vehicle and funeral coach.
- i) The requesting party may choose to proceed without benefit of an escort.

2. Departmental Vehicle requirements

- a) A department vehicle escorting a funeral procession shall have emergency lights in operation at all times.
 - b) The siren shall be used as appropriate to warn other drivers the procession is preceding through the area.
- 3. Business escorts maybe conducted, the officer is to follow the business owner to their destination to ensure safety.

18.11 RESIDENTIAL AND VEHICLE LOCK-OUTS

The department shall assist citizens who are locked out of their residence or vehicles only in an emergency.

- 1. Persons requesting assistance in gaining access to a vehicle or residence from which service they are locked out shall be referred to private businesses which conduct this unless one of the following circumstances exists:
 - a) Medical emergency.
 - b) Child or disabled citizen locked in the home.
 - c) Child, disabled citizen, or animal locked in the vehicle.
 - d) A law-enforcement matter as authorized by a supervisor.
 - e) When the welfare of a person could otherwise be in jeopardy.
 - 2. If no emergency (as described above) exists, officers and dispatchers shall tell citizens the following:
 - a) The department has neither the expertise nor the special equipment necessary to enter the locked vehicle or residence.
 - b) Call a locksmith or service station for assistance.

18.12 PUBLIC INTOXICATION

- 1. Officers who come into contact with persons displaying drug or alcohol intoxication may perform the following:
 - a) Arrest the suspect, and/or issue a criminal citation for the appropriate charge.
 - b) Ensure the intoxicated subject a safe method of transportation to their residence or a nearby family members residence.

- c) If the subject is being released on a criminal citation, contact a responsible adult concerning the further welfare of the subject.

18.13 LOUD PARTY CALLS FOR SERVICE

When available, two officers shall respond to a loud-party call. Officers shall try to record names and addresses of complaining witnesses as this may be important in justifying enforcement later.

Officers shall advise the resident or person in control over the premises of City Ordinance and Maryland State Law and shall advise the violator that any subsequent call will result in issuance of a summons and closure of the party. Officers may photograph or videotape the scene to show cars blocking entrances, hydrants, or other examples of illegal parking, litter, or people drinking outside of the residence where the party is taking place.

Identifying the law violator may not be easy. Officers shall try to gain entry by obtaining the permission of the owner or manager, resident, or, if the party is attended mainly by juveniles, a responsible adult. If no one can be found to give permission for entry, consider whether exigent circumstances exist for a warrantless entry. If an exigency or emergency does not exist, then a search warrant may be appropriate.

Under most circumstances, upon a second call, officers shall end the party and may issue an appropriate citation. Before ending the party, the officer shall notify the on-duty supervisor of the decision and request additional officers, if necessary. Based on the totality of evidence, officers may decide that a search warrant is required to gain entry into the premises. Officers shall summons a supervisor if a search warrant seems required under the circumstances.

If people at the party do not comply with the officer's order to leave, then the officers at the scene shall use appropriate legal means of ending the party, through making physical arrest, issuance of a criminal citation, or even a civil citation for violation of city ordinance, depending on the nature and circumstance. Officers should never allow intoxicated persons to leave a party, while operating a motor vehicle under the influence of drugs or alcohol.

If officers arrive and find or suspect the party involves underage drinking, they shall take reasonable steps to identify and control juveniles whom they have observed consuming alcohol and shall further ensure that juveniles are safe and secure after closing the party and before leaving the scene. The provisions listed above for calling a supervisor, determining exigent circumstances, or obtaining a search warrant all apply.

If officers develop probable cause that underage drinking is occurring at the party and have entered the premises pursuant to a search warrant, consent or permission, or exigent circumstances, officers shall:

- a) Search the premises and locate all persons who are present.
- b) Seize any contraband in plain view.

- c) Provide medical attention as needed and have incapacitated juveniles transported to a hospital and contact Child Protective Services.
- d) Continue photographing or videotaping the party.
- e) Have dispatch begin contacting responsible parents or guardians to call the juvenile intake officer concerning any juveniles who have been issued summonses and referred to the court. [Note: It may be more appropriate for the officer at the scene to notify the parents unless the juveniles have been taken to the department office.]

18.14 PRELIMINARY DEATH INVESTIGATIONS

1. Preliminary death investigations general

- a) After arriving at the scene and until convinced to the contrary, all officers shall consider every unattended death call as a possible homicide.
- b) Officers shall, as circumstances permit, check the victim's vital signs (breathing, pulse, muscle reflexes). Further, officers shall ensure the safety of any other persons in the vicinity, as necessary, to prevent injury or death. Unless the person is obviously dead, officers shall summon EMT personnel to establish the fact of death. In the death report, officers shall note the name of the EMT and his or her identification number, and arrival time.

2. Procedures:

Responsibilities of first officer on scene:

- a) Preserve the scene and possible evidence.
- b) Request a supervisor. Have dispatch contact the medical examiner, if appropriate.
- c) Take photographs of the body and the immediate area. Carefully note the body's position and the presence of any objects near the body, particularly toys if the corpse is a child.
- d) Identify and interview witnesses.

3. If death appears to be the result of natural causes, contact the victim's physician and family (if possible) to determine medical history.

- a) The death may be treated as natural without notification of the medical examiner if the victim's physician agrees to sign the death

certificate, or the attending physician in a hospital or nursing home, or a registered nurse in a hospice, agrees to do so.

- b) All deaths must be pronounced by a physician or a member of the Medical Examiner's Office, which may happen at the scene, at a hospital, or any other place designated by the medical examiner in medical examiner cases. The officer shall include in his or her report the time of pronouncement, the name of the physician, and where the body is to be taken.

4. Medical examiner's case

be If the circumstances of death fall into any of the following categories, or if there is any doubt as to the death's inclusion in one of these classifications, it shall automatically be considered a medical examiner's case and CBI shall be contacted.

Classifications

- a) By violence; that is, accident, trauma, fire, injury, poisoning, suicide, or homicide.
- b) Suddenly, when in apparent good health.
- c) When unattended by a physician.
- d) When in jail or in custody.
- e) By unusual, suspicious, or unnatural means.
- f) Sudden death of an infant under eighteen months of age whose death is suspected to be attributable to Sudden Infant Death Syndrome.

5. Non-medical examiner's case

For the purposes of these procedures, a non-medical examiner's case shall be defined as:

- a) Death resulting directly from a disease or illness which has been diagnosed and is actively being treated or attended to by a private physician.
- b) The death is not within the classification of a medical examiner's case,

6. When the medical examiner is not immediately available.

- a) If authority for removal of the body cannot be ascertained from the medical examiner within a reasonable period of time, the on-duty

supervisor, acting as an agent for the medical examiner, may have the body transported to the nearest hospital for pronouncement and custody.

- b) The assistance of the fire department may be requested in emergency situations requiring the immediate removal of a body.

7. Childhood death procedures

In the event the death victim is a child, officers shall obtain and document the following information (not necessarily available at the scene) in addition to the measures outlined above:

- a) Contact immediate supervisor and CBI,
- b) List the other people who reside at the victim's residence (noting their age, sex, relationship, and state of health),
- c) Conduct records checks on other family members,
- d) Contact the Department of Social Services and Crisis Response Team and obtain any records on the child or his or her family,
- e) For an infant, ascertain what prenatal care the mother received, the name/address of the delivering physician, and the name/address of the current physician,
- f) Ascertain if the child had been taking medication and whether he or she had shown any symptoms before death,
- g) Ascertain whether any other household members were recently ill or injured.
- h) Ascertain the child's diet and what and when the child last ate.
- i) Ascertain who last saw the child well, and whether death was observed.
- j) Document any suspicious fumes or odors in the house.
- k) If the child sleeps with another person, obtain as much background information about that person as possible.

8. Death notification

Note that timeliness takes precedence over protocol when giving a death notification. The officer shall notify, or cause to be notified, the next-of-kin as soon as possible. The notification should be done in person, and with compassion.

18.15 DOMESTIC VIOLENCE

Domestic Violence is a crime that devastates families and intimate relationships. It is a relentless social issue, the scope and treatment of which have not been fully uncovered. Because victims have historically been ignored, sufficient services for them and their children remain lacking. To assist in providing these necessary services, the State has established a domestic violence program to help victims and their children.

As a partner in the efforts of the State government and concerned organizations, the Pocomoke City Police Department seeks to combat domestic violence on a uniform, city-wide basis and has accordingly established this model law enforcement policy. Through the policy we offer the highest level of service to people involved in domestic violence, and we pledge positive and vigorous intervention so the criminal justice system can supportively and systematically begin the process of stopping the violence, helping those involved, and creating a safe and secure atmosphere.

We believe that implementation of this policy will help the Pocomoke City Police to more effectively protect and serve the citizens of Pocomoke and provide uniform and consistent services we can offer.

PURPOSE

The purpose of the policy is to establish a model domestic violence protocol for the Pocomoke City Police Department. As more effective ways of combating domestic violence become known, this policy will be modified to incorporate approaches adapted to meet the needs of the citizens of Pocomoke City.

In striving to provide the highest level of service to people involved in domestic violence, through this policy the Pocomoke City Police Department seeks to;

- a) Significantly reduce the level of domestic violence in the City of Pocomoke,
- b) Ensure a Consistent and uniform law enforcement response throughout the City's jurisdiction,
- c) Provide a safe, problem solving approach during the delivery of services,
- d) Provide contemporary education to law enforcement officers and the public,
- e) Improve coordination with the criminal justice system and service providers.
- f) Standardize reporting and data collection

DEFINITION

Domestic violence occurs when a person commits or attempts to commit one of the following types of offenses against a current or former spouse or a person with whom he/she has, or has had, an intimate relationship:

- An act that causes physical injury
- An act that places one in fear of physical injury to self or others
- Sexual Assault
- Property Crime
- Violation of a Protective Order
- False Imprisonment

Explanation of “Intimate Relationship”

An “intimate relationship” is one in which heterosexual or homosexual partners have or have had a sexual or emotional relationship.

- a) Persons involved in an intimate relationship are partners who;
- b) Are married, separated or divorces,
- c) Live or have lived together,
- d) Have children in common; or
- e) Date, or have dated, but do not live, or never have lived together
- f) Persons not involved in an intimate relationship within the meaning of the definition are;
- g) Other family members such as children or parents; and
- h) Individuals living together in a situation in which the relationship is usually not considered intimate, such as a dormitory or rooming arrangement

Definition of Other Terms

“Domestic incident” as used in this policy means a non-criminal occurrence involving persons who have an intimate relationship

“Domestic situation” as used in this policy, is a universal term to describe a criminal or non-criminal occurrence involving persons who have an intimate relationship or to describe an occurrence that has not yet been determined to be criminal or non-criminal.

“Local Service provider” as used in this policy shall be herein referred to and utilized by the Life Crisis Center and can be reached at (# 410-749-0771)

Dynamics of Domestic Violence

The Pocomoke City Police Department asserts that domestic violence is both a problem in society and a crime perpetrated by an abusive person who has an intimate relationship with the victim. By examining the characteristics of domestic violence in this policy, we hope to educate our members so that they will better understand the problem of domestic violence and be in an informed position to deliver the most appropriate and most effective response to the parties involved.

Domestic violence occurs in many relationships. Men and women alike commit crimes of violence against persons with whom they have been intimate. However, we recognize the vast majority of victims in domestic cases are women. We understand this phenomenon, take special note of it in developing this policy and in training and educating our members, and will respond to it sensitively and impartially as we perform our duty to protect the public. Enforcement efforts by Pocomoke City Police Department Officers against the crime of domestic violence concentrate on proper investigation to determine the existence of probable cause to ensure that appropriate action will be taken against the violator.

Many studies have examined the scope of domestic violence in the United States. We in the Pocomoke City Police Department accept information from the US Department of Justice, which reports that annually about 600,000 women are victims of violence perpetrated by an “intimate”, i.e., a husband, ex-husband, boyfriend, or ex-boyfriend. Fully recognizing that unreported crime raises the actual level of crime, we believe that over a million women a year are victimized by domestic violence.

As a law enforcement agency, we realize that our enforcement efforts must be uniform and reach out across that State, for the problem of domestic violence extends equally to people living in our cities, suburbs and rural areas.

We acknowledge the serious nature of the problem as well. Women who are injured during the commission of a violent crime are nearly twice as likely to be injured if the assailant is an intimate, then if the assailant is a stranger, and in about a quarter of the domestic violence cases the victim seeks medical treatment usually for cuts, bruises, black eyes, and similar injuries. In addition, a sizable percentage of persons involved in domestic violence are victims of repeated offenses at the hands of their abusers. We believe the frequency of such

occurrences indicates escalating violence and severity and increases the likelihood of such events leading to homicide. The fact that women now report violence perpetrated by an intimate at the same rate as that committed by a stranger highlights the serious nature of assaults by intimates.

We realize that much data about domestic violence is not captured. We thus have no way of knowing the true extent of the problem. However, the information we receive from government studies, as well as from many private studies, and our own experience in dealing with domestic disputes on a daily basis throughout the State, lead us to conclude the problem deserves the vigorous, concentrated, and unified attention of the Pocomoke City Police Department, in conjunction with the rest of the criminal justice system and service providers.

Domestic violence assailants (abusers) exert a phenomenon described as “power and control” over their victims, usually a wife, ex-wife, girlfriend, or ex-girlfriend.

When it becomes apparent to the abuser that he/she cannot maintain control over the victim through non-physical tactics, the abuser will resort to aggressive, physical, and criminal acts such as physical and sexual abuse, threats of violence, stalking, kidnapping, destruction of property, and injuring, or killing pets.

1. Preferred Arrest Policy

The Pocomoke City Police Department adopts a “preferred arrest” policy in domestic violence cases. Accordingly, whenever the law permits, law enforcement officers should arrest the assailant if there is probable cause to believe that a crime of domestic violence has been committed.

When a law enforcement officer is able by law to make an arrest, and he/she chooses not to, the officer will prepare an incident report. In the report, the officer will explain why an arrest was not made and what specific actions were taken to ensure the safety of the victim.

Law Enforcement Officers should arrest a person without a warrant for the following reasons:

- a) Felony or Misdemeanor committed or attempted in officer’s presence. When a felony or misdemeanor is committed, or attempts, in the presence or view of the view of officer,
- b) Felony or Misdemeanor committed or attempted in officer’s presence, based on Probable Cause. When the officer has probable cause to believe that felony or misdemeanor is being committed, or attempted, in the officer’s presence or view
- c) Felony based on Probable Cause. When the officer has probable cause to believe that a felony has been committed or attempted, whether or not in the officer’s presence or view,

2. Domestic Violence with Physical Injury

When an officer has probable cause to believe that;

- a) A person has been assaulted by his/her spouse or other individual with whom the person resides,
- b) An assault with physical injury took place between family members,
- c) Unless the person is immediately arrested, he/she, might not be apprehended, may cause injury to the victim or damage to the property of one or more other persons, or May tamper with, dispose of, or destroy evidence,
- d) Report call for service was made to the police within 48 hours of the alleged incident.
- e) Violations of an active Protective Order.
- f) Under Family Law Article 4-509(b), an officer shall arrest with or without a warrant and take into custody a person whom officer has probable cause to believe is in violation of a Temporary Protective Order in effect at the time of the violation.
- g) Under Family Law Article 4-509(a), the officer shall arrest a person for the following violations of Temporary Protective Order;
 - Failure to refrain from abusing or threatening to abuse a petitioner.
 - Failure to refrain from contacting, attempting to contact, or harassing a petitioner.
 - Failure to refrain from entering any residence of a petitioner.
 - Failure to remain away from the place of employment, school, or temporary residence of a petitioner or the home of other family members.

3. Definition of Probable Cause

Probable cause is a “set of facts and circumstances, or reliable information that would lead a reasonable, prudent, and cautious officer to believe that a crime had been committed and a certain person committed it.” (Stacey V. Emery)

Factors a Law Enforcement Officer Should Consider in Determining Probable Cause

- a) In domestic violence cases there are some common factors that may not exist for the same offense in other situations. These factors can aid the law enforcement officer in his/her investigation of the incident.
- b) The presence of one or any combination of probable cause factors can help a law enforcement officer to establish probable cause.
- c) The following are some factors a law enforcement officer should consider in building probable cause;
 - d) Visible injuries, and whether they are of an offensive or defensive nature
 - e) Evidence of victim's pain from non-visible injuries, such as a blow to the stomach causing the victim to wince and hold affected area,
 - f) Furniture in disarray,
 - g) Torn clothing,
 - h) Need for medical attention,
 - i) Corroborating statement of witnesses who can verify violence or threats of violence,
 - j) Threats made in officers' presence,
 - k) Presence of weapons,
 - l) Demeanor of complainant (upset, angry, confused because he/she may have been assaulted),
 - m) Demeanor of suspect (agitated, or calm and composed because he/she may have relieved his/her tension by striking the complainant),
 - n) Upset children,
 - o) Information derived from the call-taker's record,
 - p) History of violence or repeat calls for service at location,
 - q) Existence of Protective Order,
 - r) Refusal of the suspect to allow the victim to be interviewed out of the suspect's presence even when the victim complies, and
 - s) Dynamics of domestic violence being exhibited by the parties, as articulated in this policy

4. Factors a Law Enforcement Officer must disregard in Determining Probable Cause:

- a) In domestic violence cases, there are some factors that a law enforcement must disregard in determining probable cause;
- b) A law enforcement officer must disregard the marital status of the parties. Although an officer must consider the relationship of a couple in determining probable cause, the fact that a couple is married should not serve to indicate to an officer that no crime has occurred, or that it is not the responsibility of law enforcement to intervene.
- c) A law enforcement officer must disregard the race or ethnic background of the complainant or suspect. Domestic violence occurs among people of all races and ethnic backgrounds; moreover, the fact that striking a person is acceptable in another culture does not excuse its occurrence in the State of Maryland.
- d) A law enforcement officer must disregard the existence sexual orientation of the complainant or suspect. In this policy, heterosexual and homosexual relationships alike are included in the definition of domestic violence.
- e) The officer should not consider, when an order has been issued, that since the problem has been handled by the Court there is nothing further that he/she can or should do. When no order exists, the officer should not consider the only solution to the problem is to advise the victim to petition for a Civil Protective Order. A Civil Protective Order is a legal certification of a problem and is thus a factor to consider in building probable cause. The existence of a Civil Protective Order may contain an order of the court for which the respondent may be in violation and which requires that he/she be arrested.
- f) A law enforcement officer must disregard the location of the incident, whether on public or private property. There is a tendency by law enforcement officers to settle altercations between individuals who know one another, especially if they occur in the home, but also on the street, by advising a warrant, or by mediating the dispute and referring the parties for other services.
- g) A law enforcement officer must disregard the presence of a lease. There is a tendency by law enforcement officers to settle disputes by removing the person whose name is not on the lease. This action does not take into account what occurred in the incident.
- h) A law enforcement officer must disregard the history of complaints at a location. Although a history of complaints at a location helps an officer to build probable cause, because officers respond to a location frequently they may tend to treat the situation lightly, dismiss it, and not take, or continue to take, positive action to stop the violence in the relationship. They may feel that earlier positive intervention efforts were fruitless.

- i) A law enforcement officer must disregard the verbal assurance of the suspect the violence will stop. Such as a statement is an admission that there is a problem and that perhaps violence did recently occur. It is also a statement on which a professional law enforcement officer cannot rely.
- j) A law enforcement officer must disregard the potential financial consequences of arrest to the suspect and/or victim. An officer may sincerely feel that if he/she arrests the abuser that action will negatively affect the family's ability to bring money into the household. That may be a correct assessment however, the focus for the officer should be on the fact that a crime occurred for which the Maryland Law Enforcement Community prefers arrest as the appropriate action.
- k) A law enforcement officer must disregard the belief the complainant will not want to prosecute and will not appear in court. This will occur in many domestic violence cases, although some jurisdictions in the State of Maryland have a "no drop" policy. In addition, Maryland State law limits the right to refuse to testify in cases where the victim and the abuser are married.
- l) A law enforcement officer must disregard the complainant's statement that he/she does not want the suspect arrested. This will occur in many domestic violence cases. In fact, the victim may have wanted only for the police to intervene and stop the violence or potential violence. However, it is the Pocomoke City Police Department's policy that arrest is the preferred action to stop the violence. Such a policy also relieves the complainant of the problem wherein the abuser can blame the victim for being arrested.
- m) A law enforcement officer must disregard the denial by either party that abuse occurred, despite evidence to the contrary. This is often done in domestic violence cases. Obviously, the abuser has his/her interests at stake and may even believe that he/she has not been abusive, the victim may also be in denial, but may also be afraid to say that he/she has been injured by the abuser. The officer must consider the evidence, not the words of denial, and consider the victim may be in fear of the abuser.
- n) A law enforcement officer must disregard claims by the suspect the complainant provoked the violence. This is a frequent claim and may even be true; however, the officer must not allow himself/herself to be influenced by claims of provocation. The officer must examine the evidence and determine whether a crime has been committed. Verbal provocation, if indeed there was provocation, does not justify an act of criminal conduct in response.
- o) A law enforcement officer must disregard the fact the suspect is a fellow law enforcement officer or supervisor, a public official, or a person of stature in the community. The officer should handle this situation according to policy established by this document.
- p) A law enforcement officer must disregard evidence the suspect is under the influence of drugs or alcohol. This will frequently be the case; however, the use

of alcohol or drugs by an abuser does not mitigate the criminal acts he/she committed.

5. Dual Arrest

Definition of Dual Arrest - “Dual Arrest is the term used to describe the arrest of both parties involved in a domestic violence situation, usually a mutual assault.

- a) Dual arrests arise when;
- b) Both parties commit a crime, most often an assault, against each other. In such cases, dual arrest is appropriate,
- c) A victim strikes an aggressor in self-defense, and the officer decides to arrest both parties. In such cases, a law enforcement officer in the State of Maryland has the authority not to arrest a person who acts in self-defense.
- d) The assailant lies about his/her or the victim’s action. In such cases, the investigation was inadequate to discount the assailant’s allegations or;
- e) There is no probable cause to believe the victim committed a battery, but the victim is arrested anyway. In such cases, the issue of false arrest arises.

“If the officer has probable cause to believe that mutual assault occurred and arrest is necessary under this sub-section, the officer shall consider whether one of the parties acted in self-defense when making the determination whether to arrest the person whom the officer believes to be the primary aggressor”

When a mutual assault has occurred, the responding officers will;

- a) Investigate and interview the parties as in any domestic violence case;
- b) While investigating, pay particular attention to the history of violence, including any previous or current Temporary or Final Protective Orders;
- c) Evaluate injuries sustained by the parties and considering;
- d) The degree and type of injury, determining whether injuries are offensive or defensive;
- e) The relative strength, size and capability to inflict injury of each person, and,
- f) The relative fear displayed by each of the parties
- g) Consider whether one of the parties acted in self-defense, and;
- h) Determine whether one of the parties was the primary aggressor,

- i) Provide medical attention as needed;
- j) Take Photos (Scene/Injuries);
- k) Contact DSS (when children are present / involved)
- l) Contact APS (when elderly adult or handicap is involved);
- m) Ensure Domestic Lethality Form is completed.

In determining one of the parties as a primary aggressor, the investigating officers will ascertain whether one of the parties;

- a) Has a history of committing crimes of violence,
- b) Is or has been a respondent of Temporary or Active Protective Order,
- c) Has threatened the other,
- d) Has carried out his/her threats, and/or;
- e) Is more capable than the other party of being assaultive.

A determination as to whom the primary aggressor is should not necessarily include who started a verbal argument, because verbal provocation is not cause for assaultive behavior. The investigating officer will consider the primary aggressor factors and decide whether one of the parties' actions constitutes an act of primary aggression.

6. Basic Arrest Policy in Cases of Mutual Assault

- a) Law enforcement officers should avoid dual arrest whenever investigation reveals that a person acted in self-defense.
- b) If one party was the primary aggressor, that person should be arrested. The party who was defending himself/herself from an active assault, may not be arrested.
- c) If both parties committed domestic offenses, and neither was acting in self-defense, both parties are to be arrested.
- d) Because of our recognition of the dynamics of domestic violence and because Maryland law seeks to hold the primary aggressor accountable, cases of dual arrest may not be a frequent occurrence.

7. Emergency Communications pertaining to Domestic Violence Calls for Service

All domestic violence calls will follow the assault call for service protocol as outlined in the APCO card, however, additional information mentioned in this section will be necessary for the dispatcher to obtain. Should the caller hang up and not answer the call back, notification will be made to the responding units immediately.

Calls will not be canceled based on the request of the caller. Law enforcement officers will continue to respond to the caller's location to check on his/her safety and investigate the complaint. Police Communications Operators will not ask the victim about his/her intention to prosecute or proceed in any other manner with the case. Such questions or statements, which seek to place the responsibility for enforcement action with the victim, are inappropriate. Because of the volatility of domestic violence calls, two law enforcement officers should respond whenever possible. However, because availability of two officers is not always an immediate or practical option, individual agencies should establish their own policies and procedures for one and two officer responses to domestic violence calls.

Gathering information is of particular importance in domestic violence cases. As previously stated, the assault APCO protocol will be followed with the following additional information to be obtained by the dispatcher:

- a) Whether the caller is calling from the same location as the incident.
- b) When the incident occurred.
- c) Whether the suspect is on the scene.
- d) Whether there is a weapon involved, anyone is armed with a weapon, or a weapon is in the residence.
- e) Whether the suspect is under the influence of drugs/alcohol.
- f) A brief description of the suspect,
- g) Whether there are any injuries,
- h) The number of people, including children, who are on the scene,
- i) If there is a Temporary or Active Protective Order in place involving the parties
- j) Whether the victim has been sexually assaulted. If the victim responds affirmatively, the dispatcher will treat the call as he/she would any other rape or sexual assault call that has just occurred by interjecting information that would assist in ensuring the preservation of the crime scene. The victim should always be advised to refrain from:
 - Using the Restroom
 - Bathing or showering, and;
 - Changing his/her clothing.

8. Investigating Domestic Violence Calls

Responding law enforcement officers will treat domestic violence calls as any other calls as any other criminal investigation. A thorough and accurate account of the incident is always a top priority within this department, which will include the following steps and responses:

- a) They will physically approach and handle the scene of a domestic violence call using appropriate safety intervention, and investigative techniques.
- b) They will interview all parties separately, if possible, taking into consideration the dynamics of domestic violence.
- c) They will be thorough in the collection of evidence.
- d) Taking photographs of injuries, according to agency policy, and of the crime scene, and arranging for, or taking additional photographs of the victim's injuries one to three days later, when bruises would be more developed.
- e) Documenting "excited utterances" made in the presence of the officers and;
- f) Interviewing witnesses, including children,
- g) Contact the Department of Social Services when children are present,
- h) Provide the victim with any available resources.

The Officer may remove a firearm from the scene if they have;

Probable cause to believe that an act of domestic violence has occurred, and;

Observed the firearm on the scene during response.

If they remove the firearm from the scene, they will;

- Provide the owner of the firearm with information on the process for retaking possession of the firearm.
- Provide for the safe storage of the firearm during the pendency of any proceeding related to the alleged act of domestic violence, and;
- Advise the owner that he/she may retake possession of the firearm at the conclusion of a proceeding on the alleged act of domestic violence, unless the court orders the surrender of the firearm.

9. Domestic Escorts

Law enforcement officers will conduct domestic escorts in order for the complainant to return to the family home, so that he/she can remove his/her clothing and that of children in his/her care and personal effects, including medicine devices, regardless of who purchased them, required for the immediate needs of the complainant or the children.

If the victim name is on the lease, he/she has the right to enter the premises to collect his/her personal items. If the victim's name is not on the lease he/she does not have a right to enter the premises, and the responding officer does not have the authority to break the door down. If the officer is unable to gain entry in such cases, in the interest of enabling the complainant to gather his/her personal effects the officer will;

- a) If the complainant is eligible to petition the court for an order of protection
- b) If the complainant is not eligible to petition the court for an order of protection
- c) If feasible, seek another legal means to enable the complainant to obtain h
- d) Refer the complainant to the courts for assistance.

“Personal effects” includes such property as a person might carry, or items having a more or less intimate relation to the person. What is necessary to meet the needs of each person will vary according to circumstances. Items that are normally removed during domestic escorts are; personal clothing, medicine, and medical devices of the complainant, or any child of the complainant, regardless of who paid for the items, may be removed. In most cases, toiletries can be considered personal effects to meet the needs of the complainant and children.

Items such as stereos, TV's, DVD Players, etc... usually would not be considered personal effects to meet the immediate needs of a person. Because the law is not entirely specific as to what constitutes personal effects, and what a person's immediate needs might be, law enforcement officers should carefully consider each situation they encounter and use good judgment in deciding what a person's personal effects and immediate needs are. Law enforcement officers responding to domestic stand-by's are immune from civil liability.

10. Reports to be Prepared in all Domestic Cases

Law enforcement officers will prepare a case report of all domestic situations, in which a crime has been committed. In cases where no crime has been committed an incident report will be completed.

When a crime of domestic violence has occurred, the “Domestic Violence Lethality Form” will be prepared, in addition to the case report. For domestic reports not involving a crime, the Lethality form is not necessary.

11. In all domestic reports, the law enforcement officer will ensure;

- a) The parties are identified by name, and;
- b) The relationship of the parties is included
- c) Personal information is completed in RMS System

12. The following information contained in a report of domestic violence or a domestic incident will not be released to any person other than an authorized law enforcement officer or other officer of the court for the conduct of official business;

- a) The site of, and any revealing information about, the temporary relocation of a victim away from the residence, and;
- b) The names, addresses and phone numbers of witnesses, as well as statements they made concerning a domestic situation.

13. Protective Orders

Protective Orders are recognized as a positive civil remedy in protecting victims from their abusers. They are provided for by the Maryland Family Law Article, Title 4, Sub Title 5, “Domestic Violence”.

Types of Protective Orders

Law Enforcement officers in the State of Maryland are called upon to enforce and take other police action on two types of civil protective orders;

- a) Temporary Protective Orders and:
- b) Final Protective Orders

These orders are issued in a two-step process.

- a) A Protective Order cannot be issued without a Temporary Protective Order
- b) A Protective Order also will not be issued unless the petitioner proceeds to the Final Protective Order phase of the process.

14. Eligibility for a Protective Order

The following persons are eligible to petition for relief from abuse;

- a) Current or former spouse
- b) Cohabitant, who is a person who has had a sexual relationship with the respondent (person against whom the civil protective order is obtained) and who has resided with the respondent in the home for a period of at least 90 days within one year before filing the petition;
- c) A person related by blood, marriage or adoption;
- d) An individual who has a child in common with the respondent;
- e) A parent, step-parent, child or step-child of the respondent or the person eligible for relief who resides or resided with the respondent or person eligible for relief for at least 90 days within one year before filing the petition, or; a vulnerable adult.

15. Peace Orders

A Peace Order is a form of legal protection for anyone who is experiencing problems with an individual, including someone in a dating relationship, a neighbor, a stranger, or anyone else. The Peace Order enables an individual (Petitioner) who wishes to be left alone to ask the Court to order another person (Respondent) to stay away and refrain from any contact with you. The following is a step-by-step guide to help you protect yourself.

Who can get a peace order?

You can only get a Peace Order against a person if you are NOT eligible to get a protective order against the person. (A protective order applies in specific situations, and includes certain family members, people living together, and current or former partners. You can only get a Peace Order if you are a Maryland resident, or if the act covered by the Peace Order law happened in Maryland.

What acts are covered by the Peace Order law?

An act that causes you serious bodily harm (e.g., kicking, punching, choking, shooting, stabbing, shoving);

An act that places you in fear of serious imminent bodily harm;

Assault in any degree;

Rape or sexual offense (including attempts);

False imprisonment;

Harassment;

Stalking;

Trespassing;

Malicious destruction of property;

Misuse of telephone facilities and equipment;

Misuse of electronic communication or interactive computer service;

Revenge porn;

Criminal visual surveillance

A Petitioner has thirty (30) days after the act occurs to file a petition with the Court. There is a \$46 filing fee and a \$40 service fee. The Court may waive only the filing fee for indigent petitioners.

18.16 FIELD INTERVIEWS/STOP AND FRISK

Police officers, in conducting field interviews, must understand the legal basis and authority for these actions. Such documented interviews can contribute greatly to crime analysis/solution if the information obtained is properly recorded, collected and analyzed. In addition the field interview may deprive actual and potential offenders of some of their initiative in selecting the time, place, and circumstances for the commission of crimes.

Stop and Frisk is not an arrest; it is a "stop." The search is limited to a superficial pat-down of the outer clothing for weapons. The Supreme Court in *Terry V. Ohio* said: "Would the facts warrant a man of reasonable caution in the belief the action taken was appropriate."

When you observe unusual conduct which leads you to reasonably believe, in the light of your experience, that criminal activity may be in progress and/or the individual may be armed and dangerous; when, in the course of investigating this suspicious behavior, you identify yourself as a police officer and make reasonable inquiries; and when in the initial stage of the inquiry you maintain reasonable fear for your or others safety, you may conduct a pat-down of the outer clothing in an attempt to discover weapons. Weapons seized in such a pat-down may be properly introduced in court as evidence.

1. Field interviews and field interviewers' reports serve as:
 - a) A Source of Information: The field inquiry is based on the principle the opportunity to apprehend criminals and to prevent crime increases with the number and frequency of persons interviewed. One way a police officer can expand his power of observation is to develop sources of information from persons living or working within his patrol area;
 - b) A Means of Identifying the Suspect: An on-view arrest is not always based upon the immediate recognition of a wanted criminal. Frequently, it is the outgrowth of the action taken by a police officer who stops to question a person acting suspiciously. Information obtained during a field contact may also be used at a later date to identify a criminal.
 - c) A Means of Obtaining Suspects or Witnesses: The value of reported field inquiries becomes very pronounced when a crime is committed and there are but a few investigative leads. The investigator must then rely on the field interview reports to sift out pertinent information. A review

of these reports will show if anyone had been questioned in the vicinity and at the approximate time of the crime; and

- d) A Crime Preventative: The aggressiveness of the patrol activity is brought to the attention of the criminal element. The criminal element can also observe the activities of the police and conclude that the possibility of escaping detection and apprehension is not favorable.

2. Conducting the Field Interview:

During a field interview reasonable suspicion is the key element on which the officer should base his/her action. Factors to be taken into consideration are:

- a) Is it a public place, or a place the officer has a legal right to be,
- b) Does the officer reasonably suspect the person has committed or is about to commit a felony,
- c) Does the officer reasonably suspects the person is carrying a concealed weapon and intends to do bodily harm.

The field interview may not meet the above requirements, but the officer may still seek to talk to the individual while realizing the person is under no obligation to answer his questions or remain with the officer. The officer should recognize that some citizens are sensitive to any police contact and an over aggressive approach may result in a loss of important support from the person being questioned.

The unusual or suspicious actions of people should trigger a field interview. Felony arrests are made consistently by officers who are quick to recognize something suspicious in the actions or the appearance of a person or of a vehicle.

3. Field Interview Report

FIR Report are to be completed in the Delta Plus Program. In addition, a card will be entered into RMS by dispatch and a incident report is to be completed.

18.17FIRST RESPONDER NOTIFICATION - EMERGENCY SITUATION

Some emergency situations may require the immediate notification of supervisory personnel of this and other departments and agencies. Generally, it will be the Squad Supervisor who will authorize the notification of persons or agencies considered appropriate to the emergency. This could include, but not limited to, the following:

- 1. The medical examiner will be notified in all situations where an officer responds to a location where the death was unexpected and the victim was not under the care of a physician who will sign the death certificate. Notification will normally be made by the PCO on request from the responding officer. The name of the victim, location, telephone number and any preliminary facts pertaining to the death will be given to

the medical examiner. The medical examiner will normally then communicate directly by telephone with the police officer or may come to the scene, prior to giving instructions to the officer.

2. Notification of Street/Highway/Public Utility Personnel:
At any time when a situation exists that creates a hazard or potential hazard, the officer identifying the situation will request the PCO make proper notification in order that the situation may be corrected in as short a time as possible. Typical situations and timing of notification are as follows:
 - a. Immediate notification to proper agency
 - (1) Essential traffic light in need of repair;
 - (2) Large holes in road;
 - (3) Electrical power lines down;
 - (4) Large debris, etc., in road;
 - (5) Breaks in water, gas, or other utility mains;
 - (6) Snow/ice, etc., on bridges and roads;
 - (7) Fire hazards needing immediate attention;
 - b. Notification at beginning of next business day
 - (1) Non-essential traffic lights in need of repair;
 - (2) Small (non-hazardous) holes in road;
 - (3) Street lights in need of repair;
 - (4) Telephone/video cables down but not creating hazard;
 - (5) Dead animals in road;
 - (6) Potential fire hazards not requiring immediate attention; and
 - (7) Excessive growth of weeds, grass, etc.
3. Some hazardous situations may demand immediate notification of all local radio stations in order to request immediate public service announcements. Normally, squad supervisors will advise dispatchers to notify the stations when such a hazard exists.

18.18 MISSING PERSON INVESTIGATIONS

1. Purpose

The purpose of the policy is to establish procedures for the reporting of missing persons incidents.

2. Introduction

Any delay in reporting a missing person can hamper a subsequent investigation, negatively impact the effectiveness and perception of the agency within the community. This policy ensures that personnel understand the need for uniform and timely reporting of any missing persons reported to this agency.

3. Policy

- a) It is the policy of the Pocomoke City Police Department to accept, without delay, a report of a missing person.
- b) It is the policy of the Pocomoke City Police Department to require anyone reporting a missing person by telephone or other electronic means, to complete a report in person as soon as practical.
- c) It is the policy of the Pocomoke City Police Department to accept a missing person report immediately and without a mandatory waiting period.
- d) It is the policy of the Pocomoke City Police Department to inform the general public and family of missing persons that no mandatory waiting period will be imposed prior to accepting of investigating a missing person report.
- e) It is the policy of the Pocomoke City Police Department to utilize the Uniform Maryland Missing Person Report Form.

4. Definitions

- a) No preexisting definitions have been changed as a result of enacting this legislation.
- b) Missing Adult - any person who is eighteen years of age or older, missing from his/her home or geographic location, whose whereabouts are unknown, and the reason(s) for and/or causes) of the absence is unknown.
- c) Critically Missing Adult - A critically missing adult is a person over the age of eighteen (18) who is reported senile, mentally deficient, physically handicapped, suicidal, or a suspected victim of foul play.

5. Procedures

Initial Description and Information to Be Gathered

- a) Officers should interview the complainant and all other known witnesses to establish the subject's last known location, what is known about why the person may be missing, possible whereabouts of the individual, and possible associates of the subject. Additionally, officers should inquire about each item listed in the section below in order to be able to effectively enter the subject into NCIC should they meet the criteria for entry.
- b) The following information (as available) should be included in the report for missing persons.
 - 1. Full name and any AKA's,
 - 2. Date and place of birth,
 - 3. Date of last contact.
 - 4. Blood type,
 - 5. Circumcision,
 - 6. Eye Color,
 - 7. Footprints,
 - 8. Hair Color,
 - 9. Height and weight,
 - 10. X-rays,
 - 11. Fingerprint class,
 - 12. Jewelry type and description,
 - 13. Driver's license number and State,
 - 14. License and description of any potentially operated vehicles,
 - 15. Scars, marks, and/or tattoos,
 - 16. Detailed clothing description,
 - 17. Dental records,
 - 18. Eyeglasses or contacts,
 - 19. Sex and race,
 - 20. Social Security Number,
 - 21. Skin tone,
 - 22. Names, addresses, and phone numbers of friends,
 - 23. Names, addresses, and phone numbers of schools or places frequented,
 - 24. Names, addresses, and work, home, and cell phone numbers for reporting parties,
 - 25. Known threats of violence or related information,
 - 26. Investigative action taken,
 - 27. Photograph of the missing person,
 - 28. Any other information deemed relevant.

c) Based upon the information gathered, the officer shall determine if the missing person is a critically or non-critically missing person (See definitions above). If it is determined that the missing person is critically missing, the Patrol Commander will immediately assign the case to the Criminal Investigator.

6. Dissemination of Collected Information

- a) The reporting officer will complete a BOLO form and have communications fax it to surrounding agencies as deemed appropriate to include, but not limited to, the Department of Social Services, Department of Juvenile Services, Worcester County Sheriff's Office, Maryland State Police, and all local jurisdictions, with considerations for media and federal assistance.
- b) As deemed appropriate, the squad supervisor will also send out an ESIC Bulletin.
- c) Once the missing person has been located, the BOLO and/or press release will be faxed to all the same agencies denoting a cancellation. A cancellation teletype message will also be sent if applicable.

7. Entry and Removal of Information in CJIS

One of the following criteria must be met for entry:

- a) The person is disabled, with a proven mental or physical disability, or is senile, thereby subjecting
- b) The person is endangered or there are circumstances indicating physical danger;
- c) The person is missing under circumstances indicating kidnaping or abduction;
- d) The person is the victim of a catastrophe and is missing;
- e) A person over the age of eighteen not meeting the criteria for entry in any other category who is n
- f) The person is a juvenile refer to juvenile procedures of this chapter

When it is determined that a missing person is to be entered into NCIC, the NCIC Guidelines for entry shall be followed. If it is determined that NCIC entry is appropriate, a copy of the missing persons report is to be forwarded to communications for entry according to NCIC guidelines.

Once the officer has confirmed the recovery of the missing person and circumstances of return, including the condition of the person and nature of closure, the officer will advise communications to clear the missing person from NCIC.

8. Follow-Up Contact With Reporting Persons

- a) Officer shall follow-up with the reporting persons on every shift until the subject has been located, unless circumstances beyond our control prevent this. If the subject has been located, officers will make contact with the reporting person indicating the subject has been located. Details of the subject's location or condition may not be appropriate to divulge, and in many cases may compromise the subject's privacy concerns.
- b) The officer or investigator assigned follow-up responsibilities will re-evaluate:
 - The need to notify media;
 - The need to conduct follow-up or additional search activities;
 - The NCIC entry criteria and determine whether or not an entry is appropriate;
 - Whenever a missing person has been located, it shall be the responsibility of the officer dispatched to:

Confirm the recovery and identity of the missing person and circumstances of return, including condition of the person and nature of the closure. Write a supplemental report including, but not limited to, location where the subject was found, subject's physical and mental condition, how identity was verified, and a synopsis of any criminal charges.

- Advise communications to remove the missing person from NCIC.
- Have communications cancel any BOLOs or teletypes.
- Notify the news media as soon as practical if a press release was previously issued.
- Follow-up with the original reporting persons advising them the missing person has been located.

9. Special Considerations For Critically Missing or At-Risk Persons

- a) Critically missing person cases will be immediately forwarded to the Patrol Commander for assignment to the Criminal Investigator.
- b) Critically missing persons will be entered into NCIC.

10. City Resident Missing Outside the City

- a) When a call is received concerning a city resident who is believed to be missing in another jurisdiction with circumstances that would warrant an investigation if the

individual were missing in Pocomoke City, the following procedures will be followed:

- Report - A Case Report will be completed if a missing person is entered into NCIC, if no entry was made, an Incident Report shall be completed. A copy of the report will be forwarded to the Patrol Commander for assignment of follow-up responsibilities to the Criminal Investigator.
- Notification - If a critically missing adult is involved, the officer will immediately notify the on-duty supervisor. In a non-critical case, the officer will immediately contact the jurisdiction where the individual is believed to be missing. This will be noted in the report, along with a point of contact and a phone number for the other jurisdiction.
- Liaison - Whenever necessary, the Patrol Commander may assign an investigator to act as a liaison between the complainant and the jurisdiction where the individual is believed to be missing. The investigator will fax a copy of the report to the other jurisdiction.
- NCIC Entry - The jurisdiction where the individual is believed to be, or last known to be, is responsible for making the NCIC entry.

18.19 MISSING PERSON JUVENILE

The State of Maryland Missing Persons Report will be used for the reporting of juvenile missing persons. Juvenile missing persons investigations will be conducted in the same manner as any of the missing persons investigations and will meet the requirements as set forth in this departments written directives..

1. Missing Children Investigation

Purpose

The purpose of the policy is to establish procedures for the reporting of missing persons incidents.

Introduction

Any delay in reporting a missing person can hamper a subsequent investigation, negatively impact the effectiveness and perception of the agency within the community. This policy ensures that personnel understand the need for uniform and timely reporting of any missing persons reported to this agency.

Policy

- It is the policy of the Pocomoke City Police Department to accept, without delay, a report of a missing person, whether such a report is made in person, via telephone, or other electronic means.
- It is the policy of the Pocomoke City Police Department to require anyone reporting a missing person by telephone or other electronic means, to complete a report in person as soon as practical.
- It is the policy of the Pocomoke City Police Department to accept a missing person report immediately and without a mandatory waiting period.
- It is the policy of the Pocomoke City Police Department to inform the general public and family of missing persons that no mandatory waiting period will be imposed prior to accepting of investigating a missing person report.
- It is the policy of the Pocomoke City Police Department to utilize the Uniform Maryland Missing Person Report Form.

Definitions

No preexisting definitions have been changed as a result of enacting this legislation.

Relevant Law - Maryland Annotated Code, Public Safety Article, Title 9 Sections 3-601& 3-602.

Procedures

Title 9 - Family Law of the annotated Code of Maryland establishes guidelines and standards for all law enforcement agencies in this state to insure prompt and thorough police action in response to the report of a missing child. The legislation further creates within the Maryland State Police a clearing house for missing children, mandates the submission of certain reports and information to the clearing house by law enforcement agencies and authorizes the Maryland State Police to act in certain cases.

It is the policy of the Pocomoke City Police Department to provide its members with guidelines concerning the investigation of reports of missing children. A MISSING CHILD IS ANY CHILD UNDER THE AGE OF EIGHTEEN AND REPORTED AS MISSING. The purpose of this directive is to establish guidelines concerning the investigation of reported missing children.

2. Initial Investigation

Upon receipt of a report of a child missing from within the jurisdiction of the Pocomoke City Police Department, a missing persons' investigation will be opened immediately. The investigating officer will determine if one or more of the following criteria exist:

- a) The missing child has not been previously reported missing;

- b) The missing child suffers from a mental or physical handicap or illness;
- c) The disappearance of the missing child is of a suspicious or dangerous nature.;
- d) The person filing the report of a missing child has reason to believe the missing child may have been abducted;
- e) The missing child has never been the subject of a child abuse report filed with this agency;
- f) The missing child is under fourteen years of age.

If any of the above factors exist, the child will be designated "Critically Missing."

Once determined as a critically missing person the responding officer will immediately notify the Shift Supervisor and the Duty Officer. Once notified the shift Supervisor will check the information for correct content and then instruct Communications to notify all allied agencies to include, but not limited to DSS, DJJ, WCSO, MSP and all local jurisdictions, with considerations for media and Federal assistance. The Shift Supervisor will also be responsible for entering a BOLO through ESIC.

All Dispatchers, once notified of a missing person will immediately dispatch the first available officer to the call location while continuing to receive any and all vital information concerning the missing person. Officers responding will immediately determine the type of missing person and follow established criteria for critically missing, Amber Alerts and non-critically missing persons.

Supervisors and investigators will expeditiously institute a plan for search and rescue, Inter and intra Agency responses, follow up, Amber Alerts and media notifications. No investigative delays may be permitted in missing children cases.

Officers, supervisors, and investigators must be aware the first 3 hours of a missing person are critical and all steps must be taken for a successful recovery within that time frame whenever possible. These investigations must be thorough, complete, and time sensitive.

3. Critically Missing Children

For critically missing children, the investigator will:

Complete Maryland State, Missing Person Report, in addition to a Case Report, when NCIC entry has been made. If a situation occurs where the child has been quickly located and no NCIC entry was made, an Incident Report shall be completed.

- a) Cause all available information pertaining to the missing child to be entered into NCIC via MILES
- b) Notify the local Department of Social Services to determine if the child/family has a case history of a

- c) Contact CBI ;
- d) Conduct necessary follow ups.

4. Non-Critically Missing Children

If the child is not critically missing, the following procedures will be implemented:

- a) The investigating officer will immediately seek to determine the circumstances surrounding the d
- b) The investigating officer will insure a description of the missing child is broadcast to local area law
- c) The Patrol Commander or Squad Supervisor on weekends will provide for follow-up contact with the complainant no later than 12 hours after the filing of the initial report to determine whether the child has been located. If the missing child has not been located within 12 hours, the additional procedures as outlined for "critically missing child" will be implemented. To facilitate this procedure, it will be the responsibility of the squad supervisor to provide a copy of the Missing Person's Report to the Squad Supervisor. This copy will be kept in a notebook in the Communications Center, Roll Call Book, and will be used during roll call to disseminate information.
- d) A waiting period before beginning an investigation to locate a missing child is prohibited by Ma

5. Extended Missing Children Investigations

When a child has been missing for 30 days, the Administrative Commander will insure that an NCIC missing person packet is completed and forwarded to the Maryland Center for Missing Children no later than 10 days after the 30 day period. The Administrative Commander will also insure that all additional information is entered into MILES/NCIC with the exception of dental records. The Center will be responsible for entering the dental records into MILES/NCIC. The Administrative Commander will insure the complainant is contacted daily during the initial stages of the investigation and periodically thereafter.

Follow-up Investigations

Whenever a missing child has been located or the Department notified by the family or other source, it shall be the responsibility of the officer dispatched to:

- a) Confirm the recovery of the missing child and circumstances of return, including condition of child
- b) Immediately cause the missing person to be removed from MILES/NCIC.
- c) Arrange, whenever possible, a personal interview of the missing child to determine

the circumstances surrounding the disappearance. The follow-up interview should include, but not be limited to:

- Nature of closure, i.e., returned home voluntarily, parents contacted by child, etc.
- Condition of missing person, i.e., physically abused, deceased, unharmed, etc.
- Reasons for disappearance, i.e., family argument, abuse, no reason given, etc.
- Activities while missing, food, shelter, associates, etc.
- Indication of abuse, exploitation, involvement in criminal activity.

All officers are to complete the report as completely and neatly as possible, as a copy of all persons reported missing who are under 18 years of age will be mailed to the Maryland Center for Missing Persons.

After completing the report, send all copies of open cases to the Administrative Commander, except the complainant's copy which will be left with the complainant and the police department copy which will be placed in Roll Call Book. The reporting agency copy will be retained by the Administrative Commander until the case is closed and then have it filed. The Maryland Center for Missing Persons copy will be mailed to them after the case has been closed.

The Administrative Commander will make a copy of the original report for assignment to a Criminal Investigator, if the Patrol Commander has not cleared the case within 24 hours. If assigned to a Criminal Investigator, his name will be entered in Block #16. The Field Investigator's name will be entered in Block #48.

When a case is closed by the Patrol Commander or by CBI, a supplement report is to be completed, giving details as to why the case was closed. It will then be routed to the Administrative Commander along with a copy of the missing person report. The Administrative Commander will be responsible for a final review and the final disposition of the case. Missing persons will continue to be entered into the computer using previously established guidelines.

Instructions for completing the Missing Person Report are set forth in Maryland State, Missing Persons Report. Our agency case number is the original complaint number assigned by the dispatcher.

18.20 AMBER ALERT PLAN

Purpose

Time is of the essence when a child is abducted. The Maryland Amber Plan was developed for use by police agencies as a tool to aid in the recovery of abducted children. The Amber Plan provides for quick notification to the public of the abduction of children utilizing commercial broadcast methods. Under the Amber plan, radio and television stations immediately interrupt regular programming to broadcast information about a child abduction by using an internet site and the EAS (Emergency Alert System, formerly known as the Emergency Broadcast System) to report serious child abduction cases. Additionally, highway information signs also run information about the missing child, possible suspect, vehicle and direction of travel.

Mission

The Pocomoke City Police Department's utilization of the Amber Plan will maximize the possibility of recovering an abducted juvenile by broadcasting information utilizing the established procedures via television, radio and highway sign boards.

Recognizing that this tool can be effective, but also generate the need for a high level of police department resources, the alert must be used only in certain cases. The alert shall only be used where there is convincing evidence a child has been abducted, is in danger, and there is a likelihood that the child and/or abductor is still in the area. In the case of a verified abduction, the uniform patrol supervisor will contact an on-call detective CBI.

ANY AMBER ALERT PLANS will ultimately be handled by the detective CBI. Only the on-call Duty Commander and/or the detective CBI can authorize the alert.

Duties and Responsibilities

1. UNIFORM PATROL

The responding officer(s) must ascertain with certainty the reported juvenile is missing as a result of an abduction and determine as much information as possible about the reported abductor.

The shift supervisor will be briefed on the information and will call the On-Call Commander. The on-duty commander will then either contact the detective CBI or authorize the shift supervisor to contact the detective CBI.

2. DETECTIVE / CBI / ON CALL COMMANDER

The following conditions must be present to activate Amber Plan:

- a) There is a reported abduction where, upon preliminary investigation the officer assigned believes the child has been abducted against his/her will and the child's safety is at imminent risk, and;
- b) There is enough descriptive information relating to the abductor, the mode and/or the direction of travel, and the abductor's vehicle for a broadcast to be of assistance in the case, and;

- c) The victim is a child 14 years of age or younger – or 15-17 giving weight to the child’s mental capacity or behavior as contributing factors to the abduction, and;
- d) The suspect and/or child are likely to be in the Delmarva Worcester County broadcast areas, and;

There is a likelihood that someone, provided the description of the child and/or suspect, would observe and report their whereabouts to the police.

If all conditions are met, the officer will advise his/her supervisor of the situation. The supervisor will contact the on-call Duty Officer, in return the on-call duty commander will either contact the detective CBI or authorize the supervisor to contact the detective CBI to initiate a request for activation of the alert. Once authorization has been granted, the detective CBI will contact the Maryland State Police Headquarters Duty Officer and request the MD AMBER ALERT PLAN be activated.

Contact may be made by:

Telephone 410-486-3101 or 800-525-5555 (in State only)
 Facsimile 410-653-4269
 MILES Teletype Terminal ID LPH1

The designated Maryland AMBER Plan coordinator will immediately contact the requesting Agency.

The coordinator will review all requests for alerts for existence of the above criteria.

After abduction is confirmed and it meets all points for activation:

a) The Maryland State Police may enter the necessary information into the designated website, www.MDAMBERplan.com, or if immediate Internet access is available, the on-duty Police Communications Specialist may complete the MD AMBER Plan website. Telephone, followed up by FAX, of the activation of the MD AMBER Plan and provide the necessary information for broadcast.

b) The Maryland State Police will notify the Maryland Department of Transportation, State Highway Administration, and Statewide Operations Center (SOC), of the activation of the MD AMBER Plan and provide the necessary information for display on the Dynamic Message Signs (DMS) and Highway Advisory Radios (HAR).

c) The EAS stations will broadcast a civil emergency/child abduction message to all media outlets. The participating media outlets then broadcast the lookout(s) to the public.

d) The SOC will display lookout information on the DMS signs under SOC control and contact the Maryland Transportation Authority (MDTA) and provide them with the information to be displayed on the DMS signs under MDTA control. The SOC will place lookout information on the HAR.

3. ACTIVATION

As programming permits, participating broadcasters may broadcast this alert four times per hour for the first possible and provide law enforcement with the location. Updated alerts may be broadcast if significant new information that may result in the location of the abductor and/or the child has been determined.

The MDOT/SOC will display information about the alert on DMS signs. These signs will display, at a minimum:

- a) Child AMBER Alert.
- b) A description of the vehicle involved.
- c) A request to call 911 with information.

This information will be displayed for the first two hours after the initial alert. This information may be updated as more information becomes available.

1. COMMUNICATIONS

The PCO will also ensure that regional teletype broadcasts to other law enforcement agencies are sent as soon as possible.

Should all the criteria for Maryland Amber Plan not be met, but media notification could be beneficial, assigned detective or in his/her absence the Patrol Commander will immediately contact the media for information.

Consideration to increasing Communications Center staffing should be made as it may be assumed there will be a need for additional staff.

18.21 JUVENILE OPERATIONS FUNCTION

The Pocomoke City Police Department, a law enforcement agency, is committed to the development and continuation of programs designed to prevent and control juvenile delinquency.

All personnel of this department have responsibilities for and will be familiar with juvenile operations and procedures and their support. The Administrative Commander is responsible for juvenile operations and he or his designee will act as liaison with other law enforcement agencies and other organizations involved in the juvenile justice system. Pertinent information obtained through liaison contacts will be shared with all necessary officers through shift briefing, memoranda, etc. The Administrative Commander will authorize specialized training to CID investigators to effectively meet the department's juvenile operations function.

All members of the Pocomoke City Police Department will cooperate with Worcester County Department of Juvenile Services and support activities. Department policies regarding juvenile operations will be provided to local juvenile court personnel for their review and comments and suggestions as to ways our procedures can be improved.

Included within the functional area of juvenile operations, as conducted in this department are such things as:

- a) Conducting followup investigations of cases involving juvenile offenders.
- b) Processing juvenile offenders.
- c) Preparing and presenting court cases involving juveniles.
- d) Diverting juvenile offenders out of the criminal justice system.
- e) Designing and implementing programs intended to prevent delinquent and

criminal

18.22 HANDLING / JUVENILE OFFENDERS

When dealing with the juvenile offender, the police officer must know the proper procedures and alternatives, keeping in mind that they will use the least coercive among reasonable alternatives, consistent with preserving public safety, order, and individual liberty.

Status Offender (CINS) - an offender who commits an offense that would not be considered an offense if committed by an adult. Examples are: truancy, violations of curfew, runaway, underage possession and/or consumption of tobacco products, and underage alcohol offenses.

Delinquent Offender - an offender who commits a crime that would be considered an offense if committed by an adult.

1. Factors Considered in the Informal or Formal Handling of Juvenile Offenders

The police officer may handle a juvenile either informally or formally. Informal handling is when the police officer manages a particular situation by releasing the juvenile under warning to the parent or guardian. This requires either the parent picking up the child or the officer taking the child home and informing the parents of the alleged offense. Formal handling occurs when the juvenile is brought before the juvenile court or an intake officer for further processing and decision as to proper disposition of the juvenile.

In making the decision to handle either informally or formally, the police officer should consider the following factors:

- Seriousness of offense.
- Prior record of child.
- Age of youth.

Cooperation and attitude of all parties (child, parent, victim), and the possibility of the offense being repeated.

Degree of wrongful intent, violence, premeditation, knowledge of violation.

Is it likely the child or parent can be successfully referred to a helping agency.

A list of r

2. Informal Handling of Juveniles

Informal handling includes the police officers utilization of:

Warning and release to a parent or guardian

Taking the youth home and informing the parents of the reasons for his being picked up

"discussing" the case for an inordinate length of time may appear to the juvenile to be punishment. The decision to handle on a formal or informal basis should be made within a reasonable amount of time. When handling a juvenile informally, the officer should still respect the youth's right to privacy. Any information gained should be provided to others only on a "need to know" basis.

objective

the When a police officer encounters a victim/complainant who demands to bring a constitutional rights that an adult would have in the same situation.

child bef

3. Formal Handling of Juvenile Offenders

Formal handling occurs when the juvenile is taken before the juvenile court or intake officer for

- a) Delinquent acts that if committed by an adult;
- b) Delinquent acts involving weapons.;
- c) Delinquent acts involving assaults;
- d) Delinquent acts committed by juveniles under probation or parole or
- e) Delinquent acts that are repeated;
- f) When parental supervision or diversion programs have proved

v

i

4. Written Citations/Summonses to Juveniles

An officer may utilize the Maryland Uniform Citation Summons (MUCS) form, just as for an adult, for juveniles 16 years and older and a copy shall be mailed

to the juvenile's parent or guardian. The MUCS may be used in the following situations:

- a) Violation of the traffic laws that do not carry possible sentences of
- b) An officer may use a Juvenile Civil Violation Citation to charge

Department Form: Police Request for Juvenile Charges

Upon completion of the Police Request for Juvenile Charges, including the

signature

18.23 TAKING JUVENILES INTO CUSTODY

1. Juveniles may be taken into custody in accordance with the Annotated Code of Maryland, Section
 - a) With legal detention order, or
 - b) When a child is alleged to be in need of services, and
 - (1) There is clear and substantial danger to a child's life or health or
 - (2) Custody is necessary to insure the child's appearance before court, or
 - c) When, in presence of arresting officer, the child commits a crime and officer be
 - d) Officer has probable cause to believe the child has committed a crime, or
 - e) Officer has probable cause to believe the child has either run away from home or is without adult supervision at night and in circumstances officer re
2. Procedures for Juveniles that Have Been Taken Into Custody
 - a) When the Department of Juvenile Services is open, and depending on the circum
 - b) When the Juvenile Services Office is closed, depending upon the circumsta

If the officer feels immediate juvenile services intervention is necessary, the officer should contact the juvenile intake officer on call for assistance in the disposition of the juvenile. An on-call juvenile officer's phone number is available in the Communications Center.

If the juvenile is in need of emergency medical treatment, it will be procured without delay. The Squad Supervisor the circumstances and/or to pick the juvenile up. If it is necessary to take the juvenile into custody, it should be done with the least possible embarrassment to the youngster and his family. In no case shall a juvenile be transported in a police vehicle with adults suspected of or charged with criminal acts. Any juveniles taken into custody shall be immediately advised by the officer of their constitutional rights (Miranda). Juvenile Delinquent Offenders may not be held in excess of six (6)

hours and will remain under continuous visual supervision. Juveniles must also be directly checked on at least every thirty (30) minutes. Status offenders & non-offenders may not be held securely for any reason or length of time.

The juvenile detention log must be filled out when juveniles are held in secure custody or non-securely..(i.e. held in areas of the Department.

3. Fingerprints and Photographs of Juveniles

- a) Fingerprints and photographs may be taken of a juvenile regardless of age or offense if the law enforcement officer has probable cause to believe that, if the offense had been committed by an adult, an arrest would be made.
- b) Other physical samples may be taken from a juvenile for identification purposes only after the officer has conferred with the State's Attorney for advice and assistance as to the legalities and proper procedure for obtaining such samples. Samples felt necessary might include, but are not limited to: hair, blood, urine, nails, breath, stomach contents, handwriting, etc.

4. Confidentiality of Records/Release of Information

- a) Maryland State law requires that all law enforcement agencies take special precautions to ensure that law enforcement records concerning a child are protected against disclosure to any unauthorized person.
- b) Police Officers may release, upon request to one another and to other local state or federal law enforcement officers, current information on juvenile arrests, limited to name, address, physical description, date of arrest, and charge for which the arrest was made. Such information may only be used for current investigation and not for creation of new individual files or records.

5. Access to Juvenile Records

Those persons authorized by Criminal Justice Information System Central Repository (CJIS - CR) are permitted access to juvenile records for this Department.

18.24 CUSTODIAL INTERROGATION OF JUVENILES

Questioning:

- 1. When a juvenile is taken into custody, the officer will:

- a) An interrogation of the juvenile will be conducted in the presence of the parent, guardian, or custodian of the child after conferring with the parent, guardian, or custodian.
- b) If the parent, guardian, or custodian waives the right to be present then the juvenile will be interrogated in the presence of the juvenile's parent, guardian, or custodian.
- c) If the parent, guardian, or custodian is notified and refuses to come to the station, the juvenile will be interrogated in the presence of the juvenile's parent, guardian, or custodian.

When questioning a juvenile in custody, the same rules and procedures used for an adult must be followed. Under no circumstances should the child, any more than the adult, be compelled to answer questions either by physical force or psychological pressure or deceptions.

No juvenile can be compelled to answer any questions which may tend to incriminate him. Juveniles are entitled to the full Miranda Warnings and these rights must be explained in the presence of parents, guardian or counsel, not just routinely read.

Officers should keep in mind that when questioning a juvenile, they should not prolong the interview period any longer than is needed in order to complete their investigation. Also, the interrogation should be handled by one officer if at all possible in order to lessen the chance of the juvenile feeling intimidated or pressured.

Because in many cases, juveniles may not understand what is happening to them during the interrogation process, the officer should explain to them what to expect as far as procedures are concerned and how the court system works.

18.25 PRISONER TRANSPORTATION / TEMPORARY DETENTION PRISONERS

Purpose

To provide a set of working guidelines for officers who transport prisoners in Pocomoke City Police Department vehicles or temporary detention of prisoners at the Pocomoke City Police Department.

Guidelines

1. The Pocomoke City Police Department take home car policy requires that officers thoroughly search the vehicle.
2. Times and mileage should be conveyed to the dispatcher via the radio and recorded at the beginning and end of the trip.
3. All arrested persons will be thoroughly searched by the transporting officer prior to being placed in the vehicle.
4. Prisoners should be thoroughly searched again at the end of the transport and prior to being placed in the vehicle.
5. Shoes, laces, belts, jewelry, wallets, personal property, loose fitting outer garments, etc should be removed from the prisoner.
6. The Adult Detention Log, will be filled out and maintained during the time the officer has an in-custody prisoner.
7. All Pocomoke City Police Marked Units are equipped with rear window child safety locks to restrict the rear window from being opened.

8. Officers will not interrupt the transport of a prisoner under normal circumstances. The general types of prisoner transport are; transport after arrest, transport to the D commissioner to any location.
9. As a general “rule of thumb”, it is best to restraint your prisoner behind the back with handcuffs, however it is at the discretion of the transporting officer. However, when a unmarked vehicle or vehicle with no prisoner partition is utilized, the prisoner will be transported in the back of the vehicle.
10. When transporting a prisoner to the Pocomoke City Police Department, the officer will have the prisoner opened, the officer will enter the sally port, turn off their vehicle, and secure the vehicle keys. The officer will then secure the sally port door, before removing the prisoner from the vehicle. Once the sally port door is secured the officer will secure their firearms in the designated gun locker located in the sally port closet. The officer will then remove the prisoner from the vehicle and escort them to a designated holding cell.
11. The maximum holding time for a juvenile will not exceed 6 hours, for an adult the maximum holding time is 24 hours.
12. Juvenile offenders should be housed in cell #1 and adult offenders held in cell #2 & #3. In emergency situations, cell #4 may be used.
13. At no time will offenders of the opposite sex be housed or transported together.
14. At no time will an adult offender be housed or transported with a juvenile offender.
15. All doors are to be kept secure, to include the processing area doors and gates.
16. At no time is a firearm permitted in the processing area or the holding cell areas.

Prisoner detention logs are to be completed, and located by the cell door, on the wall. These detention logs are to be maintained for a minimum of 90 days.

18.26 MENTAL ILLNESS SUBJECTS

Policy

It is the policy of the Pocomoke City Police Department to provide a set of guidelines for recognizing a person who may be suffering from a mental illness. The purpose of these guidelines is to ensure that a person coming into contact with such a person is for the safety and welfare of that person, the community, and the Pocomoke City Police Department. If a person is determined to be a danger to themselves or the community, they will be taken into custody and transported to the appropriate medical facility which, in most cases, will be the Peninsula Regional Medical Center.

Procedures

1. Guidelines for Recognizing Persons Suffering From Mental Illness

Every case is different and not all symptoms occur in every person with a mental illness. Listed below are some common symptoms of mental illness.

- a) Degree of Reactions - Mentally ill persons may show signs of strong and unrelenting feelings.
- b) Appropriateness of Behavior - A mentally ill individual may demonstrate inappropriate behavior.
- c) Extreme Rigidity or Inflexibility - A mentally ill individual may be easily frustrated and have difficulty accepting change.

- d) Delusions - the belief in thoughts or ideas that are false, such as delusions of grandeur or paranoia;
- e) Hallucinations of any of the five senses (hearing voices, feeling one's skin crawl, smells);
- f) The belief that one suffers from extraordinary physical maladies or abilities that are not;
- g) Extreme fright or depression;
- h) Marked personality change;
- i) Inability to cope with everyday problems and daily activities;
- j) Excessive anxieties;
- k) Prolonged depression and apathy;
- l) Marked changes in eating or sleeping patterns;
- m) Thinking or talking about suicide;
- n) Extreme highs and lows;
- o) Abuse of alcohol and/or drugs;
- p) Excessive anger, hostility, or violent behavior.

2. Guidelines for Officers Encountering Mentally Ill Subjects

The following guidelines detail how to approach and interact with a person who may be suffering and others at the scene should:

- a) Remain calm and avoid overreacting;
- b) Be helpful and professional;
- c) Provide or obtain on-scene emergency aid when treatment of an injury is urgent;
- d) Check for and follow procedures indicated on medical alert bracelets or necklaces;
- e) Indicate a willingness to understand and help;
- f) Speak simply and briefly, and move slowly;
- g) Remove distractions, upsetting influences and disruptive people from the scene;
- h) Understand that a rational discussion may not take place;

- i) Recognize that sensations, thoughts, frightening beliefs, sounds, or the environment may
- j) Be friendly, patient, accepting, and encouraging, but remain firm and professional;
- k) Be aware that their uniform, gun, and/or handcuffs may frighten the person with ment
- l) Recognize and acknowledge that a person's delusional or hallucinatory experience is real
- m) Announce actions before initiating them;
- n) Gather information from family and bystanders;
- o) Contact supportive services, such as the Crisis Response Team, as appropriate.

3. Procedures for Accessing Community Mental Health Resources

Based on the overall circumstances and the responding officer(s) judgement of the subject's pote

- a) Emergency Petition (EP) - An emergency petition may be
- b) Crisis Response Team (CRT) - Through the Worcester County
- c) CRT will be contacted at the officer's discretion when an Emergency Petiti
- d) When transporting a subject, the officer should advise communications of their starting mileage. The dispatcher will acknowledge and
- e) Should an officer transport a subject to the hospital, the officer should instruct th
- f) Upon arrival, the transporting officer should contact communications and advise the ending mileage which will be noted in the dispa
- g) The officer along with hospital security should escort the subject into the er any pertinent info
- h) Upon completion of the transfer, the officer should advise communications
- i) After a reasonable amount of time, should the transporting officer have issue
 - Contact charge nurse, advise them of the situation;
 - Contact immediate shift supervisor, who will then notify the on-call duty commander

- The on-call duty commander will then make contact with the security chief of PRMC;
- Transporting officer will then wait for the orders of the supervisor on-call duty commander

4. The officer should include in their report the following:

- a) The circumstances leading up to their contact with the emergency petition subject;
- b) Why an emergency petition was done;
- c) Conduct of the subject;
- d) The member of CRT who was contacted;
- e) Time CRT arrived;
- f) Beginning mileage of transport to hospital and gender;
- g) The type of restraints that were used, if any;
- h) Ending mileage upon arrival at the hospital;
- i) Name of the security officer or hospital staff member subject was transferred to
- j) Any copies of documentation (EP paperwork, custody receipt)
- k) And, the time the subject was turned over and the assignment was completed.

5. Training

The Pocomoke City Police Department shall provide documented training addressing at a minimum the following:

- a) Guidelines for the recognition of persons suffering from mental illness;
- b) procedures for accessing available community mental health resources, specifically
- c) Training shall be provided to personnel, on a as needed basis,

6. Petitions for Emergency Evaluations

General

Who May File and the Criteria Necessary for Filing: Generally, any interested person who has reason to believe that someone is suffering from a mental disorder and is in clear and imminent danger of causing personal harm to himself or others, may complete and sign a petition for the emergency evaluation of such a person, who shall be referred to as the emergency evaluatee. There are three essential elements to this explanation. They are as follows:

- a) Any interested person including a peace officer, citizen, relative, health officer, etc., can file the petition;
- b) Any interested person must have a reasonable belief that a person has a mental disorder;
- c) This interested person must also have a reasonable belief that this subject not on his or her own.

The procedure for filing this petition will differ slightly, depending on who the interested person is.

Procedure

If the petitioner is an interested person, and is not a licensed physician, a certified psychologist, a health officer, or a peace officer, the petitioner shall present the petition to the court for immediate review. After review of the petition, the court shall endorse the petition if the court finds probable cause to believe that the emergency evaluatee has shown the symptoms of mental disorder and that there appears to be clear and imminent danger of the emergency evaluatee's doing bodily harm to himself or another. If the judge does endorse the petition, transport the emergency evaluatee to the closest designated emergency facility. Peninsula Regional Medical Center (PRMC) is so designated by the Department of Mental Health and Hygiene. This endorsed petition is valid for five days. If the court does not find probable cause, the court shall indicate that fact on the petition and no further action may be taken under the petition.

If the petitioner is a peace officer and, because of personal observations, has a reasonable belief the person meets the criteria for the filing of a petition, he may complete and sign a petition, and transport the evaluatee to PRMC.

If the petitioner is a duly licensed physician, certified psychologist, health officer, or his designee, who upon their examination has reason to believe the evaluatee meets the criteria for filing of a petition, he may complete and sign the petition and submit it to a peace officer. The peace officer shall explain to the petitioner the serious nature of the petition and the meaning and content of the petition.

The emergency facility shall accept the emergency evaluatee for examination upon receiving a properly executed petition. Once the transportation of the evaluatee has been completed, and the

staffing accepts the evaluatee, the peace officer no longer has the duty to assist unless requested by the physician.

The examining physician can determine the evaluatee does not meet the criteria for involuntary admission. In such a case, the evaluatee will be released immediately unless the emergency evaluatee agrees to voluntary admission. If the evaluatee is released and does not agree to voluntary admission, he shall be transported back to the place where he was taken into custody if he desires. Arrangements for this prompt transportation shall be made by the emergency facility.

The examining physician can also determine if the evaluatee meets the criteria for involuntary admission, even though the person is unable or unwilling to be a voluntary patient. If this is determined, the examining physician shall take the necessary steps to place the evaluatee in an appropriate facility with licenses in-patient psychiatric units.

When taking an emergency evaluatee into custody, use only as much force as is necessary. When transporting the evaluatee, two officers in a vehicle should be used if there are two available. Caged vehicles should be used if available when transporting an evaluatee.

There shall be no civil or criminal liability attached to a peace officer who files a petition or acts as a custodian of the emergency evaluatee and who acts in good faith and with reasonable grounds.

18.27 Traffic Enforcement

Traffic law enforcement involves all police activities or operations which relate to observing, detecting, and preventing traffic law violations and taking appropriate action under the circumstances. Enforcement not only involves arrests and citations, it includes effective warnings to drivers and pedestrians which help deter them from committing minor violations. On all Maryland Traffic Law violations that have a preset fine, the officer has the discretion either to issue the violator a written warning or a traffic citation. Officers should not issue any verbal warning unless an emergency occurs in which the officer needs to clear the traffic stop immediately. Officers are to issue the violator a traffic citation for all must appear violations. A written or verbal warning will not be permissible for "Must Appear" (MA) violations. In must appear violations, the officer will not clear the traffic stop until either a licensed driver arrives, or the vehicle is towed.

NOTE: A police officer acting pursuant to statewide jurisdiction may not enforce the provisions of the Maryland Vehicle Law beyond the officer's sworn jurisdiction.

1. Warnings: A warning may be issued to a violator whenever there is a minor traffic infraction committed in those areas where traffic accident experience is minimal, or when the act may be due to ignorance of a local ordinance of which the driver may not be aware. An effective warning, properly given by an officer, can be more effective, while building positive rapport with drivers, than any other type of enforcement action.
2. Maryland Uniform Citation: A Citation should be issued to a violator who jeopardizes the safe and efficient flow of vehicular and pedestrian traffic, including hazardous moving violations or operating unsafe and improperly equipped vehicles. Instructions for the completion of the citation may be found within the District Court Fine Schedule.

3. Physical Arrest: Officers will make a physical arrest, in compliance with Maryland Transportation Code, Section 26- 202, of:
 - a) Violators of traffic laws pertaining to Driving Under the Influence of Alcohol or other
 - b) Whenever a felony has been committed, involving a vehicle;
 - c) On any must appear violation;
 - d) Whenever the operator is licensed by a non-reciprocal State;
 - e) When the officer has reason to believe the person will not comply with the summon
 - f) If a physical arrest is made, the officer will complete an arrest report with needed supplemental rep
1. Special Categories of Violators (e.g., Juveniles, Diplomatic or Legislative Immunity, Milita
 - Juveniles: Citations may be issued to juveniles age 16 and 17 unless the violation is punishable by incarceration. If the violation charged does carry a possibility of incarceration and/or the juvenile is less than 18 years of age, then a “Police Request for Juvenile Charges” will be referred to Juvenile Services.
 - Foreign/Diplomats/Families/Servants, and other consular officials.
 - a) When a driver believed to have diplomatic immunity is stopped for a moving traffic violation and has proper and valid identification indicating immunity, the officer may issue an appropriate traffic citation or warning. Issuance of a traffic citation does not constitute an arrest or detention. The officer should give strong consideration to the issuance of a warning rather than a citation when coming in contact with a driver with diplomatic immunity.
 - b) DWI - If necessary, Field Sobriety tests may be administered to assist the officer in determining if a public safety issue exists. The primary consideration in a DWI incident is assurance the driver does not endanger himself or herself or the public. The driver should be told the officer's primary responsibility is to care for the safety of the official and the safety of others. Preventive steps may include taking the subject to another location to permit sufficient recovery to drive safely, providing transportation, or taking other appropriate corrective action while respecting any immunity that may apply. Access to a telephone must be provided.
 - c) Reasonable constraints may be applied in emergency circumstances involving self defense, public safety or the prevention of serious criminal acts.
 - d) Papers, documents or archives of a person entitled to immunity or in a vehicle bearing valid federal diplomatic plates remain inviolable, even if the driver is restrained or the vehicle removed or immobilized.

Contacts for Verification:

Current status of federal diplomatic license tags, registration or other motor vehicle documentation: (202) 895-3532

Diplomatic agents and family members: Operations and technical, Service staff, and families:
Consular personnel and families: International organizations:

After regular business hours, all inquiries should be made to the Command Center of the Office of Security, Department of State which operates on a 24-hour basis: (202) 647-7277

United Nations (New York) - verification information is available from the HostCountry Section of the U.S. Mission to the U.N. in New York:

NOTE: Current telephone numbers for consular or diplomatic inquiries will be maintained in the Communications Center.

The Lieutenant Governor and members of Legislature, under the Annotated Code of custody except for treason, a felony or a breach of the peace. The issuance of a traffic summons for a moving traffic offense is allowed, as is a physical arrest in the case of an offense involving DUI.

Maryland: During

Military Personnel - Military personnel who are passing through the city may be treated with the up most respect. However, the officer has a duty and descretion depending on the violation com

Equipment violations - maybe be utilized when issuing a Repair Order for defective safety equipment

Public carrier/commercial vehicle violations - Particularly in the downtown area, consider the cong

Violations Resulting in Traffic Accidents - When completing the citation ensure to check the approp

2. Law Enforcement Practices / Patrol

Normal traffic enforcement involves visible traffic patrol by officers who observe and handle traffic violations during the performance of their normal duties. Traffic Squad personnel will concentrate their efforts in specific locations as identified through review of selective enforcement data and as otherwise assigned.

a) Area patrol involves traffic enforcement within the officer's assigned area of responsibility (Pa

b) Line patrol involves traffic enforcement along and concentrating on a particular section of roadwa

c) Directed patrol instructions can specify enforcement efforts in an area, on a line patrol, or at a spe

Stationary observation, either covert or overt, may be used as a technique to make observations about the flow of traffic at a particular location. Officers are encouraged, when completing reports or doing other activities which will keep them out of service for a short while, to park their patrol vehicles in a conspicuous location, where just the presence of the vehicle will serve to remind the other drivers of the need for compliance

with traffic laws. Enforcement which requires the use of a covert-stationary location is only used to enforce a serious problem which was not effectively handled visibly.

The establishment of roadside safety checks, for example to deter drinking and driving, will be based on alcohol related accidents and arrests for a given roadway.

3. Stopping and Approaching the Violator:

Stopping the Traffic Violator: The following steps in stopping and approaching a traffic violator are intended to provide maximum safety for the officer, the violator, and other users of the roadway. Varying conditions regarding the engineering of the particular traffic artery, the urgency to stop the violator (a drunk driver), and the existing volume of traffic may require adjusting or altering the recommended procedure. These procedures are to be followed when possible, and are presented from the perspective that ideal conditions exist.

- a) The pursuit of a traffic violator has ended when the officer has positioned himself behind the violator to begin the stopping procedure.
- b) The officer will notify the Communications Center of the intended location of the traffic stop, the license number, and the number of occupants of the vehicle.
- c) The officer should be thoroughly familiar with the area, and anticipate the appropriate location to stop the violator. Consideration should be given to a location with ample space, appropriate lighting, and should avoid stops on hills, curves, intersections, private drives, and business locations which have limited parking, when possible.
- d) The officer should signal the violator to stop. This signal should be with the emergency equipment lights, and if necessary, the siren.
- e) The violator should not be permitted to move his vehicle once it has stopped, and not exit the vehicle unless the officers give directions to do so.
- f) The officer should always utilize the passenger side approach to the violators vehicle, unless conditions make it unsafe for the officer to do so.
- g) When possible a secondary unit may shall arrive to assist the initial contacting officer with the traffic stop. The primary unit can request the secondary unit to standby or advise the secondary unit to clear.

4. Felony Traffic Stops

Special procedures should be used in vehicle stops when the occupants of a vehicle are known or suspected to be armed and dangerous. When a vehicle driven by a known or suspected felon is located by a police officer, he will notify the dispatcher immediately of his location, and

give a thorough description of the vehicle, registration information, and number of occupants. The officer will keep the suspect vehicle in view and request sufficient assistance in making the stop. The officer will keep support units informed of the location and direction of travel to facilitate their approach with minimal use of emergency equipment. The suspect vehicle will not be stopped, unless absolutely necessary until adequate support is available and in position. The following procedures will be used in effecting the stop:

- a) When possible, the officer will plan to stop the suspect vehicle in a location which presents minimal danger to other citizens.
- b) When conditions are appropriate, and support units available, the officer will move into position to the rear of the suspect vehicle.
- c) The officer will signal the violator to stop, utilizing emergency equipment lights.
- d) When feasible, the violator will be stopped on the extreme right side of the road.
- e) The officer will ensure maximum protection and cover for him.
- f) At night, all lights will be focused on the interior of the suspect vehicle, including spot lights, to the disadvantage of the violator.
- g) The officer making the stop is in command and will direct each occupant, utilizing the public address system, to exit the vehicle individually according to specific directions and into the appropriate search position, after which the approach may be made.
- h) If a public address system is not available, the officer will give voice commands if they can be heard; if this fails, the officer will cautiously approach the vehicle, keeping all occupants in view, to a point where he can be heard.
- i) The primary officer will also give instructions to the secondary officers, even if not needed, to assure the suspects that additional support is available.
- j) The secondary officers will be responsible for detaining and securing the suspect(s).
- k) The secondary officers will not give additional commands as this would tend to confuse the suspects, but will make their presence known by responding to the commands given by the primary stop officer.
- l) Extreme caution will be exercised by officers not to get within each other's line of fire.
- m) Arrestees will be searched and handcuffed prior to being transported.

5. Officers Conduct During Traffic Stops

Objectives of Traffic Stops: There are two major objectives of a traffic stop. The attainment of these two objectives depends upon the officer's ability to evaluate the violator's mental outlook, physical condition, and facts concerning the violation. This requires a thorough understanding of human relations and demands flexibility on the part of the officer. Enforcement procedures should minimize conflict which may develop between the officer and violator and assist in achieving the two major objectives, which are:

- a) Immediate objective: To take proper and appropriate enforcement action.
- b) Ultimate objective: Favorably alter the violator's future driving behavior.

The Officer is to be alert at all times for the unexpected, but do not be obviously apprehensive. Be absolutely certain the observations of the traffic violation were accurate, without reservation. Present a professional image in dress, grooming, language, bearing, and emotional stability. Do not engage in a verbal argument with the violator, remain professional during the traffic stop encounter.

6. Speed Enforcement Equipment

Speed Enforcement: Excessive speed is one of the greatest causes of death and injury on the American highways. Uniform methods of enforcement of speed laws within the City of Pocomoke City should be applied by all officers. Procedures for the enforcement of laws applying to speed will vary in accordance with the type of equipment used.

This Department currently utilizes two types of Radar Units. A hand-held and mobile unit. These units are to be accurately tested prior to the beginning and end of each shift. Only officers that are certified in the use of radar equipment may use this equipment. The hand-held radar units are stored in the officers room. All officers are to sign these units out when using, and logged them back in on the appropriate form in the officers room. It is the on-duty shift supervisors responsibility to ensure these units are returned prior to the end of their respective shift assignments. The on coming shift supervisor should also check to ensure all equipment is accounted for at the beginning of their shift assignments.

This Department also has a Pro Laser 3 hand-held, speed measuring device. This units is also to be accurateratly test prior to the beginning and end of each shift. Only officers that are certified in the use of the speed enforcement Laser, will be permitted to use this device. This unit is also stored in the officers room. All officers are to sign this unit out when using, and logged the return of the equipment on the appropriate form in the officers room. It is the on-duty shift supervisors responsibility to ensure this unit is returned prior to the end of their respective shift assignments. The on coming shift supervisor should also check to ensure all equipment is accounted for at the beginning of their shift assignments.

7.DUI/Drug Enforcement Procedure

The ability to operate a motor vehicle is reduced or impaired by the consumption of alcoholic beverages or other drugs. It does not imply the operator of a motor vehicle be in a state

of alcoholism or drug-induced stupor or be entirely incapable of exercising physical control of his/her vehicle. Driving under the influence of intoxicants is an offense generally associated with leisure-time activity. Consequently, most arrests are made during the evening hours or in the early morning hours after taverns close or social gatherings end. Although the intoxicated driver may be observed any day of the week, weekends and holidays reflect an increase of offenses and arrests. Officers shall be familiar with MD Annotated Code, Transportation Article, 21-902 dealing with driving under the influence.

Locating and Stopping:

As soon as an officer suspects a driver of being under the influence, observations should be noted for future reference. In most cases the officer will observe deviations from normal driving behavior. The following deviations are some of the indicators that a driver might be suffering some form of impairment:

- Turning with a wide radius;
- Straddling center of lane markers;
- Appearing to be drunk;
- Almost striking object or vehicle;
- Weaving;
- Driving on other than a designated roadway;
- Swerving;
- Speed more than 10 mph below the limit;
- Stopping without cause in a traffic lane;
- Following too closely;
- Drifting;
- Tires on center or lane markers;
- Braking erratically;
- Driving into opposing or crossing traffic;
- Signaling inconsistent with driving actions;
- Slow response to traffic signals;
- Stopping inappropriately (other than in lane);
- Turning abruptly or illegally;
- Accelerating or decelerating rapidly;
- Headlights off during hours of darkness.

When you have observed a driver, whose actions are similar to the above or are not consistent with sound driving practices, an immediate stop should be made.

Be alert and use extreme caution when stopping a suspected intoxicated driver. Keep in mind that alcohol or drugs affect judgement and may result in erratic and foolish behavior.

Officers will be polite and business-like, remaining aware that the driver's judgement, self-restraint, and self-confidence are the first faculties to be distorted by alcohol, creating the setting for lack of cooperation, belligerency, and even physical contact. Do not allow yourself to be drawn into an argument. Get the violator out of the vehicle and to a safe location, carefully observing all actions and statements. Obtain the person's operators license or other identification, if you have not previously done so.

Suspected drivers will be requested to perform preliminary tests. These tests may include Horizontal Gaze Nystagmus, Walk and Turn, and/or One Leg Stand. Every officer has been trained to conduct these tests also known as the Standardized Field Sobriety Tests. The officer, before administering the tests will take into consideration the present weather and environment factors, the terrain in which the driver will perform the tests and the physical condition of the driver.

The test results and driving behavior should be collectively weighed in the decision to make an arrest; however, the suspect driver may refuse these tests. If so, the officer may arrest on the basis of observations of driving behavior. The officer is then to transport the subject back to the Pocomoke City Police Department to conduct processing, this will include:

- Completion and issuing Advise of Rights DR15;
- Completion and issuing DR15A Order of Suspension;
- Photo;
- Citations; and
- Any copies of a breath test result issued by MSP

In all cases the drivers right to a chemical test of the breath will be offered. If requested the driver will be taken to the nearest MSP barrack for the administration of an intoxalyzer examination in accordance with standardized MSP procedures.

The suspect driver, whose dexterity performance is unacceptable yet the chemical test reveals no alcohol consumption, should be carefully observed for signs indicating drug usage or abuse in building probable cause for arrest.

Depending on the circumstances, the suspect may be issued a citation and released from the department, after processing, to a third party or may be dropped off at their residence, a motel, etc.

If the arresting officer or supervisor has reason to believe the individual will not show up for court, the suspect has no permanent mailing address, if the suspect is a habitual offender, or when there is concern for the individual's safety, the officer may choose to transport the suspect to the commissioner's office.

The arrestee's vehicle may be driven away by a licensed driver with a valid status. If no one is available to drive the vehicle away, the vehicle will be towed.

8. Parking Enforcement

Parking enforcement activities. It is the responsibility of all officers to be familiar with parking restrictions in the City Code of the City of Pocomoke City and to take proper enforcement actions in cases of violations. Special attention should be given to the following:

- a) During peak traffic hours officers shall be especially alert for illegal parking that disrupts the normal flow of traffic;
- b) Parking violations shall be issued for violations in all time zones and for other violations under this section;
- c) Particular emphasis will be placed on improper parking in handicapped spaces, and parking tickets may be written for this offense on both public and private property; and
- d) Squad Supervisors will assign personnel to patrol the downtown or other highly congested areas as needed, for parking violations. This patrol may be by vehicle or foot.

9. Traffic Accident Investigation

The Pocomoke City Police Department has as one of its goals and objectives the reduction of motor vehicle accidents. To accomplish this, the department performs a variety of traffic accident investigation functions including providing emergency service to the injured, protecting the accident scene, conducting accident investigations and follow-ups, preparing reports and taking proper enforcement action relative to incidents. The purpose of accident investigation is to properly determine the causative factors involved in an automobile crash and utilize these factors to develop enforcement that will reduce the incidence of accidents. Accident reports taken are utilized by the Motor Vehicle Administration, the Maryland State Police and the State Highway Administration at the state level and by the City of Pocomoke City at the local level to study the frequency of crashes at a given location and time, the causes, the conditions that exist at the time, etc... The reports are also used by the City of Pocomoke City to develop selective enforcement programs engineering studies, and to promote street and highway safety.

The purpose of this directive is to establish guidelines for the proper handling of traffic accidents and for the collection and utilization of data that will reduce the probability of a citizen being involved in an automobile accident that will result in property damage, injury or death.

10. Traffic Accident Reporting and Investigative Responsibilities

Upon the receipt of a report of a motor vehicle accident that requires the services of a police officer, the officer assigned shall proceed as follows:

- a) By response code at the discretion of the squad supervisor and as expeditiously as possible to the scene. The police vehicle should not be parked at the scene in a manner that will endanger other pedestrians, motorists, or citizens. The number of responding units will be determined by the degree of severity of the accident and at the discretion of the squad supervisor. The officer should consider using the police vehicle as a shield to protect the scene as well as himself. Multiple car responses may be required for the direction and clearing of traffic at the request of the first officer on the scene.
- b) If during periods of reduced visibility or darkness, the officer shall put on a reflective safety vest prior to leaving the vehicle. Flares are available in each police vehicle for use in creating an illuminated warning pattern to alert other motorists. Traffic cones may be requested from the Public Works Department and used as well. The objective is to protect the scene and participants and to temporarily detour traffic safely around the scene.

Reportable Motor Vehicle Accidents - It is the policy of this Department to investigate and fully report the following types of traffic accidents by completing an incident report and an ACRS Report:

- a) Fatal accidents;
- b) Personal injury accidents;
- c) Accidents resulting in placement of charges specifically relating to the cause of that particular accident;
- d) Hit and run accidents when a witness is available or when a description or partial description of the striking vehicle is available or when physical evidence exists as a basis for possibly identifying the striking vehicle;
- e) Accidents involving government-owned property/vehicles, regardless of the level of government;
- f) Property damage accidents involving a vehicle becomes so disabled as to prevent its normal and safe operation, except property damage accidents occurring on a private parking lot or other private property regardless of the extent of damage;
- g) Accidents involving any school bus, when the bus is being used to transport children / students;
- h) Accidents involving pedestrians;
- i) Vehicle Fires;
- j) Impairment due to alcohol or drugs; and
- k) Accidents involving Commercial Vehicles.

Non- Reportable Vehicle Accidents - It is the policy of this Department to complete an incident report and an Insurance Exchange Form for Non-reportable motor vehicle accidents such as:

- a) Minor vehicle accidents involving no personal injuries
- b) Minor vehicle accidents involving no disabled vehicles

Accident scene responsibilities of the first officer at the scene include:

- a) Administering emergency medical care pending arrival of a rescue squad;
- b) Protecting accident scene;
- c) Preserving short-lived evidence (broken parts, skid marks, etc.);
- d) Establishing a safe traffic pattern around scene;
- e) Locating witnesses and recording accident information; and
- f) Expediting removal from roadway of vehicles, persons, and debris in minor accidents.

When a traffic accident occurs, the officer assigned to that Patrol Sector in which an accident occurs shall normally be responsible for the investigation of any accident that occurs in their sector. They shall have the responsibility and authority to request assistance as needed. They are also the primary investigating officer and in charge at the scene, unless the Squad Supervisor deems it more appropriate to assign another officer these responsibilities

In a particularly serious accident involving severe injuries, fatalities, multiple vehicles, etc., it may be necessary to summons expert or technical assistance from a specialized unit or outside agency. The Shift Supervisor will make this decision and contact the Patrol Commander for further clearance.

11. Traffic Direction and Control

The Pocomoke City Police Department performs traffic functions such as point traffic control, parking control,

Departmental sworn personnel are issued reflectorized vests and high visibility raincoats, and shall utilize them, as appropriate, when directing traffic or in the roadway controlling traffic

To indicate the officer is present for the purpose of directing traffic, they should:

- a) Position themselves so that they can be seen clearly by all, usually in the center of the intersection or street;
- b) Use on flashlight with illuminated cone (when provided);

- c) Use flares or cones when applicable.

12. Pursuit of Motor Vehicles

Pursuit - an active attempt by a law enforcement officer in a motor vehicle to apprehend one or more occupants of another moving motor vehicle, where the driver of the fleeing vehicle is aware of the attempt and is resisting apprehension.

Ours is a highly mobile society and this fact, coupled with the natural desire of a law violator to avoid arrest, may often result in situations that suggest the necessity of pursuit contrary to traffic laws and regulative signals.

Patrol officers shall make every reasonable effort to apprehend a fleeing violator, but pursuit should not be carried to such an extent as to appreciably endanger the lives of innocent users of our streets and highways, or the officer himself. In the case of traffic violations, officers may pursue the violator for a reasonable distance necessary to overtake the violator for the purpose of a traffic stop. If the violator disregards the officer's signal to stop, the officer must use sound and prudent judgement when continuing the pursuit of a vehicle.

As a general rule, pursuit is not recommended or favored when the potential danger to the officer and the public outweigh the potential advantage of apprehending a fleeing vehicle by such means. Delay may also be the wiser choice when the person is known and he or she poses no immediate threat to the community. On the other hand, it is not in the best interests of public safety to advocate a policy that would encourage the dangerous driver, or the fleeing criminal to proceed without the imminent possibility of police intervention.

All of the following criteria must be met for the initiation of pursuit.

- a) The suspect exhibits the intention to avoid arrest by using a vehicle to flee apprehension for a serious felony that would normally require a full custodial arrest, and
- b) The suspect operating the vehicle refuses to stop at the direction of the officer, and
- c) The suspect, if allowed to flee, would present a danger to human life or cause serious injury.

Each officer must use his discretion in determining whether or not to commence pursuit bearing in mind the guidelines outlined herein; once a pursuit is initiated, the continuation of the pursuit will be authorized by the supervisor or commander. Many factors should have a bearing on his choice, but some of the major ones may be listed:

- a) Road / Weather conditions;

- b) Traffic conditions;
- c) Time of day;
- d) Type of vehicle involved;
- e) Nature of the offense;
- f) Available back-up / additional units;
- g) The officer(s) not having concurrent jurisdiction

Once made, the decision to pursue is not irrevocable, and it is the prudent officer who knows when to discontinue the pursuit. It is better to abandon the pursuit when the risk of danger to himself or to the public is high or when weather or road conditions are poor. The experience and common sense of each officer and his knowledge of the area should also guide him in his decision. When pursuit is undertaken, each officer is responsible for observing the specific procedures that follow.

- a) If at all possible, especially when the situation involves traffic violators or other misdemeanor occurrences, the police officer should take preventive measures in an attempt to avoid continuing a pursuit by immediately obtaining the attention of the occupants(s) of the vehicle so that he may choose to stop;
- b) The officer shall utilize the vehicle siren and emergency lights. In the hours of darkness, care should be taken not to blind oncoming traffic.

Continuing pursuit (over a greater distance and for a longer period of time) is authorized when the officer is pursuing a vehicle being operated in such a manner that the public safety is seriously endangered; or when the apprehension of the occupant(s) is considered paramount to ensure public safety.

Either marked or unmarked police vehicles shall be used for continuous pursuit. If the initial pursuit must be undertaken by an unmarked or other type of police vehicle, such vehicle shall consider having a marked police vehicle pursue when a marked vehicle is able to undertake the pursuit. Other units may be dispatched to assist, at the request of the initiating officer. The secondary response unit shall yield the right of way to the pursued and pursuing vehicle(s) and will assist as needed. The unit shall maintain a safe distance from the vehicles involved in the pursuit and shall be available to assist in apprehension.

Upon commencing pursuit, the officer shall immediately make radio contact with the PCO and communicate the following information:

- a) Identity of the officer
- b) MOST IMPORTANT, The exact location and direction of travel; and
- c) Description of the vehicle to include registration information, make, model, color, and

number of occupants ;

- d) The offense for which the vehicle and/or occupants are being pursued.

Radio contact shall be maintained and the officer shall broadcast the location and direction of travel of the vehicle pursued. When it is anticipated the pursuit will enter another jurisdiction, the appropriate police department will be notified, when possible, and all pertinent information furnished. Primary command responsibility shall rest with the Supervisor or Commander. If an officer receives a communication from the Supervisor or Commander the pursuit be terminated, he shall do so immediately, reporting the final location and direction of travel of the pursued vehicle at the time of termination. The pursuing officer has the option to terminate pursuit when they determines the safety of the public, conditions of the road, weather, traffic or other factors so necessitate. They shall notify the PCO of their decision and relay the final location and direction of travel. Supervisors are reminded the pursuits for motor vehicle charges only maybe terminated.

Fleeing felons will be pursued outside of our jurisdiction. Whenever the pursuit becomes more harmful/detrimental to the welfare of the public, it will be terminated by the supervisor.

Supervisors will immediately notify the Patrol Commander of the pursuit and its result. In addition to the report field by the pursuing officer, the on duty supervisor will file a supplement report prior to going off duty.

The Patrol Commander shall complete a report analyzing the pursuit before ending his tour of duty and submit this report to the Chief of Police. The report will address the following issues in this order:

- a) What was the reason for the pursuit?
- b) What were the conditions of the pursuit (e.g., traffic, weather and road condition, time of day, vehicle speed, number of officers involved, number of vehicle involved, etc.)?
- c) During the pursuit, did the actions of the involved officers conform to established departmental policy?
- d) Were there any exceptions to the policy? If so, what were they and why did they occur?
- e) Was any action taken against the suspect vehicle? If so, what circumstances necessitated the use of this action?
- f) If personnel and/or vehicles from other agencies assisted in the pursuit, how many personnel and vehicles responded and what role did the assisting agencies have in the pursuit?
- g) Was there any personal injury or property damage sustained during the pursuit? If so, what was the extent of the injury and/or damage?

The Patrol Commander shall, at the completion of his/her review of the pursuit, shall

determine if disciplinary action is warranted; disciplinary action shall be handled in accordance with the department's Disciplinary Matrix. If appropriate, the Patrol Commander shall recommend training needs and/or policy modification(s). These procedures and guidelines shall be followed in conjunction with all relevant existing statutes, by-laws, ordinances, departmental policies and procedures, rules and regulations.

Interjurisdictional Pursuits

The policies and procedures for pursuits are the same for Interjurisdictional pursuit as for intra jurisdictional pursuit. Officers may become a secondary response unit at the request of the outside agency. If a pursuit initiated by this agency leaves the City of Pocomoke City, a unit from the jurisdiction entered will be requested to become the primary unit in the pursuit. A pursuit initiated in the City may be continued by the initiating officer until relieved by a unit having competent jurisdiction. The Squad Supervisor or person acting in that capacity will coordinate requests by or from this agency with the allied agency supervisor or commander.

18.28 SOCIAL SUPPORT AGENCIES

The Pocomoke City Police Department encourages utilization and support of social service agencies within its area in order to divert juveniles out of the court system. Our policies and procedures relating to juveniles are developed utilizing any positive feedback/input from these supportive agencies. These agencies include, but are not limited to:

- Worcester County Health Department;
- Worcester County Mental Health;
- Maryland Department of Social Services, Child Protective Services;
- Worcester County Department of Recreation and Parks; and
- Lower Shore YMCA

When investigating cases involving juveniles, the officer should recommend to parents and/or attempt to divert the juvenile to one of the social service agencies, when it is appropriate and determined that one of these agencies services may be of more benefit in correcting the situation than utilizing formal handling through the court system. Similarly, in formal handling of a juvenile, the officer may recommend appropriate service agency programs.

In matters concerning policies of juvenile procedures, the CID representative will solicit input from other juvenile justice system representatives in an effort to respond to the needs of the community in a professional manner. Those representatives include, but are not limited to:

- Department of Juvenile Services;
- "Master" of Juvenile Court; and

- Representatives of juvenile detention facilities

18.29 SCHOOL CROSSING

It will be the Policy of the Pocomoke City Police Department to conduct a school crossing detail at Eighth Street and Market Street daily. This detail will be conducted prior to the beginning and end of school hours. This detail may be aborted in the case of an emergency or if manpower issues prohibit the ability to conduct this detail.

18.30 VEHICLE TOWING

Purpose

To provide the Pocomoke City Police Department officers direction so they may operate on a sound, legal basis when towing vehicles.

Policy

It will be the policy of the Pocomoke City Police Department to ensure the free flow of traffic and take steps to safeguard vehicles from potential hazzardous situations, and to minimize vehicle damage and theft.

Request for authorized Towing by Officers:

When an officer needs a tow truck to remove a vehicle, personal or departmental police vehicle they will contact dispatch, and request the next available tow service that is on the Tow List with the Pocomoke City Police Department. The driver, or vehicle owner maybe given the option of what tow swervices they request, depending on the circumstances.

1. Unless exigent circumstances exist, the officer will not:
 - a) Request the services of any particular towing company unless is made by the driver, own
 - b) Allow any towing services to remove the vehicle other than the company dispatch
2. When exigent circustances exist which require an immediate response and the supervisor determines that another tow company can provide the required assistance in a more efficient or expeditious manner, the supervisor may deviate from the normal procedures and request that tow company handle the service.
 - a) Such a request will be recorded as a response for the tow company who responds.
 - b) Any tow company by passed in such situations will be requested for the next call for service.

3. Notification to Owners

When a vehicle is towed, the officer handling the incident will be responsible for the following:

- a) Notifying the registered owner
- b) Record date, time, and how notified in RMS, the incident call notes
- c) Provide the registered owner the phone number and name of tow company
- d) Operators of a vehicle that is to be towed will also be provided the information of the tow service and the officer will record the information given to the operator in the RMS system.
- e) Notification to the registered owner should be completed promptly unless weather or pending calls for service prohibit the officer.

4. Removal of Vehicles

Vehicles will be removed from the roadway in the following instances:

- a) Abandoned vehicles after 72 hours once tagged
- b) Vehicles that obstruct free flow of traffic
- c) Any creation of a traffic hazard
- d) Any vehicle operated with unsafe equipment that poses a danger to the public
- e) Traffic Collisions
- f) Blocking of private driveways

The officer may allow the registered owner or operator the option of having a tow company of their choosing to respond to have their vehicle removed.

All officers will conduct an inventory search of the vehicle and complete the appropriate form when vehicles are towed by the Pocomoke City Police Department. This is to account for any property during an inventory search, the officer will stop immediately, secure the vehicle, and obtain a search warrant. Only after the search warrant is obtained will the search resume.

5. Operators or Owners involving drivers license, insurance, and registration, must appear violations

During drivers license, insurance, and registration, must appear violations the vehicle

will not be left in

- a) Permit the operator to contact a licensed driver
- b) Ask the operator if they have a tow company they would like to respond
- c) Provide the operator adequate time for a licensed driver to respond in order to resume operation

Must Appear insurance violations and must appear vehicle registration violations will result in the vehicle

6. Vehicles retained for Evidence / Processing

When a vehicle is being retained for evidence or further processing, the investigating officer should seek evidence, the investigating officer should advise the tow company the Department will assume the towing or for the owner/operator's responsibility to pay all towing and storage fees. will be

When a vehicle is reported as stolen after the vehicle has been involved in a crime or fleeing from police

Once processing is completed it is the investigating officers responsibility to contact the owner and advise

7. Vehicle Release

In every instance when a vehicle is stored at the direction of the Pocomoke City Police, every reasonable

When authorizing the release of stored vehicles, officers shall not be concerned with any financial matters resulting from said storage. Vehicles may be released to the following persons or under

- a) To the owner or to an authorized agent of the owner with a notarized form from the owner giving such
- b) Upon presentation of a court order.
- c) Upon presentation of a notarized form or document indicating the person or firm named in the form
- d) The vehicle may not be released if the officer has placed a hold on the vehicle.

8. Tow Company Rotation

Towing companies will be utilized on a chronological and rotating basis. If a towing vehicle is not available to any police vehicles that is in need of a tow. The only exception to this procedure will be if a registered owner

18.31 EQUIPMENT

1. Marked Patrol Vehicles

Patrol vehicles of the Pocomoke City Police Department are conspicuously marked to include but not limited to

- a) Exterior-mounted / Interior emergency lights;

- b) The department's name;
- c) Siren
- d) Speaker
- e) Radio
- f) Computer
- g) E-tix printer

2. Unmarked Vehicles

The department's unmarked vehicles are equipped at a minimum with:

- a) Emergency lights;
- b) Siren
- c) Radio

3. Equipment in Patrol Vehicles

Each patrol vehicle and some CID vehicles will be maintained so that officers are able to respond appropriately to routine and emergency incidents. Many times our officers find themselves in emergency situations that involve the use of first aid supplies.

We must keep in mind our area of responsibility is not the actual treatment of injuries, but for the administering of aid until emergency service personnel arrive. Of course, this does not apply to those situations which require immediate action, such as CPR, blocked airways or choking.

Each patrol vehicle will contain at a minimum the following equipment:

- a) A first aid kit to include adhesive tape, dressing pads, trauma dressing, roll gauze
- b) Flares
- c) Fire extinguisher.

It will be the responsibility of the Squad Supervisor to assure the prescribed equipment is in each vehicle during their monthly vehicle inspections. Any equipment or supplies that need to be replenished will be handled through the Squad Supervisor.

4. Authorized Personal Equipment and Apparel to be Worn by Patrol Officers

The Pocomoke City Police Department provides every employee with authorized apparel (except socks and underwear) and equipment to ensure uniformity and prevent the use of unauthorized or substandard items. The Patrol Commander will coordinate with the designated Quartermaster.

Uniform Class

Class A – Full dress uniform, including dress blouse. This uniform will be designated for special events at the order of the Chief or Command staff.

Class B – Dayshift Uniform, shirt, pants, tie with long sleeves, issued uniform by the department.

Class C – Nightshift Uniform – Polo shirt, BDU pants, ball cap, issued by department

Other – Bike Uniform

The department issued hat is apart of the uniform. The felt stetson hat is to be worn with the Class A Uniform at all times outside of your vehicle, and outside of the department, with no exceptions.

5. Court / Meeting Apparel

Attendance at a court or quasi-judicial hearing as required by subpoena, or other official notification, is an

6. Uniform Duty Equipment

A protective vest is issued by the department to each sworn police officer. All personnel must wear their is

All duty gear will be issued by the department. In order to maintain uniformity, only departmental issued

18.32 CITY ORDINANCE VIOLATIONS / CRIMINAL CITATIONS / CIVIL CITATIONS

The goal of the Pocomoke City Police Department is to deter and combat crime using all investigative methods available. The procedures in this section relates to responsibilities of the Police Officer.

Policy

The purpose of this policy is to provide guidelines for the issuance of Pocomoke City Municipal Infractions.

Procedure

Police Officers will be responsible for the knowledge of all chartered Municipal Infractions, civil violations and criminal offenses in which a citation can be utilized.

Each Officer has been assigned their own personal copy of the Pocomoke City Ordinance violation manual, and reference material for civil citation offenses. Each Officer is responsible for the

Any local City Ordinance the Police Department normally enforces may be issued on a civil citation.

CRIMINAL CITATIONS

It is the policy of the Pocomoke City Police Department to issue a Petty Offense Citation whenever a defendant meets the criteria of this written directive.

Purpose

The purpose of this written directive is to establish a standard form and procedure for the issuance of a

Procedure

- a) This citation takes place of the officer having to transport the detainee to the District Court Co
- b) A citation can be issued in lieu of transportation to the District Court Commissioner's Office for petty offense which meets the criteria set forth in this directive. It is
- c) The issuance of a citation is subject to all relevant laws of arrest, probable cause, and any ot
- d) Officers will follow District Court Guidelines for the completion of criminal, civil, and juvenile

Rules and Regulations

Criminal Citations may only be used for petty offenses as defined in Maryland Rule 4- 102 or for other o

Definitions

- a) Petty Offense: A petty offense is any violation of state, county, or local ordinance for which a penalty does not exceed imprisonment for more than three (3) months and/or a fine of \$500.00, the only exception to this rule is theft +\$100.00 but less than \$1,500.00
- b) Citation: For purposes of this directive, a citation is the charging document for petty offenses.

18.33 SAFARILAND LE 5 BODY WORN CAMERA SYSTEM

Purpose

The purpose of this policy is to provide officers guidance and standards regarding the capture and use of audio and video recordings via the Safariland LE 5 Body Worn Camera.

Policy

The Pocomoke City Police Department has established standards and guidelines related to the capture and use of audio and video recordings via the Safariland LE 5 video recording system. This system will be used to document events and capture data to be preserved in a web-based digital storage facility at Evidence.com. Once recorded, these recordings cannot be altered in any way and are protected with multiple layers of encryption.

Definitions

Audio Recording – Electronic recording of conversation or other spoken words.

Event Mode – In Event Mode the body camera saves the buffered video and continues recording video and audio for up to 12 hours.

Evidence.com – An online, web-based digital media storage facility that stores digitally encrypted data (photographs, audio and video recordings) in a highly secure environment. The recordings are accessible to authorized personnel based upon a security clearance.

Safariland LE 5 Dock – A docking station that simultaneously charges the Safariland LE 5 body camera and uploads all data captured during the shift to Evidence.com. The docking station ensures that evidence handling is secure and not altered.

Safariland LE 5 Body Camera – Audio/Visual recording device which mounts on the officer's torso or uniform.

Normal (Buffering) Mode – The Safariland LE 5 continuously loops video recording for 30 seconds. It records only video in buffering mode.

Privacy Mode – Holding the function button for three seconds will mute audio; video will still record.

Video Recording – Electronic recording of visual images with or without audio.

Procedures

1. Only those officers who have completed approved training will be allowed to operate the Safariland LE 5 system.
2. Officers will inspect the Safariland LE 5 system for any physical damage and to ensure the device is functioning properly.
3. The Safariland LE 5 system shall be worn at all times the officer may become involved in an enforcement activity.

4. Officers shall begin recording as soon as practical during a given situation and continue to record
objection to recording, recording will be halted unless consent is later granted.
- a) Once the situation stabilizes, if it is necessary to discuss issues or concerns
 - The intention to stop the recording will be noted by the officer verbally on the Safariland LE 5.
 - As soon as the private conversation is completed, the Safariland LE 5 shall be returned to Event Mode.
5. When an incident arises that requires the immediate retrieval of a digital recording, (serious crime scenes, officer involved shootings, department involved motor vehicle accidents), a supervisor shall respond to the scene to secure the Safariland LE 5.
6. Officers shall document, in all reports, if the Safariland LE 5 system was utilized during an event.
7. The Safariland LE 5 shall not be used in Pocomoke City Police Department locker rooms, restrooms, or other areas where privacy is required.
8. Officers shall not record confidential informants or undercover officers.
9. The Safariland LE 5 will not be intentionally activated to record conversations of fellow employees.
10. Officers may allow citizens to review video or audio recordings without approval from a supervisor, when used in furtherance of an investigation, such as suspect property.
11. Officers will immediately report to their direct supervisor any loss of, or damage to, any part of the Safariland LE 5 equipment.
12. Any officer who intentionally disables or damages any part of the Safariland LE 5 system or who fails to activate or deactivate the system required by his policy, without a justifiable reason, will be held accountable and subject to criminal and – or internal disciplinary action.

Media Storage for the Taser Safariland LE 5

1. At the end of each shift, officers shall upload the media via the computer or docking station to the Safariland Video Storage Management System.
2. The Safariland LE 5 cannot be removed from the download station until the data has been uploaded.
3. The media captured via the Safariland LE 5 will only be uploaded to Safariland Video Storage Management System.
4. Officers shall properly categorize all videos prior to the end of each shift. Case numbers shall be entered into the system.
5. Officers may use media captured, directly from the camera or Safariland Video Storage Management System.
6. Media captured via the Safariland Video Storage Management System may be used for training purposes.

7. Media captured via the Safariland will be accessed through Safariland Video Management Sys
8. All recordings are the property of the Pocomoke City Police Department. No video or audio po
9. Officers will not make copies of any video or audio recording for personal use and are prohibite

Review of Safariland LE 5 Media

1. Digital recordings shall be randomly reviewed by the body camera program administrator to r
administratively. A log of all videos reviewed will be captured by the Safariland Video
Storage Management System.
2. An investigator who is designated by the Chief or his/her designee and
participating in an official Pocomoke City Police investigation of a personnel complaint, claims
3. Viewing rights and/or copies of media may be given to legal representation or media outlets onl
4. In no event shall any digital recording be used or shown for the purpose of officer ridicul or

PROPERTY AND EVIDENCE CONTROL

Pocomoke City Police Department is responsible for the safeguarding and proper disposition of all property and evidence which comes into the care and custody of the agency. This policy establishes formal procedures governing the operation of the property/evidence control function for all employees of the agency.

19.1 General Provisions

All employees of this agency will properly process and secure all property which has been confiscated or which has otherwise come under Pocomoke City Police Department's care or control. Proper handling and security will comply with current law and established policy and procedures of the agency. Property which comes under the care of an employee which is subject to the property/evidence function outlined below, and is not to be released to the rightful owner by the end of the employee's work shift, will be turned over to the evidence custodian. In the absence of the evidence custodian, the items will be secured in the drop box in the officer's room or secured in one of the four evidence lockers in the officer's room.

19.1.1 Property Categories

For the purpose of this policy, property taken into the Pocomoke City Police Department's custody is categorized and defined as follows:

- A. Evidence: Anything that may be used during criminal prosecution to establish a case and to prove facts or elements of a crime before a court of law. Employees of the agency have a responsibility to protect/safeguard evidence related to any crime scene, and will not intentionally cause the destruction/discarding of that evidence.

Examples: Physical evidence left at the scene of a crime by a suspect or victim (latent fingerprints, bodily fluids, tools, weapons, documents, etc.)

Photographic evidence of crime scene and/or persons, written or recorded statements of victims, witnesses and suspects, and other written and recorded documentation which may be utilized to prove the facts of a crime in court.

- B. Found Property: Property which comes into the custody of Pocomoke City Police Department which:

1. Has an apparent value to the owner;
2. Is of no evidentiary value whatsoever, and;

3. Whose rightful owner may, or may not be known to the finder or the agency.
- C. Recovered Property: Located stolen property, turned in, seized, or otherwise coming into the custody of the Pocomoke City Police Department, which will not be utilized as evidence, and is available for release to the rightful owner.
- D. Safekeeping: Property of no evidentiary value recovered from a deceased or incapacitated person, or surrendered to an employee of this agency for temporary custody with the understanding the property will be returned to the rightful owner in accordance with applicable laws and Pocomoke City Police Department policy. Also property seized and stored through the civil process function or asset forfeiture proceedings, which is being held pending disposition by the court.
- E. Under Observation: Property of no apparent immediate evidentiary value, but is held, examined, and/or analyzed by a Maryland State Police Crime Scene Technician pending the development of suspect(s). Property may be returned after processing if no positive results are obtained. Items of no intrinsic value may be destroyed per policy.
- F. Property for Destruction: Property submitted only for disposal, including firearms, ammunition, knives, other weapons, as well as controlled dangerous substances and other contraband having no evidentiary value. Property for destruction may be seized from a citizen by an officer or released by a citizen to the Pocomoke City Police Department for disposal.
- G. Abandoned Property: Property damaged, inoperative, or partially dismantled, having no apparent evidentiary value or intrinsic value to the owner. The Pocomoke City Police Department will follow current agency policy and/or applicable laws and ordinances regarding removal of trash or garbage found on public or private property. The Pocomoke City Police Department's Property Unit will not handle abandoned property.

Documentation

- A. Reporting
1. Any item of property taken into custody by any member of the Pocomoke City Police Department must be documented on an incident report. The report will describe how the property came into the agency's possession, a detailed description of the property, and vital information available regarding the owner and/or finder to include names, addresses and telephone numbers.
 2. Exceptions: The only items of property not requiring documentation on an Offense/Incident Report are driver's licenses and vehicle registration plates when they are seized strictly through traffic enforcement and are turned in solely for the purpose of return to the Motor Vehicle Administration, i.e., driver's license seized as result of

DUI arrest/suspended license (turned in directly to the Records Section with the citations), or registration plates which are expired, or subject to a "pick-up order".

3. Employees will check traceable property through NCIC and MILES to ascertain whether the property has been reported stolen. The results of the NCIC and MILES checks will be documented on the Offense/Incident Report.

B. Property Record

1. A Pocomoke City Police Department Property Record Form will be completed when property in any category is taken into custody for release to its rightful owner, or to be turned in to the Property Unit, either directly or via temporary property storage locker.

2. Property Records will be completed thoroughly and will include accurate and detailed information regarding the description of the property, recovering person and recovery location. The Property Record shall be completed with all available information. The record should properly note whether the property is evidence, for destruction or to be held for safekeeping.

3. Dissemination of Property Records

Pocomoke City Police Department Property Forms will be attached to all property/evidence recovered and submitted with the items. The Pocomoke City Police

Department Property Forms will stay with the property/evidence until they are released to an owner or they are destroyed. If property/evidence items are returned to the owner or destroyed, the property forms will be forwarded to the Records Department, where they will be placed in the original case file. Evidence requiring further examination at the Maryland State Police Crime Lab must have a completed MSP 67 form attached to the evidence. The original form will stay with the evidence and a copy of this completed MSP 67 form will be forwarded to the Records Department to be placed into the original case file after the evidence has been turned over to the crime lab.

4. Separate Property Records

The following items of property will be recorded on separate Property Records. These items are not to be listed on any Property Record with other items from the same case or any other case:

- a. Items from the same case/incident with multiple owners (one owner/finder per Property Record);
- b. Controlled Dangerous Substances (CDS) and paraphernalia to be analyzed;
- c. Paraphernalia containing CDS residue, but not to be analyzed;
- d. Paraphernalia not containing CDS residue (scales, unused baggies, rolling papers, etc.);
- e. Money;
- f. Latent lifts (multiple lifts from same case permitted on one record); and
- g. Audiotape statements (multiple tapes from same case permitted on one

record).

h. Any firearms (multiple firearms from the same case are permitted on one [1] record).

i. Cellular phones collected as a result of a CDS investigation. The Property Record shall include the make, model, and serial number, MEID number and FCC I.D. number.

5. Chain of Custody

A complete and accurate Chain of Custody must be maintained on all items submitted as evidence. The Chain of Custody begins with the original location or person from which the item was initially recovered, and concludes with the item's final disposition. For instance, if Officer Smith recovers a knife from a store parking lot following an assault, the first entry on the Chain of Custody will be from "parking lot" to "Officer Smith". The Chain of Custody does not begin from "Officer Smith" to "property drop box".

6. The Property Unit Supervisor has the authority to refuse acceptance of any property or evidence which is not documented properly or is not legible.

Owner Notification

- A. Employees coming into possession of property, which is not evidence or contraband, will immediately make a reasonable attempt to identify and notify the owner or custodian that the property is being held and the manner in which the owner may seek release. Details and method of notification and/or attempts at notification will be documented on the Offense/Incident Report or Supplement Report.
- B. An incident of Found or Recovered Property is to be investigated and followed up on by the reporting officer as any other case would.

Packaging

- A. Items of property taken into custody to be turned in to the Property Unit must be appropriately packaged, sealed, initialed and documented to ensure the safety of all who handle it and the integrity of the items contained within. The Property Unit Supervisor has the authority to refuse acceptance of any item of property submitted in an unsafe, incomplete, or otherwise improper manner as defined in this policy. The Property Unit will, as soon as practical, notify the employee submitting the item, and/or the employee's supervisor, who will immediately initiate corrective measures.
- B. Property and evidence will be packaged in a manner that prevents damage to the item or any loss or corruption of physical evidence. All items, unless of such size so great as to prevent doing so, will be sealed with evidence tape, and initialed and dated by the submitting person. If an item needs to be processed by the Crime Lab, it must be covered,

packaged, clearly marked "TO BE PROCESSED", with appropriate section marked on the Property Record.

- C. The Property Record must be attached and turned in with the property whenever possible. Staples should be used sparingly.
- D. All needed packaging supplies are provided by the Property Unit and located in the Officers Room.
- E. As a general rule, the Property Unit will only unseal items which need to be processed (i.e. firearms for ATF traces, fingerprinting, test firing, etc.). All other items will remain sealed until signed out by officer for court, investigation, etc. and will not be unsealed/opened by any member of the Property Unit.

Biohazards

If property submitted under any category is known or believed to be a biohazard due to the presence of bodily fluids, or its recovery from any body cavity or other crime scene resulting in its exposure to biohazard material, packaging and documentation is to be clearly and boldly marked "BIOHAZARD". Biohazard stickers are provided with the packaging supplies.

Controlled Dangerous Substances (CDS)

- A. Officers are to follow the current "Maryland State Police Guidelines for Submitting Physical Evidence", a copy of which is provided in the Officer's Room with the CDS packaging supplies and sealer.
- B. All CDS and prescription medications must be packaged in the provided 9" x 16" plastic "Kapak" bag with scalloped edges. The bag must be heat-sealed and initialed by the sealing officer, with a permanent marker. If analysis is needed, an accurate Maryland State Police (MSP) Form 67 "Request for Laboratory Examination" will be completed and submitted with the property.
- C. Small items or multiple items should be placed in smaller Ziploc type bags, which are then placed into the "Kapak" bag. All items must be visible from the exterior of the "Kapak" bag or additional "Kapak" bags must be utilized.
- D. Needles and razor blades will not be analyzed by MSP. If submitted, the employee must indicate whether they are to be destroyed or retained in the file as evidence.
- E. Items sealed in the bag are properly listed on the Pocomoke City Police Department Property Record and on the MSP Form 67.

CDS and related paraphernalia, not requiring analysis or to be destroyed, must be

recorded on a separate Property Record from those to be analyzed and annotated accordingly.

CDS paraphernalia not containing CDS residue must also be packaged separately (Kapak bag unnecessary) and recorded on a separate Property Record.

- F. It is the responsibility of the submitting officer and the attending supervisor to ensure the accuracy of the records of submitted CDS. CDS will be placed into temporary storage pursuant to the guidelines located in the Storage and Security Section of this policy.

Firearms

- A. Firearms will be submitted unloaded. If for any reason a loaded, or suspected loaded firearm must be submitted, it should be secured in temporary storage locker. The duty officer must be notified.
 - 1. The firing mechanism must be protected to prevent accidental discharge.
 - 2. Agency armory personnel and the evidence custodian must be notified as soon as possible that a loaded firearm is in temporary storage. It is the responsibility of the Duty Officer to ensure agency armory personnel and the Property Unit are notified via e-mail when a firearm is stored in this manner.
 - 3. As a general rule, the evidence custodian will not remove the firearm from the temporary locker until the weapon has been made or declared "safe" by agency armory personnel. Exceptions may be made with supervisory approval if circumstances dictate removal of a firearm from the temporary storage locker prior to examination by armory personnel.
 - 4. Armory personnel will coordinate with the evidence custodian to remove firearm(s) from locker and will accurately complete the chain of custody portion of the attached Pocomoke City Police Department Property Form.
- B. Firing mechanisms will be secured on all weapons prior to temporary storage using a plastic "zip-tie", flex cuff or other method. If there are any questions regarding the proper procedure to follow when securing a particular weapon, the duty officer will contact the armorer. Plastic ties, metal wires, and other restraints will not be placed through the barrel of a firearm as they may alter the "ballistic fingerprint" of the weapon.
- C. Ammunition is to be packaged separately from firearms.
- D. Handguns, once made safe, will be packaged in handgun cardboard boxes, sealed with evidence tape and initialed by the submitting officer.

- E. Long guns, once made safe, will be packaged in a long gun cardboard boxes and secured in a temporary evidence locker in the officer's room.

Knives

Knives and other similar sharp objects are to be submitted to the Property Unit in the provided cardboard knife boxes. Folding knives which do not have the blade exposed can be packaged in a bag. If a knife or similar object is too large to fit in a provided box, the blade or sharp edge are to be wrapped with cardboard to protect those in the property chain of custody.

Bicycles/Large Property

Bicycles are to be secured in the rear storage area of the police department with a completed Pocomoke City Police Department Property Form attached to each bicycle. Officers are also required to complete the Bicycle Log Clipboard located in the storage area near the bicycles.

Monies

US Currency will be counted and recorded by denominations on the property form before it is secured in a bag. US Currency will be recounted by a supervisor or another officer to verify the amount of US Currency recovered. If the evidence custodian is unavailable to take possession of the US Currency it will be placed in a property/evidence drop box, located in the officer's room, until the evidence custodian is available. US Currency is logged into the property computer section/log by the evidence custodian. US Currency is transported to Pocomoke City Hall, where bank deposit paperwork is completed on this recovery. The US Currency is sent/secured in a designated Pocomoke City Police Account until disposition can be reached.

Photographs

Officers are also allowed to use their cellular telephone cameras to take photographs as well. Officers are required to email these photographs to the Records Department, so they can also be printed out and placed in the original case file.

Biological Samples/DNA

Biological specimens will be packaged according to the current "Maryland State Police Guidelines for Submitting Physical Evidence", a copy of which is provided in the Officer's Room. All items are to be treated as a biohazard.

Items of Biological/DNA evidence requiring refrigeration will be handled by a Maryland State Police Crime Scene Technician.

Consumable Goods

Whenever possible, consumable goods such as food and beverages will be photographed and returned to the owner or left at the scene. If it is necessary to store consumable goods, the submitting Officer will ensure the item is adequately sealed to prevent leakage.

Latent Lift Cards

Latent lift cards are to be completed including complaint control number, and submitted in a Latent Lift Envelope accompanied by a Maryland State Police 67 Form.

Clothing

- A. Clothing may be packaged in brown paper bags or cardboard boxes. Any wet, soiled, or bloody clothing will be dried as much as possible prior to submission. If wet clothing must be submitted, it will not be packaged in any plastic or similar bag that would prevent drying.
- B. When clothing is recovered from multiple victims and/or suspects it must be packaged separately to prevent cross-contamination.

Explosives/Chemicals

- A. Flammable, combustible substances and other potentially dangerous chemicals will not be stored in the property room or in the temporary storage lockers located inside of the Pocomoke City Police Department. The on duty supervisor will make contact with the Worcester County Fire Marshal's Office to take possession of these type substances. The original property form will be placed in the evidence drop box in the officer's room with a notation of flammable or combustible materials denoting its location.
- B. Disposable cigarette lighters which cannot be refilled and are not leaking are considered safe for general property storage. Ignitable liquids needing to be stored as evidence or analyzed will be limited to approximately two (2) ounce samples. Improvised Explosive Devices (IED's) will not be stored under any circumstance and will require the immediate disposal by the Fire Marshal's Office, bomb squad.
- C. Glass or metal containers with threaded lids or stoppers should be used to hold chemical or fuel samples. Avoid use of plastic containers, as some vapors will penetrate plastic.
- D. Nozzles on spray cans or similar dispensers should be protected to prevent accidental discharge.
- E. Clearly and boldly mark items that are potentially flammable, combustible, corrosive, or otherwise hazardous. Notify the Property Unit as soon as possible.

Fireworks

Fireworks confiscated and having no evidentiary value will be destroyed by the seizing officer in the presence of a supervisor by submerging them in water. The Property Record will reflect the action and be signed by the witnessing supervisor. In the event fireworks need to be temporarily stored, the attending supervisor will contact the Worcester Fire Marshal's Office for assistance.

Hypodermic Syringes/Sharps

Needles and syringes must only be submitted using a hard plastic sharps tube. The tube will also be sealed with tape. Such items should be stored as evidence only when essential to the prosecution of the case. Otherwise, needles and other sharps will be submitted only for destruction. A sharps container is located in the Officer's Room for the disposal of syringes, and razor blades. This container is for the destruction of such items. The red sharps container will only be opened by the Property Unit. Items placed in the sharps container by employees will be observed by a supervisor. A notation will be made on the property record indicating which items were placed in the sharps container. Do not place items needed as evidence in the container. MSP will not test needles for CDS. Biohazards will be clearly and boldly marked as such.

Documents

Paper documents will be submitted in a Ziploc type bag or envelope, marked with the Complaint Control Number. Documents are not to be stapled or attached directly to the Property Record.

License Plates

Whenever possible, license plates that are evidence will be photographed and returned to the Motor Vehicle Administration (MVA). Recovered stolen plates, once removed from MILES/NCIC, should be photographed and returned to the owner, if applicable. If the owner has obtained new plates, the recovered ones will be photographed and returned to the MVA. If the plates are needed to be retained, submit them in a large envelope or Ziploc type bag, marked with the complaint control number. Officers will indicate "RETAIN" or "RETURN TO MVA" on the property record.

Audio / Video Tapes

Audio and/or videotapes are to be marked with the complaint control number and submitted in a transparent evidence bag. Whenever possible, they should be packaged separately to prevent accidental erasure or other damage. Audio taped statements submitted for transcription will be recorded on a separate Property Record from other property.

Evidence/Property Control System

- A. To ensure integrity and safekeeping of items of evidence/property coming into the care and custody of the Pocomoke City Police Department, designated areas will be assigned for both permanent and temporary storage.
- B. Property must be placed into temporary storage or given directly to the Property Unit before the finding/seizing officer ends his/her tour of duty. At no time will an employee improperly destroy property/evidence or keep property in his/her personal possession, nor will he/she delay the submission of such items to the Property Unit. When immediate release of property is made, the completed Property Record is to be submitted to the Property Unit. It is the responsibility of the Officer collecting the evidence to ensure its proper processing or provide evidence to specialist for processing.
- C. Property and evidence submitted to the Property Unit will be recorded and stored properly as soon as practicable.
- D. Designated Temporary Storage Areas:
 - 1. Property/Evidence Drop Box - Locked U.S. Mail style receptacle located in the property area of the officers room, and only unlocked by Property Unit Personnel.
 - 2. Property/Evidence Lockers – Secured tall lockers #1, #2, #3, and #4, located in the officer's room, are designated for placing large or long items, such as rifles, baseball bats, and other similar type items.
 - 3. The red sharps container is located in the officer's room.
- E. Submission to Temporary Storage
 - 1. General Property/Evidence
 - a. Property will be properly packaged as described in the Packaging Section of this policy, and accompanied by the appropriate attached documentation.
 - b. A supervisor will inspect all property being submitted, along with accompanying documentation to ensure accuracy, signing the Property Record in the appropriate area.
 - c. The property will then be deposited into the appropriate temporary storage area as described above. For general property/evidence, this will normally be the property/evidence drop box, and/or property/evidence lockers. The doors on the lockers will remain ajar with the pad locks attached to the doors. Once property

is placed in the locker, the officer will close the locker door and attach as well as close the pad lock on this locker so that it is secure. Only property/evidence from one case will be submitted to a locker. The keys to the property/evidence lockers are maintained by the Evidence custodian. There is constant recorded surveillance of the temporary storage areas in the officer's room.

2. Biological / DNA Evidence

Items of Biological/DNA evidence requiring refrigeration will be handled by the Maryland State Police Crime Scene Technician.

3. Other Property/Evidence

- a. Other items of general property, which, for any reason, cannot be either turned in directly to the Property Unit or safely stored in any of the temporary storage receptacles, will remain in the custody of the Duty Officer or designee until such time it can be forwarded to the Property Unit. The chain of custody will be completed as required.
- b. The duty officer should be notified for evidentiary items and high risk property items (i.e. guns, drugs, cash or jewelry), which, for any reason, cannot be either turned in directly to the Property Unit or safely stored in any of the temporary storage receptacles. The duty officer will contact the evidence custodian to respond to the police department to secure these items.

F. Designated Permanent Storage Areas

1. Property Room - the primary storage facility for property, evidence, and related records and supplies. Strict limited access is by a key lock system.
2. Locked CDS/Money Room - Separate secured strictly limited access key-locked room for the storage of CDS and money.
 - a. Locking Money Cabinet – Strictly limited access cabinet located within the designated CDS/Money room for temporary storage of all monies.

ALL US CURRENCY IS ONLY TEMPORARILY HELD IN THE PROPERTY/EVIDENCE ROOM AT THE POLICE DEPARTMENT, UNTIL IT CAN BE TRANSFERRED TO THE CITY FINANCIAL OFFICE FOR DEPOSIT IN A CITY BANK ACCOUNT WHILE WAITING ON DISPOSITION.

- b. Locking CDS cabinets – Strictly limited access locking cabinets located within the designated CDS storage room for storage of CDS and related paraphernalia.

3. Locked Gun Room - Secured strictly limited access key-locked room for storage of handguns, long guns, and any other weapons classified as firearms. BB guns, pellet guns, air rifles, and paint ball guns are not stored in the gun room. Ammunition is to be stored in the main Property Room, always separate from firearms.

19.1.2 Release/Disposition of Property

A. Court/Investigation

1. Property and Evidence in the custody of the Property Unit may be temporarily released to an officer or prosecutor for court and/or investigative purposes. No property/evidence will be released without the person taking custody of the property/evidence properly completing and signing the Chain of Custody, with the date and time.
2. To help prevent delays and minimize interruption of other Property Unit functions, it is preferred an officer needing to sign out property/evidence for court notify the Property Unit in advance of responding to retrieve the items. This may be done by e-mail, voice mail, or written request to the Property Unit a minimum of two (2) days prior to court. No officer will be denied evidence needed for court in the event he/she is unable to request the property/evidence in advance.
3. Evidence in a criminal or civil case is available for viewing and/or copying by defense attorneys only as approved and arranged by the State's Attorney's Office.

B. Owner/Custodian

1. Generally, property will be released to its rightful owner/custodian by the Property Unit, unless it is released by the finding/seizing officer prior to the end of his/her shift.
2. If a police officer releases property to its owner or legal custodian, the police officer will confirm the owner/custodian's identity, and have the owner/custodian sign the Property Record with date and time of release. Otherwise, the police officer will instruct the owner/custodian to contact the Property Unit during normal business hours to arrange the release.
3. Police officers are not to advise a property owner/ custodian to respond to the Pocomoke City Police Department without an appointment to pick up property. Often the release of property involves research or documentation not immediately available.

4. When appropriate, a police officer may sign property out from the Property Unit and return it to the owner/custodian. If so, the Chain of Custody must reflect same and the Property Record is to be returned to the Property Unit with the signatures of the owner/custodian, the releasing officer and date and time of release.
5. Found or Recovered Property, excluding firearms and contraband, may be released to the owner or designee at any time.
6. Property submitted as "Under Observation" may be released to the owner or designee after processing is complete.
7. Property submitted for "Safekeeping", excluding firearms and contraband, may be released at any time to the rightful owner or designee. If the owner is deceased, the property may be released to an immediate family member or other person designated by the Probate Court.
8. Prior to the release of any property being held as evidence in the Pocomoke City Police Department Property/Evidence Unit, an evidence custodian will contact the submitting officer via electronic mail, and make notification that the owner/designee is requesting the property be released. The submitting Officer, in a timely manner, will advise whether said property/evidence can be released or must continue to be held. The submitting officer is the ultimate authority regarding the release of any property/evidence held in Pocomoke City Police Department custody.
9. Property to be released/disposed of by the Pocomoke City Police Department will be done so in accordance with State and Federal Law.

C. Final Disposition of Property / Evidence

1. Evidence
 - a. Property which is evidence in a court proceeding will be held for six (6) months after adjudication, unless otherwise directed by the State's Attorney's Office. After six (6) months, the property will be appropriately disposed of. If the court retains the evidence after trial for use in future court proceedings, the Property Record must reflect date and time evidence was released to the court, and must be signed by the receiving Clerk of the Court. An itemized, signed receipt from the clerk will suffice, but must be forwarded to the Property Unit immediately for inclusion in the property file.

- b. Evidence from homicide cases and other serious crimes against persons (i.e. assault, rape, kidnapping, etc.), as well as those in which DNA evidence played a part in the conviction and/or exoneration of a defendant, will be retained indefinitely.

2. Unclaimed Property

- a. Unclaimed property which is not needed for court or other law enforcement purposes will be held for six (6) months, unless immediate destruction is authorized. Contraband will not be released. Firearms are handled uniquely and addressed separately.
- b. Unclaimed Property Disposal:
 - i. Destroyed - Property having no intrinsic value or deemed to be contraband (other than firearms and CDS) may be destroyed by a member of the Property Unit under supervision of the unit supervisor.
 - ii. Released to Owner - as described in this policy. The Property Unit will make a reasonable effort to contact the owner prior to any other disposition. Contraband will not be released.
 - iii. Released to finder - Property Unit will make reasonable effort to contact the finder, if no owner can be identified or located. The finder must produce identification, and may not be an employee of the Pocomoke City Police Department. Weapons and contraband will not be released to a finder.
 - iv. Converted to agency use with written permission from the Chief.

3. Forfeited Property

Property forfeited to the Pocomoke City Police Department by the Court or from any other legal source may be:

- a. Destroyed locally by the Property Unit, under supervision of the unit supervisor.
- b. Destroyed at or by other agencies with prior agreement/arrangements.
- c. Converted to agency use with written permission from the Chief.

4. Controlled Dangerous Substances (CDS)

CDS evidence will be held as follows:

i. CDS evidence possessed/distributed by persons convicted of a CDS violation and sentenced to a term from 5 to 20 years will be held as evidence, and can be subject to appeal for up to ten (10) years from the date of conviction. After ten (10) years the CDS shall be destroyed.

ii. CDS evidence possessed/distributed by persons convicted of a CDS violation, and sentenced to a term of 18 months to 5 years will be held as evidence for one (1) year after the commencement of sentencing. After one (1) year the CDS shall be destroyed.

iii. CDS evidence possessed/distributed by persons convicted of a CDS violation and was sentenced to a term up to 18 months will be held as evidence for 60 days after the commencement of sentencing. After 60 days the CDS shall be destroyed.

iv. CDS evidence in cases which have been Nolle Prosequi in Circuit Court can be destroyed immediately after the disposition is reached. District Court, Nolle Prosequi cases will be held for one 1-year at which time the CDS evidence shall be destroyed.

v. CDS evidence in cases which have been placed on-the Stet Docket will be retained for one 1-year before destruction is permitted.

1. The State's Attorney's Office does not have an interest in CDS collected from unknown sources in which no persons can or will be charged, such as found CDS.
2. Prescription medications which are recovered and not part of a criminal investigation can be destroyed, such as medications from non-criminal death investigations.
3. The Property Unit will comply with this arrangement and will insure any CDS evidence held in criminal cases which do not have a clear disposition will be presented to the States Attorney's Office for review prior to destruction.
4. The Property Unit will maintain an inventory of CDS scheduled for destruction, will package the CDS boxes for destruction and schedule a destruction date. The Property Unit will update property records after the destruction is completed.
5. Firearms
Firearms, once in possession of an employee of this agency, must be held and released in accordance with State and Federal Law. A thorough criminal history check will be performed on the person receiving a firearm from the Property Unit to confirm their eligibility to possess firearms.

1. Mental Health records database access is restricted by law and the retention of mental health records is prohibited by federal law.
2. Access to mental health records database will be made through the Maryland State Police Firearms Licensing Division. The liaison will access the FBI maintained National Instant Background Check System database (NCIS) and will only reveal if the gun owner is eligible or prohibited from possessing firearms.
3. Any firearm owner who is prohibited from possessing a firearm due to a violation of Federal and / or State Law or a mental health issue may still be entitled to the fair market value of said firearm. Firearms which have been forfeited by Court Order or forfeited for a certain violation of Federal or State Law will not be returned to the owner and will be destroyed.
4. A firearm(s) obtained in connection with a criminal investigation will require approval from the State's Attorney's Office prior to release, transfer or destruction
5. A firearm(s) obtained in connection with a civil procedure can be released, transferred or destroyed by this agency pursuant to Federal and State Law and /or any ruling by the Circuit or District Court.
6. A gun owner who has suffered mental health issues, but has not been confined to a mental facility for more than (30) thirty days or diagnosed with a psychiatric or neurological disorder, may be eligible to receive firearms. The gun owner must provide a physicians certificate stating the person is capable of possessing a firearm without undue danger to the person or to others.
7. A found or recovered firearm in which no ownership information is available will be retained for (90) ninety days and will be destroyed, unless information is received which could potentially change the found or recovered status, prior to destruction.

A firearm owner who is prohibited from possessing a firearm may request the Pocomoke City Police Department destroy said firearm(s).

8. After receiving written notification and associated documents by certified mail from the Pocomoke City Police Department, the gun owner will have (30) thirty days to reply to the agencies request for a firearm disposition. After this period, if no response is received, the firearm(s)

may be destroyed.

7. The Property Unit will provide a completed Administrative Review for the Release or Destruction of Firearms Form, case reports and a copy of the Property Record for administrative review through the chain of command to the officer or his designee for approval.

8. The Property Unit will retain the original property records, ATF trace reports and criminal history information.

a. The agency will make a final disposition of found, recovered and evidentiary property within (6) six months after legal requirements have been satisfied.

b. After a final disposition is made requiring the destruction of firearms, the firearms will be inventoried and a destruction list will be prepared for final approval and submitted through the chain of command to the officer or his designee. The firearms will then be transported to designated facility for destruction. The list of destroyed firearms will then be forwarded to the Maryland State Police Firearms Licensing Division.

9. Contraband Retained for Training/Investigative Purposes

At the request and with the authorization of a division commander, some items of seized or forfeited controlled substances, or weapons, may be retained for investigative or training purposes.

1. Storage

a. All controlled dangerous substances (CDS) utilized for training or investigative purposes are boxed and marked for training, and are permanently stored in the CDS/Money Room of the property/evidence room at the police department. These items are under the care and control of the Property Unit.

b. There are no explosives stored by the Property Unit.

2. Accountability

a. All CDS and weapons stored by the Property Unit remain recorded on both a Property Record and in the Property/Evidence module of the RMS system.

3. Disposal

The disposal of any retained CDS or weapon will be handled per current Pocomoke City Police Department property disposal policy, at such time the Administrative Commander or designee identifies any item(s) as no longer needed for training or investigative purposes.

19.1.3 Inspections, Audits, and Inventory

The following inspections, inventories, and audits will be completed, and documented on Property Room Inspection Report to ensure a high degree of evidentiary integrity over property and evidence held in the Agency's control:

- A. An inspection to determine adherence to procedures used for the control of property is conducted semi-annually by the person responsible for the property and evidence control function. The inspection is also to ensure the property room is being maintained in a clean and orderly fashion, the integrity of the property is being maintained, and proper accountability procedures are being followed. A report of his/her findings will be submitted to the division commander through the chain of command within 10 days of completion of the audit.
- B. An audit of property occurs whenever the custodian of the property and evidence function is assigned to and/or transferred from the position, and is conducted jointly by the newly designated evidence custodian and a designee of the Chief to ensure records are correct and property annotated. This audit requires a random sampling of high risk items (e.g. cash, precious metals, jewelry, firearms and drugs) and other evidence to achieve a 95% confidence level; if the sampling reveals discrepancies in the records that indicate an error rate of 5% or greater then a 100% inventory must be conducted on all high-risk items and additional sampling of items in general storage to the satisfaction of the Chief, to re-establish the accuracy of all records.
- C. An annual audit of property and evidence is conducted by a supervisor not routinely or directly connected with the control of property. A report of his/her findings will be submitted to the division commander through the chain of command within 10 days of completion of the audit. This audit requires a representative sampling of property including high-risk items.
- D. Unannounced inspections of property storage areas are conducted as directed by the Chief or his designee and will be documented by the person assigned to the inspection. Any problems or issues discovered by the inspector will immediately be reported to the division commander.

NOTE: Any audit or inventory as described above in A, B, or C will include all contraband retained by the Property Unit for training and/or investigative purposes.

DISCRIMINATION AND HARASSMENT

20.1 Authority

Discrimination and/or harassment, based on age, ancestry, citizenship, color, creed, marital status, mental or physical disability, national origin, pregnancy, race, religious affiliation, belief or opinion, sex or sexual orientation, or union membership in the work place, is prohibited by one or more of: Title VII of the Civil Rights Act of 1964 (42 U.S.C. 2000e); Code of Federal Regulations Section 1604.11; Maryland Human Relations and Discrimination Laws, State Government, Title 20 "Human Relations"; Executive Orders of the Governor, Executive Order 01.01.1995.19 - Code of Fair Employment Practices and EEOC Policy Guidance on Sexual Harassment, Number N-915 - 050 (03-19-90).

20.1.1 Scope

The policies and procedures contained in this section apply to all employee-to-employee and employee-to-citizen contacts.

20.1.2 Definitions

1. Discrimination includes those acts prohibited by State and federal law. It may include discrimination based on:
 - a. All forms of illegal prejudice.
 - b. Expressions of racial/ethnic/religious insults and epithets.
 - c. Gender based derogatory comments.
 - d. Sexual harassment.
 - e. Retaliation against a complainant for filing a complaint of discrimination.
2. Harass means to disturb or irritate persistently. Harassment may be present in varying degrees and is generally applied or defined by the individual or group affected. The term "harass" is the most commonly applied term in a discriminatory matter; however, other terms, i.e., hound, badger, bother, pester, plague, bait, torment, etc. may easily be substituted. Harassment may include but is not limited to:
 - a. using words, phrases, or gestures which may be interpreted as derogatory or demeaning
 - b. posting/distributing literature, bulletins, cartoons, or other written material which may be interpreted as derogatory or demeaning
 - c. mimicking, imitating or miming oral or physical characteristics considered stereotypical of individuals or groups of individuals which may be interpreted as derogatory or demeaning
 - d. participating in and/or encouraging any retaliatory acts directed at individuals or groups exercising these rights against such discriminatory acts
 - e. condoning any such activities
 - f. retaliating against a complainant for complaining of being harassed.

3. Retaliation includes any adverse action taken against an employee for filing a complaint or supporting another employee's complaint under a variety of laws. The most common type of retaliation claim involves an employee who alleges they were first harassed or discriminated against and later punished for making a complaint to their employer or relevant federal agency.
4. Sexual Harassment
 - a. Sexual harassment means unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when:
 - (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment.
 - (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
 - (3) such conduct has the purpose or effect of interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.
 - b. Sexual harassment is an infringement of an employee's right to work in an environment free from unwanted sexual attention and sexual pressure of any kind.
 - c. Sexual demands in the work place, especially between a supervisor and a subordinate may sometimes threaten a person's economic livelihood and create an atmosphere that is not conducive to maximum productivity.
 - d. Sexual harassment need not necessarily involve a male supervisor and a female subordinate. It may also apply in reverse. Pressure can be directed by a person of either sex against a person of the opposite or same sex or from a co-worker or a supervisor.
 - e. The victim need not be the person harassed but could be anyone affected by the offensive conduct.
 - f. The following is a partial list of the types of activities which could be considered sexual harassment depending on the facts and circumstances:
 - (1) Unwanted or offensive physical touching
 - (2) "Off color" jokes
 - (3) Unwanted, unwelcome and unsolicited propositions
 - (4) Offensive language
 - (5) Holding up to ridicule a member of one sex to others
 - (6) The placement of sexually explicit material in the work areas, desks, etc.
 - (7) Notes and other messages either signed or anonymous placed on bulletin boards, in lockers, in desks, etc.
 - (8) The required wearing of particular types of clothing or the inference that wearing particular types of apparel will enhance one's career
 - (9) Attempted transfer, demotion, dismissal, etc. after refusing or resisting sexual advances
 - (10) Requesting or ordering employees to perform tasks which are not part of their job specifications, such as:
 - (a) making coffee
 - (b) obtaining lunch
 - (c) doing personal shopping for supervisors.
 - (11) Demeaning comments or actions
 - (12) Unwanted, unwarranted and unsolicited advances, on or off duty, when such action relates to the employee-employer relationship.
 - (13) Non-verbal suggestive or insulting noises, leers, whistles, or gestures

20.1.3 Policy

1. A policy of fair practices supports the Pocomoke City Police Department belief that employees must treat each other with mutual trust, respect, fairness and dignity. The strength of the Pocomoke City Police Department in accomplishing its mission depends on the ability of its employees to communicate and function effectively. A work environment that nourishes respect and fairness among co-workers enhances morale and encourages similar relationships with the public.
2. Incidents of sexual harassment, discrimination, and/or harassment based on age, ancestry, color, creed, marital status, mental or physical disability, national origin, race, religious affiliation, belief or opinion, sex, sexual orientation, or any other non-merit factor, are prohibited. This policy shall apply in all situations where personnel interact with others, and:
 - a. the employee is acting as a representative of the Pocomoke City Police Department;
 - b. the employee is on duty or during work hours; or
 - c. where the individual's actions or comments may be interpreted as those of an Pocomoke City Police Department employee or the Pocomoke City Police Department itself.
3. Any form of retaliation for reporting discrimination, harassment or gender bias will not be tolerated. Threats or acts of retaliation against witnesses reporting, testifying, or supporting a complaint of discrimination, harassment or gender bias are prohibited. Violations will result in disciplinary action as appropriate, which may include termination.
4. This policy shall prevail in all matters of employee relations, including, but not limited to: opportunities for employment, promotion, transfer, education and training; supervision; performance appraisals; internal investigations; and the processes for discipline, demotion and termination.
5. Victims and/or persons who have knowledge of a discrimination, harassment, or sexual harassment incident/situation are encouraged to initiate the appropriate action to address the situation.

20.1.4 Responsibilities

Persons in authority, e.g., supervisors, commanders, etc. who have knowledge of a discrimination, harassment, or sexual harassment incident/situation will initiate action or ensure the appropriate actions relative to such an incident are taken. Failure to take the appropriate actions will result in disciplinary action.

20.1.5 Reporting Discrimination and/or Harassment Situations

1. Incidents of discrimination, harassment and/or retaliation for filing a complaint will be promptly reported in accordance with established procedures. Attempts will be made to address the circumstances at the lowest possible level with the intent to immediately correct the situation and prevent further occurrences.
2. Options
 - a. Informal Action
 - (1) An employee subjected to, or having knowledge of a suspected harassment situation may personally confront the antagonist and make it understood the behavior(s) or activities are considered to be a form of harassment, are unwanted, and must cease. If resolved satisfactorily, no further action is necessary.
 - (2) If the circumstances are such that direct confrontation with the alleged antagonist would

further aggravate the situation, the incident should be reported directly to the Office of the Chief using the Pocomoke City Police Department Discrimination - Harassment Incident Report, Form 004.

- (3) In addition to reporting the incident to the Office of the Chief, the aggrieved employee may advise the antagonist's supervisor or the aggrieved employee's supervisor of the incident.

b. Formal Action - Within the Pocomoke City Police Department

Notification, written or verbal, will be made to a supervisor, via Chain of Command and remain completely confidential.

c. Formal Action - Outside the Pocomoke City Police Department

- (1) Reports of harassment situations may be reported directly to the Commission on Civil Rights, or the Maryland Commission on Human Relations.
- (2) Reports to these departments have separate filing requirements.

20.1.6 Processing Complaints of Discrimination, Harassment and/or Retaliation

1. Except in those cases where the circumstances are settled directly between the victim and the alleged aggressor, a Form 004, Discrimination - Harassment Incident Report, shall be completed immediately after the incident occurred or is reported.
 - a. If the victim is processing the incident through the Office of the Chief, the Form 004 is completed by the victim and forwarded directly to the Office of the Chief.
 - b. The supervisor or commander to whom an incident is reported will have the Form 004 completed and forward it directly to the Office of the Chief.
2. If some information is not known at the time the Form 004 is filed, the Form 004 will still be forwarded immediately to the Office of the Chief. A memo will be forwarded to the Office of the Chief when the additional information is known. No copies of the Form 004 will be made or retained. The Office of the Chief will notify the submitting party when the original Form 004 is received.
3. The Office of the Chief will make the appropriate inquiries into the situation upon notification of the incident or upon receipt of a Form 004. The Office of the Chief will ensure the appropriate steps are taken to resolve the matter. All documentation will remain with the Office of the Chief. The victim and the accused will be notified of settlement. The information acquired through the Office of the Chief will be maintained by the Office of the Chief with strict confidentiality. Requests to review the Form 004 must be approved by the Chief of Police.
4. All complaints brought to the attention of a supervisor will be appropriately documented and filed according to procedures contained in this chapter.
5. When a complaint of discrimination, harassment, sexual harassment and/or retaliation is made, commanders:
 - a. Will review the proper reporting procedure with the aggrieved employee and the accused employee's supervisors.
 - b. Have an obligation to make an immediate preliminary inquiry (in no case greater than 10 days) when there are reports of discrimination, harassment and/or sexual harassment. If the behavior complained of constitutes discrimination, harassment and/or sexual harassment or

- other serious misconduct, the commander will assure that an investigation is conducted and, if appropriate, disciplinary actions are taken as provided in the Pocomoke City Police Department Manual.
- c. Will assure that supervisory contact with the accused is made to prevent a potential continuing course of unwanted conduct. During this contact the supervisor will:
 - (1) advise the accused that if the alleged conduct/behavior is occurring, that it is not appropriate and must cease immediately.
 - (2) caution the accused against retaliatory acts.
 - d. Will monitor personnel affected by the investigation to prevent continuation of the conduct in question, or retaliation for actions taken to resolve it.
 - e. Will maintain personal contact with the victim to alleviate fear and to assure that everything possible is being done to resolve the complaint.
 - f. Will contact the victim at frequent intervals (no greater than 15 days) to inform of case progress and upon completion of the investigation, its disposition.
 - g. After disposition, will make follow-up contact with the victim within 60 days, to ensure that there has not been continuation of improper conduct, threats of retaliation, or retaliation.
 - h. Employees who fail to follow these guidelines will be subject to disciplinary action.

20.1.7 Complaints of Discrimination and/or Harassment from Non-Pocomoke City Police Department Employees

All Complaints against personnel from non-Pocomoke City Police Department employees which originate in this section shall be investigated.

- 1. Complaints against sworn personnel will be processed under the procedures listed in Chapter 12 of this Manual.
- 2. Complaints against civilian personnel will be handled through the Written Directives and the related sections of the Pocomoke City Employees Handbook.

NALOXONE PROGRAM

21.1 Purpose

The purpose of this directive is to establish guidelines and procedures governing the utilization of the Nasal Naloxone administered by officers of the Pocomoke City Police Department. The objective of administering Nasal naloxone is to treat opioid overdoses and minimize fatalities caused by opioids.

21.1.1 Policy

It is the policy of the Pocomoke City Police Department for trained officers to administer Nasal Naloxone to persons suffering from opioid overdoses as the earliest possible time to minimize fatalities.

21.1.2 Definitions

A. NALOXONE: A medication that blocks or reverses the effects of an opioid medication; may be sold under the brand name Narcan®.

B. OPIOID: Any compound derived from or of similar structure to opium, with morphine-like effects; codeine, heroin and methadone are common examples.

21.2 Procedure

1. General

A. The Chief of Police shall appoint the Pocomoke City Police Department Administrative Commander and/or their designee as the Nasal Naloxone Coordinator to administer the program for the Pocomoke City Police Department. The Nasal Naloxone Coordinator's responsibilities include:

1. Ensuring that the Nasal Naloxone kits are current and not past its expiration date.
2. Ensuring proper and efficient deployment of Nasal Naloxone for field use.
3. Ensuring that authorized officers are adequately trained in its use.
4. Ensuring that any use of Nasal Naloxone on a subject is documented on an Incident Report.
5. Replacing Nasal Naloxone kits that are either damaged, unusable, expired, or had been used and providing officers with new Nasal Naloxone kits.

6. Reporting Nasal Naloxone use to the Worcester County Health Department's Nasal Naloxone Coordinator within 48 hours of deployment and whether the use was successful or not in saving a life.

B. Nasal Naloxone kits are stored and issued to individual officers by the Administrative Commander.

C. While being utilized on patrol, the Nasal Naloxone kits should be stored in the vehicle glove compartment. This uniformed storage location will allow for all officers to quickly locate the Nasal Naloxone when needed. This location will also help to keep the Nasal Naloxone in an environment less susceptible to temperature extremes.

21.2.1 Indications and Use

A. Authorized officers shall utilize Nasal Naloxone on subjects believed to be suffering from an opioid overdose. Information that a subject is suffering from an opioid overdose include, but are not limited to:

1. Blood-shot eyes;
2. Pinpoint pupils, even in a darkened room/area;
3. Depressed or slow respiratory rate;
4. Difficulty breathing (labored breathing, shallow breaths);
5. Blue skin, lips, or fingernails;
6. Decreased pulse rate;
7. Low blood pressure;
8. Loss of alertness (drowsiness);
9. Unresponsiveness;
10. Seizures;
11. Evidence of ingestion, inhalation, injection (needles, spoons, tourniquets, needle tracks, bloody nose, etc.)
12. Past history of opioid use/abuse.

B. Officers shall follow the protocols outlined in their Nasal Naloxone training. Law enforcement officers should conduct a pat down while wearing nitrile gloves over their leather gloves to reduce the risk of any agent binding to their leather gloves. Please refer to the Eastern Shore Information Center (ESIC Bulletin) dated June 7, 2017 IB 2017-0093.

C. When using the Nasal Naloxone kit, officers will maintain universal precautions against pathogens, perform patient assessment; determine unresponsiveness, absence of breathing and or pulse.

D. Officers should update Communications on the patient's status.

E. After administering Naloxone, the officer will observe the patient closely until EMS arrives and notify EMS personnel that Naloxone was administered.

F. If the officers or EMS on scene believe they are dealing with an opioid overdose then communications should be advised to immediately contact Worcester Central to have the on call Criminal Enforcement Team officer respond to their location to follow-up and assist with this incident.

G. If a child is present during an overdose/attempted overdose, the Department of Social Services is to be contacted immediately.

21.2.2 Maintenance / Replacement

A. Officers authorized to use Nasal Naloxone kits are responsible for inspecting the kit prior to each shift.

B. Missing or damaged Nasal Naloxone kit(s) will be reported to the Administrative Commander for the Pocomoke City Police Department. The inspecting officer shall complete a memorandum to the Nasal Naloxone Coordinator noting the missing or damaged kit.

C. The Administrative Commander shall be promptly notified if a Nasal Naloxone kit is taken off line or needs replacement/maintenance and shall issue the officer a replacement voucher to obtain a new kit as soon as practicable.

21.2.3 Documentation Requirements

A. Upon completing a Nasal naloxone use, the officer shall submit an Incident Report detailing the nature of the incident, the care the patient received, and the fact that Nasal Naloxone was deployed and whether the Nasal Naloxone use was successful (to the extent possible at the time). A second overdose Investigation Report will be submitted detailing the incident, which is typically conducted by members of the Criminal Enforcement Team in conjunction with Overdose Response protocols.

B. The Incident Report will be forwarded to the Patrol Commander for review/approval. The Patrol Commander will ensure the incident or Incident Report has been documented with the Worcester County Criminal Enforcement Team.

CRIME PREVENTION AND COMMUNITY POLICING

The Pocomoke City Police Department is committed to the principle of crime prevention as a primary function of the Department and as a fundamental responsibility of every individual employee. To be effective, crime prevention must present a pro-active, integrated, and coordinated response by every member of the Department to both the realities of crime and citizens' perceptions and misconceptions about crime.

22.1 POLICY

The Pocomoke City Police Department is committed to the principle of crime prevention as a primary function of the Department and as a fundamental responsibility of every individual employee. To be effective, crime prevention must present a pro-active, integrated, and coordinated response by every member of the Department to both the realities of crime and citizens' perceptions and misconceptions about crime. The goals of the crime prevention efforts by the Department are to educate citizens and merchants to become more conscious of crime prevention/crime reduction techniques and activities they may engage in individually, in groups, or in concert with the Department. The Department seeks to increase the community's understanding of our activities as police officers, to increase the community's confidence in the Department, and to encourage a more active and broader participation by the community in our shared goals of crime prevention and effective, professional law enforcement.

The Department is committed, through its crime prevention efforts, to reducing every citizen's fear and/or misconception of crime and preserving the quality of life within Pocomoke City.

This further defines the philosophy of the Department and every employee regarding crime prevention and establishes the mechanics of the Department's crime prevention programs.

22.1.1 GENERAL PROCEDURES

A. Crime prevention is a primary function of this Department and seeks to create in the minds of Pocomoke City residents and business persons an awareness of the roles they can individually and collectively play in the reduction and/or prevention of crime. After developing that consciousness, the Department seeks to encourage individual, group, neighborhood, and community programs and activities to achieve the common goal of a reduction or prevention of crime.

B. All personnel have responsibilities for achieving the Department's established crime prevention program objectives.

C. Every employee of the Department is responsible for:

1. Providing basic crime prevention information to victims at crime scenes;

2. Pro-actively assessing possible crime prevention measures at every call for service and with every citizen or business contact;
 3. Informing citizens of the crime prevention/crime reduction programs available through the Department or any other relevant source and encouraging citizen participation in those programs;
 4. Being cognizant of, and indentifying, potential crime risk problems throughout the community, and;
 5. Being cognizant of and responding in an appropriate manner to, violations of the Pocomoke City Code of Ordinances that negatively impact the quality of life in the community.
- D. The initiative and abilities in crime prevention/crime reduction demonstrated by an employee of the Department may be one of the factors considered by supervisory officer(s) when the employee's performance is evaluated.

22.1.2 CRIME PREVENTION

- A. The Department will become pro-actively involved in any activities, functions, or meetings in which the objective is crime prevention/crime reduction.
- B. While on routine neighborhood patrol, every employee of the Department is responsible for pro-actively assessing possible crime prevention measures at every call for service and with every citizen or business contact.
- C. The Department seeks to encourage and include crime prevention/crime reduction objectives and input into the development and/or revision of any applicable sections of the Pocomoke City Ordinances, building codes, zoning codes, and fire codes and residential and building permits issued by the City of Pocomoke.
- D. Every member of the Department encountering a potential problem impacting crime prevention/crime reduction in Pocomoke City will either work towards a solution to the problem or notify and assist the appropriate agency having the necessary resources and jurisdiction over the problem.
- E. The Department will provide the citizens of Pocomoke City with accurate and timely information regarding crime patterns and specific crimes that impact the public safety through any appropriate media, including broadcast media, area newspapers or other forms of social media.

22.1.3 CRIME PREVENTION PROGRAM MECHANISMS

- A. Residential and commercial security surveys will be conducted at the request of residents and business owners by trained police officers.
- B. Upon request, police officers will provide house checks for Pocomoke City residents when they are away from their homes for more than twenty-four (24) hours.

C. The Department will actively encourage citizen participation in crime prevention efforts so that a greater level of understanding and communication may be developed between the officers of the Department and the community they serve.

D. Officer presentations at resident homes to individuals and/or groups and tours of the Department's facilities and vehicles will be encouraged to address the community's perceptions and/or misperceptions about crime and the role of law enforcement and the police officer in the community.

22.1.4 CRIME PREVENTION OFFICER

A. The Pocomoke City Police Department does not currently have an officer solely assigned as a crime prevention officer, though every member of the police department has a role in achieving the department's crime prevention objectives.

B. The duties, responsibilities, and obligations of the community services/crime prevention assignment may include, but are not limited to:

1. Crime Alerts using websites, Facebook, radio, and other media sources.
2. Business Watch liaison;
3. Citizen education and awareness programs;
4. Coordination of home and business security surveys;
5. Developing, maintaining, and presenting any programs related to crime prevention, home and personal security and safety, citizen education and awareness, or any programs or presentations determined to be appropriate by the Chief of Police;
6. Distributing literature to individual residents or neighborhood groups and information to the community through media sources regarding crime prevention and community safety and security;
7. Personally attending, or ensuring Department representation, at community meetings on crime prevention;
8. Providing input regarding crime prevention/crime reduction into the development and/or revision of any applicable building codes, zoning codes, fire codes, and building permits;
9. Maintaining liaison with other local, state, and national public and private crime prevention programs to facilitate the exchange of information, make recommendations for improvements or change, and to learn new concepts of crime prevention that may be utilized effectively by the Department; and,
10. Presenting, or ensuring the presentation, of any relevant crime prevention programs to individual citizens, citizen groups, business groups, civic organizations, schools, etc. either within the jurisdictional boundaries of the Department, or outside those jurisdictional boundaries with the prior approval of the Chief of Police.

22.1.5 EVALUATION OF CRIME PREVENTION PROGRAMS

A. Any officer of the Department delegated by the Chief of Police the responsibility for developing or coordinating a crime prevention program or presentation shall submit a written report to the Chief of Police, through the chain of command, detailing the location, date, time, and nature of the presentation, the number of participants, and an analysis of how the presentation was received by the audience. The evaluation shall include recommendations as to whether a program or presentation should be modified, left unchanged, or discontinued.

B. Unless requested more frequently by the Chief of Police, at least once every three years, a sergeant shall submit a written report to the Chief of Police evaluating the effectiveness of all existing crime prevention programs. The written report may include recommendations for changes or improvements in existing crime prevention programs and suggestions for crime prevention goals and objectives for the succeeding calendar year.

22.1.6 COMMUNITY INVOLVEMENT FUNCTION

The department's commitment to effective community involvement is emphasized by its rational that encourages and endorses ideas to address and reduce crime, fear of crime, and other community concerns through such things as accountability, problem solving measures and quality community partnerships.

Community policing command is decentralized to give personnel the responsibility and discretion to address service needed and the opportunity to employ innovative measures to meet the exigency of citizens in a defined geographic area. Officers are trained to recognize that exigencies may vary from one neighborhood to another which requires creative measures to work out a solution with the interaction of community members.

The department's philosophy of community policing acknowledges that all personnel frequently find themselves in the position of being service providers by resolving personal problems not directly related to violations of the law. Sometimes referrals are made to appropriate agencies to solve interpersonal issues.

Orientation of all personnel emphasizes the accountability to those they serve by establishing a partnership between the department and the community.

The department utilizes such methods as foot, bike and other methods to address community problems as well as providing, but not limited to, the following community involvement activities:

- A. Establishing liaison with formal community organizations and other community groups with the goal of obtaining community input;
- B. Assisting in the development of community involvement policies for the agency;
- C. Publicizing agency objectives, problems, and successes

- D. Conveying information to the public on procedures to be followed in registering complaints against the agency or its employees;
- E. Conveying information transmitted from citizens' organizations to the agency;
- F. Improving agency practices bearing on police-community interaction;
- G. Developing problem oriented/community policing strategies, if any.

22.1.7 RIDE-A-LONG PROGRAM/MEDIA RIDE-ALONG=S

The Pocomoke City Police Department shall permit members of the community as well as media representatives to participate in the Ride - Along Program if requested. The following guidelines have been established to make the program both safe and rewarding. The person (applicant) who makes the request to ride along with an officer must complete the Ride - Along Application and submit the application to the Patrol Commander at least one week in advance. After a background check is completed the applicant will be either approved or denied. The applicant will be contacted either way and if approved provided with the date and time on when to report for the ride - along. At the conclusion of the ride -

- along the Squad Supervisor will review the application and ensure that the participant and officer have signed the form and forward it to Records Department for recorded keeping. The guidelines are as follows:

- A. Participants must be at least 18 years of age.
- B. Proper attire is required including shoes and shirts. Tube tops, bare backs or midriffs and shortshirts/shorts are not permitted. Commanders may cancel a ride if inappropriate attire reflectnegatively in any way upon the program or the department.
- C. Participants must be prompt in reporting to the Squad Supervisoron the date and time approved.The Patrol Commander will assign the participant to an officer and vehicle.
- D. Participants are not permitted to leave the police car at any time unless instructed or to handle/operate any departmental equipment except in an emergency.
- E. Participants may terminate their ride by requesting to be returned to the police department.

F. Officers dispatched to a dangerous call for service will immediately find a safe location, drop off the participant and make appropriate arrangements to have the participant picked up.

G. Only one participant may ride in a car at a time and only two participants may be scheduled per shift.

H. Participants shall not interfere in any way with an officer's investigation of any situation. Riders are encouraged to ask a question concerning an incident after the officer has cleared the scene.

I. Officers have the right to return a participant to the station for inappropriate behavior. The Squad Supervisor will review the incident and determine if the ride is to be terminated or the participant reassigned to a different officer.

J. Participants may be called to court as a witness for any events they observe.

K. Commanders have the option of limiting or canceling the ride - along reservation as dictated by the needs of their command such as special events or personnel shortages. Whenever possible, 24-hour notice will be provided to any scheduled participant.

L. Employees shall not permit members of the media to accompany them onto private property nor will they assist in securing permission for access from property owners.

UNUSUAL OCCURRENCES AND SPECIAL OPERATIONS

The directives in this chapter relate to unusual occurrences and special operations.

"Unusual Occurrences" include situations of an emergency nature, resulting from natural and man-made disasters and from civil disturbances. Natural and man-made disasters include hazardous material's incidents, flooding, conflagrations, cyclones, tornadoes, earthquakes, explosions, and complete electrical blackout resulting in the death or injury of persons or the destruction of property to such an extent that extraordinary measures must be taken to protect the public health, safety, and welfare. Civil disturbances include civil disorders, and violence arising from dissident gatherings and marches, rock concerts, political conventions, and labor disputes.

"Special Operations" encompasses the use of a tactical team, negotiation with hostage-takers or barricaded persons, use of special purpose vehicles, response to bomb threats and bomb emergencies, coverage of special events, protection of VIPs, coverage of disasters, response to civil disturbance and civil defense situations and conduct of search-and-rescue missions.

23.1 UNUSUAL OCCURRENCES

23.1.1 RESPONSIBILITY FOR PLANNING/RESPONSE TO UNUSUAL OCCURRENCES

1. Under the supervision of the Chief of Police, in person or through his subordinates, Officers of the Pocomoke City Police Department shall subdue civil disorders and disturbances of the peace. The Chief of Police is responsible for planning, directing, and coordinating all activities of the Department. The Patrol Commander is responsible for the functional area of police operations dealing with unusual, special, or emergency situations. However, the planning functions for response to unusual occurrences may be delegated to the Administrative Commander. The Chief of Police will review and approve the written procedures prior to their adoption. All commanders and squad supervisors will study all plans and be familiar with them in order that, when implemented, they may readily perform assigned responsibilities.

23.1.2 PLANS/RESPONSE TO NATURAL AND MAN-MADE DISASTERS, CIVIL DISTURBANCES AND OTHER UNUSUAL OCCURRENCES

1. The following written directives and other plans provide planning, guidelines, and procedures in response to natural and man-made disasters.

- A. City of Pocomoke General Emergency Plan including the Police Department Operations Plan are incorporated in the department's Emergency Operations Manual located in the Communications Center, for use by command officers.
- 2. The Administrative Commander will ensure that the Police Department's Operations Plan (of the City of Pocomoke General Emergency Plan) and all other pertinent directives are reviewed at least annually and updated, as necessary. However, the information concerning available equipment, resources, and manpower will be updated continually as changes occur in order to keep this information current.
- 3. The Police Department Operations Plan provides for a planned mobilization of manpower at the direction of the Chief of Police, or in his absence, follows the command protocol as directed in Chapter 4.
- 4. The Administrative Commander will maintain liaison with the Worcester County Emergency Management Director and all other area agencies that might be effected by an emergency/unusual occurrence. In the event of an unusual occurrence, such as a civil defense emergency, the Administrative Commander will be prepared to coordinate the Department's Operations Plan with those agencies. The Administrative Commander is a member of the Worcester County Emergency Planning Committee, a committee formed to exchange and coordinate information related to emergency planning activities. The Administrative Commander will ensure that the department is scheduled to participate in any rehearsal, effecting its jurisdiction, to prepare for an effective response to natural and man-made disasters.
- 5. The City of Pocomoke General Emergency Plan provides for responsive and preventive action by the Pocomoke City Police Department during unusual occurrences.
- 6. The radio communications system in the Communications Center is inspected once a month for operational readiness by Communications personnel. The shift Supervisor and Patrol Commander are responsible for the inspection of marked and unmarked police vehicles, i.e., fluid checks, etc. In addition, all departmental employees have personal responsibility for the equipment issued to them personally and for equipment used by them in performance of their duties.
- 7. Operations
 - A. Available in the EOC are various maps, i.e., property tax maps, which can be used to plot operational commitments during unusual occurrences. The radio communications for the unusual occurrences should be conducted on a separate channel/talk group from the primary operating channel.

- B. The Chief of Police, or his designee, will be in command of the response to the unusual occurrence. The On-Scene Commander (OSC) is the ranking Police Official on the scene with the rank of Lieutenant or above, or the commander designated by the Chief of Police. The On-Scene Commander has the overall responsibility of contacting the Tactical Team Leader, negotiators, and any other special units needed. He has the responsibility for the overall conduct of all the Police personnel on the scene and will insure the outer perimeter is established and properly maintained. Command posts may be established as necessary to enhance coordination and control of resources. The Chief of Police will designate the EOC commander who will be assisted by support staff as necessary. The OSC will command all field personnel and execute orders from the EOC. Allied agency personnel will be assigned by the EOC commander.
- C. The FBI Disaster Squad is to be notified in the event of a mass loss of life resulting in disfigured bodies requiring technical examinations for identification of human remains.
- D. If the National Guard is deemed necessary, requests shall be made to the Governor by the City Manager through our local representative of the Maryland Emergency Management and Civil Defense Agency Director, Worcester County. In his/her absence, the request will be made through the Operations Director, Worcester County.

E. Activation/Readiness

Whenever additional personnel/resources are required for emergency situations, the on-duty Shift Commander will first notify, via the chain of command, the Administrative Commander who will, in turn, notify the Chief of Police who, if necessary, will contact allied agencies for assistance. After all notifications have been made the Chief of Police is to contact the City Manager and advise of the emergency situations.

These command level officers will ensure the following procedures are followed:

1. Retention of the present on duty squad so that two patrol squads available;
2. In the event that personnel are called in, the Patrol Commander will notify, in the following order;
 - The next regularly scheduled squad due for duty;

- Patrol personnel;
 - Those personnel on days off;
 - The squad of personnel just relieved.
3. During emergency situations such as natural and man-made disasters, transportation will be provided for personnel, if needed, to and from work in the following manner:
- Utilization of Pocomoke City Police Department vehicles, and/or 4-wheel drive vehicles;
 - Officers' personal vehicles (i.e., 4-wheel drive, pickup trucks, etc.);
 - Utilization of Public Works' vehicles (i.e., snow plows, dump trucks, etc.);
 - Utilization of Sheriff's Department and Maryland State Police vehicles including vehicles of citizens who volunteer their services;
 - Maryland National Guard 4-wheel drive and 10- wheel drive vehicles.
4. Each officer called in will be advised of the situation, the need of any special equipment/clothing, the time and place to report and whether to be in uniform or not. Each Shift Supervisor will ensure that the personnel assigned to his/her squad are physically, mentally and properly equipped for the incident.
5. For those special preplanned events or special operations such as (large scale narcotics' investigations) the additional personnel needed will be given advance notice as to uniform, duties, date, time, etc. Those personnel who have demonstrated special abilities through training and past performance will be assigned to those duties which best utilize the skills, knowledge and abilities of the officers.
6. Actions of Officers in the Field
- The following is a summary of general and basic duties and responsibilities of officers at the scene of an emergency. They are to be altered to fit the existing conditions. It shall be the ultimate responsibility of the On-Scene Commander to see these duties are executed as deemed necessary.
- A. Survey the scene and adjacent area, determine the extent of damage, potential hazards, and notify all necessary agencies.
 - B. Maintain order in and around an emergency area.

- C. Care and removal of the injured.
- D. Removal and identification of the deceased. Upon identification, casualty information will be forwarded to the EOC.
- E. Maintain special security patrols for the protection of property (public and private). Identify and prioritize locations to be secured according to the situation.
- F. Assist rescue and firefighting units by maintaining a crowd control line well in the rear of the scene.
- G. Maintain emergency traffic routes for the prompt response of emergency personnel and equipment. Reroute traffic as necessary.
- H. Evacuate an unsafe area if possible.
- I. Cooperate with participating departments and agencies.
- J. The PatrolCommander will establish a public information center for news media.
- K. Prepare appropriate reports concerning the emergency and related developments.
- L. Establish a staging area for assisting officers and equipment.
- M. Establish procedures for the de-escalation of manpower/equipment. The EOC commander will initiate a de-escalation of resources as soon as the situation allows for this. This will be done after consulting with the on-scene commander to determine the best procedure based on the situation.
- N. Insure that all after action reports related to the incident are completed. All personnel will submit required reports, prior to completing their tour of duty unless otherwise directed by the on-scene commander.
- O. The on-scene commander will assign post-occurrence duties, to include but are not limited to, submission of required reports, security of property, increased patrols, etc.

7. Civil Disturbances and Other Unusual Occurrences

A.Refer to natural and man-made disasters as directed above.

B.Refer to the Department's Plan for Responding to Natural and Manmade Disasters, Civil Disturbances, and Other Unusual Occurrences maintained in the Communications Center.

C.If the Warden of the Worcester County Detention Center requests the assistance of the department, the provisions of the Mutual Aid Agreement with the Worcester County Sheriff's Office shall take effect. Refer to Chapter 2.

23.1.3 MASS ARREST PROCEDURES

Mass arrests may become a reality and must be handled quickly and efficiently providing for transportation to jail, release on summons, and arrestee rights.

- a. Arrest/Processing/Confinement/Booking: Arrested persons will be removed from the point of the disturbance by the transportation officers and brought to the basement garage of the Worcester County Courts Building which will be used for temporary detention. The Sheriff's Office Court Security Supervisor is the point of contact for the use of this area during regular court hours. After hours contact will be made through the Worcester County Sheriff's Office. These numbers are maintained in the Communications Center.

A fenced sally port within the garage is capable of holding an additional 30 arrestees. Space for prisoner processing equipment is available in the cellblock hallway. The court security control center has direct observation of all of the above areas.

The On-scene Commander will assure adequate personnel are assigned to prisoner security/processing. This will be on an as needed basis, depending on the size of the disturbance.

- (1) Photographing and fingerprinting the arrestee with the departmental "mug camera" and fingerprinting equipment upon which they will be transported to the County Jail. Fingerprinting and photographing will be done in compliance with directive Chapter 35.
- (2) Prisoners will be seen by the District Court Commissioner for an initial appearance and released pending trial or incarcerated.
- (3) Arrested persons will be allowed the opportunity to contact legal counsel once at jail or before if mandated by law and/or criminal procedure. Defense counsel visits will be arranged if necessary as soon as the situation and our

resources will allow without compromising safety.

- (4) Arrested persons who are injured will be afforded medical treatment before any processing begins.
 - (5) Juvenile offenders will be done in compliance with directives Chapter 21.
 - (6) At all times, except during actual fingerprinting, prisoners will be secured with restraints.
- b. The State's Attorney or his designee will be contacted for legal advice as appropriate.
 - c. All Departmental vehicles will be available for transportation of officers/equipment to the scene of a mass arrest situation and for prisoner transportation from the scene. If additional transportation is required, the Director of Public Works will be contacted and City vehicles requested. The vehicles used will be coordinated by the on-scene commander.
 - d. All evidence collected will be in compliance with Chapter 36, Evidence Collection.
 - e. Media/public information will be handled by the Pocomoke City Police Department's Chief of Police or his designee. News releases will be approved by the Chief of Police or his designee prior to release.
 - f. At no time during detention/processing, etc., will any prisoner be deprived of any Constitutional Right or the privilege of attending to any human needs.
 - g. Refer to Chapter 2 concerning any interagency agreements.
 - h. Identification will be handled by taking a photograph of the arrestee by the arresting officer and attaching it to the back of the arrest report.

23.1.4 HOSTAGE/BARRICADE SITUATION

1. Resolution of Barricade, Sniper and Hostage Incidents

The armed barricade, sniper and hostage incidents are among the most difficult tactical situations confronting law enforcement. Each presents extreme danger to human life. Some of these incidents that have occurred within the several states have been quickly resolved by the orderly response of sufficient police personnel; others have involved hours and days and have required supportive services from outside agencies. While similar in nature, no two incidents are exactly alike. Experience has, however,

shown the passage of time as a critical factor in favor of those law enforcement agencies responsible for resolution. Experience has also shown the value of calm, order, and control.

Where the actual presence of an assailant, possession of weapons, discharge and/or intention to discharge weapons is not known, good judgment must dictate the appropriate level of police response or action. The unintentional escalation of an incident, i.e., domestic disturbance into an actual barricade situation by an inappropriate response, must be prevented.

A controlled response of trained, disciplined, police officers will minimize the element of danger inherent in these stress situations; while, providing the maximum opportunity for the successful resolution of the incident. The following guidelines will assist the initial responding units, field supervisors, and command personnel in the resolution of barricade, hostage and sniper situations.

Where feasible, this department will cause negotiation with incident participants to commence at the earliest point of the incident. However, when required, this department will act with reasonable care, diligence, and skill in exercising any other police action necessary to resolve the incident.

REMEMBER --- The sole objective of police response in these situations is the preservation of life, prevention of injury, and the protection of property. **EVERY EFFORT MUST BE MADE TO CAUSE THE VOLUNTARY SURRENDER OF THE PERSON OR PERSONS RESPONSIBLE.**

A. Communications Responsibilities

The PCO, upon receipt of a call indicating the possibility of an ambush, sniper, barricade, or hostage situation, shall:

1. Immediately bring the nature of the call and location to the attention of their supervisor.
2. Record all pertinent information.
3. If possible, maintain communication with the caller until patrol units arrive on the scene and/or continue to collect information concerning new developments.
4. Securedetailed information as possible concerning the assailant. This information is critical to the safety of responding patrol units. Details include but not limited to:
 - a. Name, description of the assailant(s);

- b. Exact location of the assailant(s) and description of inside and outside premises;
- c. Type of weapon(s);
- d. If shots are being or have been fired; and
- e. Mental and physical condition of the assailant(s).
- 5. Dispatch initial responding units to the scene along with a back-up unit.
- 6. Order other units to remain out of the area until told to respond by a supervisor.
- 7. At the order of supervisor, notify via the chain of command the Chief of Police, Tactical Team Leader, Negotiators, and any other support units. The Chief of Police is to notify the Mayor and City Manager in a timely manner.
- 8. Ensure up to date pertinent information is dispatched to responding units.
- 9. Notify other City and allied agencies, as appropriate, to include the Worcester County Sheriff's Office for their Star Team (tactical unit) and Worcester County Bureau of Investigations for Detectives/Negotiators.
- B. Initial Responding Unit(s)

If a barricade, sniper, or hostage situation exists, the responding unit will advise communications, avoid confrontation in favor of controlling and containing the situation until the arrival of the Star Team and/or negotiators.

The initial responding officer(s) will provide communications with all available information. This information should include but is not limited to:

- 1. Location and description of the assailant(s);
- 2. If applicable, location and description of hostage(s);
- 3. Weapon(s) used;
- 4. Assailant(s) avenues of escape;

5. Assailant(s) field of fire and unsafe areas and streets;
6. Detain all witnesses, friends and relatives of assailant(s) for assistance to Command Post;
7. If necessary, evacuate the immediate area, streets and building;
8. Evacuate injured person(s). This may have to be assessed as additional equipment and tactical personnel may be necessary; and
9. Maintain firearms discipline.
If assigned to a potential barricade, sniper, or hostage incident, the responding units shall respond in a calm manner minimizing the risk of personal injury and approach the immediate vicinity using all due caution. When feasible, the initial approach should be made on foot.

C. Additional Units

When assigned by communications, shall respond to the vicinity, utilizing only safe routes designated by the initial responding unit(s) and avoiding assailant(s) field of fire, unsafe areas and streets.

1. Assist in the evacuation of the immediate area, streets and buildings of bystanders and/or injured persons.
2. Detain and develop further information from witnesses, friends and relatives concerning the incident through a calm interview.
3. Assist in the direction of traffic and control of traffic routes.
4. Set up and maintain an outer perimeter.
5. Vehicles should be parked to ensure the free flow of additional emergency units.
6. Vehicles parked to block traffic should not be left unattended.
7. Maintain firearm discipline.
8. Ensure the press is properly contacted and kept out of immediate danger.
9. Units not assigned will stay away from the incident.

D. Responsibilities of Command and Supervisory Personnel

Ranking Commander or supervisor on the scene shall assume command of the operation until relieved or assigned additional duties by a police official of higher rank, or the Chief of Police.

1. Ensure the Chief of Police is notified.
2. Ensure the Tactical Team Leader is notified.
3. Ensure the Negotiator(s) are notified.
4. Establish a "Command Post" as near as practical to the scene of the incident and advise communications of its location.
5. Ensure and maintain strict firearms discipline.
6. Ensure witnesses, friends and relatives are methodically interviewed to determine the assailant(s):
 - a. Exact location and phone numbers;
 - b. Name, sex, race, age, etc.;
 - c. Mental condition;
 - d. Type of weapon(s), amount of ammunition available;
 - e. Reason(s) for individuals' behavior (intoxicated, drugs, suicidal, etc.);
 - f. Possible escape route;
 - g. Physical layout of position;
 - h. Other persons in area;
 - i. Determine where relatives, physician, friends, clergy, etc., who know individual can be located; and
 - j. If hostage(s) are involved and all pertinent information about hostage(s).
7. Ensure evacuation of inner perimeter is completed, to include injured victims or persons.
8. Ensure that ambulance, rescue, fire or Surveillance equipment has

been requested or put on a standby status.

9. Ensure unassigned units and civilians remain outside of the outer perimeter.
10. Ensure perimeters are secured.
11. Once an inner perimeter is established, restrict the area to assigned TACTICAL Unit personnel only, unless otherwise directed by Command Post.
12. Ensure that, should a hostage situation become mobile, i.e., the hostage taker gets a vehicle, all possible routes of travel are covered by units. Additionally, surveillance vehicles may be assigned in order to observe the activities of the hostage taker.

E. On Scene Commander

The On Scene Commander will be the highest ranking police official on the scene, or the commander designated as On Scene Commander by the Chief of Police. The On Scene Commander, upon his arrival will assume the responsibility of insuring all the above police functions are properly carried out and completed.

1. Maintain strict firearm and communication discipline.
2. Ensure the "Command Post" is in a satisfactory position; if not move and relocate the Command Post notifying communications of the new location; ensure only key personnel have access to Command Post.
3. Designate a staging area to which additional police and non-police support units shall report.
4. Brief the Chief of Police and Tactical Team Leader.
5. Ensure sufficient manpower is available and return all unnecessary units to service.
6. Ensure pertinent information is disseminated to ascending ranks and all personnel involved.
7. Ensure all additional support units needed are notified and be responsible for the coordination of all personnel in the overall operation.

8. Designate and ensure personnel chronologically record all aspects of the incident and that after an action report is prepared.
9. Ensure all personnel's identities and locations are recorded and known.
10. Ensure proper relief is provided to all involved personnel to prevent laxness due to fatigue.
11. Ensure a proper liaison with press and other news media.
12. Declaring the situation resolved and ordering all personnel to secure.

F. Command Post -- Crisis Management Team

The key personnel in the Command Post will be the "decision making group," referred to as the "Crisis Management Team." No offensive actions will be taken unless ordered by the On Scene Commander after approval by the "Crisis Management Team."

No concessions will be made to the assailant(s) by the Negotiation Unit until approved by the "Crisis Management Team" and ordered by the "On Scene Commander."

The Tactical Unit will take no action unless approved by the "Crisis Management Team" and ordered by the "On Scene Commander."

A "Green Light" (use of deadly force) order will be approved by the "Crisis Management Team" and ordered by the "On Scene Commander" through the Tactical Team Leader. The use of chemical agents will also be approved by the "Crisis Management Team" and ordered by the "on-scene commander."

G. Controlled Fire Procedures

Strict firearms control must be maintained at all times. Unless in self defense or the defense of others, no weapons shall be fired unless ordered by the "On Scene Commander."

Controlled suppression fire is defined as well directed, controlled fire at a clearly identified target for the purpose of permitting the evacuation of wounded or endangered civilians or police personnel. If time permits, the Tactical Unit should conduct the controlled suppression fire.

The "On Scene Commander" will order/approve all controlled suppression fire unless assailant(s) are actively firing on police officers or citizens and directly endangering life; at which time officers can use their own discretion. The Tactical Team Leader should direct the discretionary controlled suppression fire and will be responsible for the situation. Assailant(s) must be firing and clearly identified before the order for suppression fire can be given.

INDISCRIMINATE FIRE WILL NOT BE PERMITTED.

A primary consideration in positioning personnel to preliminary suppression fire, is that they are in position which will prevent them from firing at each other.

H. Definitions

Command Post

The Command Post is the Control Center for all action involved in the resolution of Hostage, Sniper, or other incidents. The On Scene Commander, ranking Police Officials from allied Departments, Negotiators, Tactical Team Leader and all essential personnel will be located at the Command Post. The Command Post location will be designated by the "On Scene Commander," and as close to the scene as practical without compromising safety.

On Scene Commander

The On Scene Commander is the ranking Police Official on the scene with the rank of lieutenant or above, or the Police Official designated by the Chief of Police. The On Scene Commander has the overall responsibility of contacting the Chief, Tactical Commander, Negotiators, and any other special units needed. He or she has the responsibility for the overall conduct of all the Police personnel on the scene, will insure the inner and outer perimeters are established and properly maintained. The on-scene commander will assign pursuit/surveillance vehicles, and will be responsible for the control of traffic routes and issue any requests for ambulance, fire suppression or rescue equipment as well as surveillance equipment. After-action reports will be assigned and coordinated by the on-scene commander.

Staging Area

The location designated by the On Scene Commander as the reporting location for additional support units. The staging area should be manned by a supervisor who is in constant communication with the Command Post in order to supply personnel as they are required. Also, the location designated by the Tactical Team Leader as the reporting location for the Tactical Unit.

Media Relations

The Media Relations function will be in effect staffed twenty-four hours during all major incidents. All inquiries from the media must be forwarded to the Department's Media Relations contact. Field officers being approached by media personnel should direct those persons to the Command Post so they can receive the latest accurate information from the Media Relations contact or a commander in the Command Post.

It is imperative that accurate information is disseminated as promptly as possible. If the department limits access to certain areas of the city, that information should be promptly relayed to all elements of the media for broadcast. The Administrative Commander or his designee will be the primary media contact point and will confer with the on-scene commander concerning the release of information. The Patrol Commander may set up a media conference area away from the command post as necessary.

Outer Perimeter

That area in which officers or the public are not vulnerable to direct fire or other attack from assailant(s). All vehicular and pedestrian traffic will be stopped and all civilian and non-essential police will be evacuated.

Inner Perimeter

The area wherein officers and/or citizens are vulnerable to direct fire or other harm from an assailant and/or police countermeasures. The inner perimeter may be dependent upon the fire power and field of fire available to the armed person or other consideration, may be determined by the On Scene Commander, to ensure against interference with the police response. If the assailant is using weapons other than firearms, a similar application is appropriate. If an assailant is located in a room in a building without shooting access to the outside, the inner perimeter may be in the same building. If the assailant has shooting access to the outside, the inner perimeter may be established several hundred feet from the outside of the building. If the assailant is outside with large areas of open space surrounding him, the inner perimeter may be established several hundred yards from his location.

Only Tactical personnel will penetrate the inner perimeter unless otherwise directed by the Chief of Police or On Scene Commander in cases of an emergency.

Strategic Position

Any position that is critical in the effort to isolate the assailant(s). These positions must be established out of the line of fire but close enough to the position to prevent the assailant(s) escape or injury to innocent persons.

Police Negotiator

A trained individual designated by the Chief of Police as the Negotiator and at the direction of the Chief of Police or On Scene Commander will enter into discussions with assailant(s) involved in sniper, barricade or hostage situations. The Negotiator should not be a member of the Tactical Unit or any group who will be utilized in any forcible effort to apprehend the assailant(s).

Barricade Incident

An incident where an individual(s) is believed to be armed and is committing or has committed some criminal act and it is apparent the individual(s) intends to unlawfully defend a fixed position against police entry.

Hostage Incident

An incident where an individual(s) is believed to be unlawfully holding a person(s) in return for some known or unknown consideration, to include the barricaded individual(s) unlawfully holding a person(s) to ward off police entry by threatening the life of the hostage(s).

Sniper Incident

An incident wherein an assailant(s) is believed to be unlawfully holding a person(s) in return for some known or unknown consideration, to include the barricaded individual(s) unlawfully holding a person(s) to ward off police entry by threatening the life of the hostage(s).

I. Hostage Situations

In the event of a hostage situation, a Tactical Team would be deployed. With authorization from the Patrol Commander, Administrative Commander, Chief of Police, the Worcester County STAR Team (Sheriff's Tactical Armed Response Team), MSP (Maryland State Police) Hostage Negotiation Unit, or any other agency as deemed appropriate would be contacted for assistance.

J. Definitions:

Coach: A sworn police officer who, having been trained as a hostage negotiator, assists the actual negotiator(CID) with negotiations, i.e., note taking, passing information along to proper persons, etc.

Crisis Management Team: A group of professional people, i.e., psychologists, psychiatrist, police officials who are the decision making personnel for the duration of the incident.

K. Tactical Unit 04/09/10

The Pocomoke City Police Department's does not have a tactical unit at this time, but calls upon the services of the Worcester County Sheriff's Office Star Team.

It is the policy of this Department the Tactical Unit be utilized at all barricades, hostage, and sniper incidents. Whenever a situation arises that presents, a danger to human life, including responding officers and time permits, the Tactical Unit should be utilized. If a situation dictates the need for special weapons (shotgun, rifle, chemical munitions, etc.) the Tactical Unit will be notified and will respond and deploy with these special weapons. The Tactical Unit will be activated to assist in any tactical situation.

1. Tactical Situations

A Tactical Unit will be utilized for the followingsituations:

- a. Barricade Incidents -- An incident where an individual(s) is believed to be armed and is committing or has committed some criminal act and it is apparent the individual(s) intends to unlawfully defend a fixed position against police entry, by threatening to endanger human life.
- b. Hostage Incident -- An incident where an individual(s) is believed to be unlawfully holding a person(s) in return for some known or unknown consideration, to include the barricaded individual(s) unlawfully holding a person(s) to ward off police entry by threatening the life of the hostage(s)
- c. Sniper Incident -- An incident wherein an assailant(s) is stationary or nearly so, is believed to be armed, and has shot at or intends to shoot at targets of opportunity. For the purposes of this order, an ambush shall be considered a sniper incident.
- d. Search Warrants -- Due to the potential for violence during the execution of search warrants, the Tactical Unit will initially gain entry to buildings and vehicles and secure the premises, vehicle and person(s), so the warrant can be executed with minimal danger to all persons involved.

- e. Arrest Warrants -- When it is known in advance that a subject(s) is armed and this department holds an arrest warrant for the subject(s), and knows the subject(s) whereabouts, time permitting, members of the Tactical Unit will serve the warrant.
- f. Refer to Civil Disturbance and Other Unusual Occurrences Plan as directed in Part 1 B.

23.1.5 BOMB THREATS/EXPLOSIONS

Bomb threats and actual bomb emergencies present a serious threat to police officers, the public, and to property. In this age of terrorist activity, more actual bombings of public and private buildings are occurring. The police must be able to effectively respond to all bomb threats, assess the situation, and handle every situation in an efficient manner, so as to provide for the safety of the general public. Additionally, the police must be able to properly investigate bomb threat/bomb emergency situations in order to apprehend the party or parties responsible.

Procedures

- 1. Administration:
 - a. The squad commander shall have the authority to implement this plan and will assume command of the operation until relieved by the Chief of Police or a commander of higher rank.
 - b. Bomb threats will normally be investigated by police officers, while actual bombings require the assignment of investigators. There is an overlap where a bomb threat is a form of extortion or terrorism, where the squad commander may decide it appropriate to call out investigators.
 - c. If there is an actual bomb explosion, the FBI Salisbury Office must be notified to respond and to conduct an investigation. See paragraph 8 below for additional guidance.
- 2. Duties and Responsibilities of the PCO: The duties and responsibilities of the PCO receiving a bomb threat/bomb emergency call include:
 - a. Obtain all information as possible such as:
 - (1) Exact location of the bomb.
 - (2) Time set for detonation.
 - (3) Description of bomb.
 - (4) Type of explosive.
 - (5) Type of bomb (pipe, etc.).

- (6) Reason for bombing.
 - b. Notify and dispatch shift supervisor and police officer/investigator (if actual bombing) to the scene.
 - c. Record pertinent information on Bomb Threat Information form.
 - d. Make notification as advised by the Shift Supervisor.
3. Duties and Responsibilities of the Shift Supervisor: Upon notification by the PCO, the shift supervisor will immediately respond to the scene. Radio's will be turned off. Additionally, the shift commander will:
- a. Assess the situation make a determination on notification of command personnel, investigative personnel, or FBI.
 - (1) If a call back of additional police personnel is necessary, the PCO will be instructed to do so.
 - (2) Determine what outside agencies should be notified and/or assistance requested such as fire, rescue, hospitals, the State Fire Marshall's Office, FBI, Maryland State Police, ATF, etc.
 - b. Interview the person who received the original call. All details, such as the caller's voice, mannerisms, background noises, and the time elements should be gathered. The time the call was received is most important since most bombs are activated by some type of watch or clock which restricts the "bomber" to a 12-hour period or less.
 - c. Instruct officers as to traffic control in general area.
 - d. Establish a security perimeter around the scene.
 - e. Coordinate with outside agencies that have been called, as they arrive.
 - f. Contact the Patrol Commander, Administrative Commander, or the Chief of Police to respond to location.
4. Duties and Responsibilities of the CID Investigating Officer: Upon arrival at the scene, the investigating officer will assume responsibility for the completion of the preliminary investigation and begin the follow-up investigation. If an actual explosion has occurred, detailed investigation and crime scene processing should await the arrival of the FBI.
5. Evacuation:

- a. The final decision as to evacuation of a building must be left up to the management of that building or institution against which the threat call was directed. The City Manager is responsible for the evacuation process of city buildings. The role of the police is that of providing information and recommendations which the management officials may choose to use in making the evacuation decision.
 - b. If the decision is made to evacuate the building, police may assist in the process.
6. Searching the Premises:
- a. The decision to search a building is also a building management decision, with police providing recommendations. Since building employees are most familiar with the building and the space therein, part of the building management responsibility includes providing assistance to the search teams.
 - b. Once it is decided to search the premises, the ShiftCommander will designate search team(s) as needed, depending on the size of the area to be searched.
 - c. If available, have a explosive detecting K-9 respond to the scene to assist in the search.
 - d. Police personnel should coordinate the search so as not to be repetitious. Care should be exercised, however, to impress upon the searchers the importance of not disturbing any suspected device that may be located as it may contain an anti-disturbance device. A floor plan of the building should be obtained and be available for immediate reference.
 - e. All areas open to the public should be given special attention such as restrooms, trash receptacles, stair wells, elevator shafts, etc. Custodians should be advised to check their closets and storage areas for any unusual objects, and supervisors should relate to their subordinates to check their work areas for unusual objects.
 - f. Do nothing to change the physical environment of the area being searched. ALL RADIO FREQUENCY EQUIPMENT SUCH AS RADIOS, CELL PHONES AND PAGERS MUST BE TURNED OFF. DO NOT TURN ON LIGHT SWITCHES, THERMOSTATS, ETC., UNTIL THE AREA HAS BEEN THOROUGHLY SEARCHED WITH THE USE OF FLASHLIGHTS. DO NOT SMOKE.
 - g. Never tell management personnel that everything is all clear. Tell them that the search revealed nothing, but let them make any decisions concerning re

occupation of the building or area.

- h. If an unusual device or bomb is believed to have been found, do not attempt to disarm or move it in any manner. The explosive may contain an anti disturbance device, and should be approached only by explosive experts. The main concern is to safeguard lives by isolating the area. If a device suspected of being a bomb is found, the PCO should be advised to contact the State Police, Pikesville. A disposal team will respond to handle the device.

- 7. Communications: Due to the danger of possible bomb detonation from radio transmissions, all police radios at the scene will be turned off. Communications between the Shift Supervisor and PCO will be through the use of the telephone, or an officer can be sent several blocks away to transmit messages using the police radio.
- 8. Scene Protection/Evidence Collection: If an explosive device has been detonated, the scene will remain protected until the FBI arrives to begin scene processing. Officers/investigators will give any assistance requested by the FBI.
- 9. Access to Bomb Disposal Operation

The Pocomoke City Police Department has access to the Maryland State Fire Marshall's Office bomb Squad/Hazardous Materials Team.

- 10. After-Action Report: Offense reports will be completed on each bomb threat/bomb emergency. Additionally, an after-action report will be completed by the Shift Supervisor to the Chief of Police relating all facts of the incident and recommendations, if appropriate.

Pocomoke City Police Department

BOMB THREAT

STEP ONE

PERSON RECEIVING CALL SHOULD ASK THE FOLLOWING QUESTIONS:

1. Exact location of the bomb?

2. Time set for detonation?

3. What does it look like?

4. What is the explosive?

5. What is the type of bomb?

6. Why was it placed?

REQUEST MORE DATA BY EXPRESSING DESIRE TO SAVE LIVES. Remember, legitimate callers usually wish to avoid injury or death.

SIGNED: _____
(Person Receiving Call)

BOMB THREAT

STEP TWO

IMMEDIATELY AFTER caller hangs up, person receiving call should:

1. Notify supervisor of call and immediately fill out this form while the facts are fresh in his mind.

RECORD THE FOLLOWING:

2. Date of Call _____

Time of Call _____

3. Exact language used (exact wording or as close as possible)

4. Male _____ Female _____ Adult _____

Child _____ Race _____ Estimated Age _____

5. Speech: Slow _____ Rapid _____ Normal _____

Excited _____ Loud _____ Normal _____

Disguised _____ Broken _____ Sincere _____

Any accent or other trait _____

6. Were there any background noises?

Factory _____ Music _____ Talking _____

Construction _____ Office _____ Traffic _____

Other _____

SIGNED: _____

23.1.6 EQUIPMENT FOR UNUSUAL OCCURRENCES

1. Refer to 23.1.2

Inventory of Equipment

- A. Vehicles - Refer to Current Inventory with the fleet administrator.
- B. Radios:
- C. Police Tape ("Do Not Cross")
- D. Base radio has capability of direct contact with MSP, Worcester County Sheriff's Department, Public Works.
- E. Radio frequencies and "talk group" numbers will be maintained by the quartermaster.
- F. Special vehicles, such as four wheel drive vehicles and vans maintained in our fleet will be made available and utilized where necessary.
- G. Issued radios and chargers.
- H. Flares kept in all marked police vehicles and in the police department.
- I. Limited amount of blankets and first aid kits kept in departmental vehicles
- J. METERS computer capable of nationwide and intrastate teletype broadcasts
- K. Backup generator for the police department
- L. Fire extinguishers kept in marked police vehicles and several unmarked vehicles as well as the police department
- M. Equipment designated for use in unusual occurrence situations will be inspected for operational readiness at least quarterly.

23.1.7 AVAILABILITY - EMERGENCY OPERATION PLANS

The Pocomoke City Police Department Emergency Operation Plan is accessible to all command personnel and is reviewed and updated as needed.

23.1.8 MOBILIZATION PLAN

1. Refer to 23.1.2 and the City of Pocomoke City's General Emergency Plan which is also maintained in the Communications Center and contains provisions for mobilization of the department's resources.
2. General Emergencies
 - A. General emergencies represent problems of public safety, both property and personal, which must be handled in an intelligent manner by the police.
 - B. Panic is an element which may add to a major disaster. Fear creates panic in any area where an emergency situation arises, prompt action must be taken to allay fear. A major disaster may be limited by alert, cool, intelligent police action.
 - C. Traditionally and historically, certain responsibilities have been placed upon the police department, the protection of life and property, the enforcement of law, the prevention of crime and the maintenance of public peace. Equal consideration is to be given to each but the main consideration must be focused on the protection of life itself.
3. Procedure
 - A. In the event of an emergency situation - ALERT THE FOLLOWING PERSONS:
 1. Chief of Police
 2. City Manager
 3. Executive Officer
 4. Public Works Director
 5. Fire Chief
 6. Sheriff
 7. Maryland State Police, Commander, Barrack 'E'
 8. State's Attorney
 9. Worcester County Emergency Management and Civil Defense Director
 10. All department personnel and/or special units designated by the Chief

Numbers of all the above are maintained in the Communications Center.

- B. All members of the department shall be contacted and will assemble at the designated staging area. Personnel will be told where to respond when called.
- C. The communications center shall be staffed by one squad commander and at least two PCO's. The ranking officer shall supervise all communications and dispatches.
 - 1. A non-emergency telephone line shall be kept open as a direct line to City Hall or such place as the Office of the City Manager shall be located.
 - 2. Fire calls will be placed to Worcester County Central Emergency Communications (911) over the direct intercom to that agency.
 - 3. All contact with the Maryland State Police shall be made by radio using the intercom direct to Barrack V, if possible.
 - 4. Worcester County Emergency Management and Civil Defense Agency liaison shall be made by radio and, if necessary, personal liaison will be established.
- D. Peninsula Regional Medical Center is to be notified in the event the emergency is one that should involve a large number of injured persons.
- E. The Medical Examiner is to be notified in the event the emergency is one that should involve deceased being pronounced dead at the scene and acting on his/her own instruction in setting up a temporary morgue in the event of a mass loss of life.
- F. F.B.I. Disaster Squad is to be notified in the event of a mass loss of life resulting in disfigured bodies requiring technical examinations for identification.

4. Action of Officers in the Field Refer to 23.1.2

5. Riots and Civil Disturbances

Refer to Plans/Response to Natural and Man-made Disasters, Civil Disturbance and Other Unusual Occurrences as directed in 23.1.2, copy of which is located in the Communications Center.

6. Conclusions

A specific plan cannot be designed to meet all unusual occurrences such as natural manmade disasters, riots and civil disturbances. However, the department will be prepared to respond effectively through the plans in place and will consider the following, but not limited to, provisions:

Communications:

Alert Stage

Contact key personnel pending occurrence of a natural disaster such as a hurricane, civil disturbance, etc.

Mobilization of personnel in order of preference:

Chief, Assistant Chief, Division Commanders, Squad Commanders, Supervisors, Operations Assistant, Patrol Officers, Civilian Personnel, Law Enforcement Personnel from Other Agencies, and Auxiliaries.

Command Post/EOC: (To be designated by the Chief of Police)

Headquarters

Field

Mobile

Physical Resources:

Vehicles of various types which may include personal and/or private, as well as government vehicles;

Armament;

Heavy equipment (Department of Public Works);

Food;

Water;

Sanitation.

Transportation

Law Enforcement Personnel

Government Officials

Injured-Medical Treatment for Casualties

Deceased

Arrestees (Adult/Juvenile)

Operations-Deployment of Personnel:

Key Personnel:

Chief: Will designate the EOC Commander and report to the City Manager per Pocomoke City Emergency Manual. Will advise assigned personnel where and to whom to report; will assume control of logistics and will coordinate with the Administrative Commander in the distribution of equipment and supplies.

Administrative Commander: Will advise assigned personnel where to and to whom to report; will determine physical resources needed and obtain same; will arrange for lodging, food, water and sanitation for PCPD personnel.

Patrol Commander: Will advise Patrol and Traffic Squads, PCO's where and to whom to report and assume command of the Field Command Post.

CID Detective: Will advise personnel to report in uniform, if necessary, and stand by for investigations and/or assignments as designated by the EOC Commander.

Operations Assistant: Will report to and assist the EOC Commander at PCPD Headquarters.

Enforcement
Arrests (adults, juvenile, mass)
Collection of Evidence
Booking
Confinement (adult, juvenile, mass)
Traffic Control
Security of Public Buildings Property

Unity of Command - The On-Scene Commander will exercise command and control over all law enforcement personnel regardless of the agency.

Liaison:

Law Enforcement Agencies

County, State (Police, Natural Resources, National Guard-Martial Law)
Federal
Government Officials
City Solicitor - Legal Considerations
States Attorney - Prosecutorial Considerations
Circuit Court Judge - Court Considerations

Medical Examiner - Deceased Considerations
Civil Defense
Defense Attorneys - Consultation with Arrestees
Director - Worcester County Management and Civil Defense

Public Information: (Chief of Police will serve as the primary media contact)

News Releases
Community Relations
Rumor Control

De-escalation (aftermath) Procedures: (The EOC Commander will coordinate de-escalation procedures)

Assignment of duties to interested personnel
Scheduling of personnel
Responsibilities of Division Commanders
Liaison continuance
Equipment maintenance repair

Reports:

Initial
Supplemental (aftermath)

Review: (aftermath)

Amend plans as needed

NOTE: Any emergency requiring mobilization of personnel and equipment will include, but not limited to, provisions for:

- A. communications;
- B. alert stages;
- C. primary and alternate assembly areas;
- D. equipment distribution;
- E. special task force activation;
- F. key personnel designations;
- G. coordination with emergency management personnel;
- H. transportation requirements;
- I. management control measures; and
- J. rehearsals.

All plans relating to emergency situations will be reviewed at least annually and, if necessary, modifications made.

23.1.9 SECURITY OF VIP'S PLAN

1. The PatrolCommander is responsible for the security of VIP's and will prepare a plan which will provide at a minimum:
 - a. The PatrolCommander or his designee will coordinate the security detail;
 - b. Equipment used by officers on such an assignment will be at a minimum, body armor, issued firearms, and other weapons if deemed appropriate. Marked units will lead the motorcade and will also bring up the rear. All other officers assigned to security, as well as the VIP's, will travel in unmarked units;
 - c. The planning of travel routes and alternate routes with the assistance, if appropriate, of the VIP'S security detail;
 - d. Advance inspection of sites and facilities with the assistance, if appropriate, of the VIP'S security detail;
 - e. Utilization of intelligence information;
 - f. Coordination of activities both within and outside of the agency;
 - g. Identification of medical facilities and emergency first aid;
 - h. Communications; and
 - i. Some type of identification among those officers who are involved.

23.2 SPECIAL OPERATIONS

23.2.1 SEARCH AND RESCUE MISSIONS

The Pocomoke City Police Department does not perform search and rescue missions.

23.2.2 SPECIAL EVENTS PLANNING

I. Purpose

The purpose of this directive is to establish a policy and procedures for the planning and coordination of special events.

II. Policy

It is the policy of the Pocomoke City Police Department to develop an overall plan for each individual special event and to designate a single person or position as coordinator of the event.

III. Definition(s)

Special Event - An activity, such as a parade, athletic contest, or public demonstration, that may result in the need for control of traffic, crowds, or crime. Special events may also include, but are not limited to, entertainment/sporting events, highway construction/maintenance activities, and/or picketing/demonstrations. The Chief of Police, or his/her designee, will determine which activities shall be classified as special events.

IV. Procedures

A. The Chief of Police or his/her designee will designate an event coordinator for each special event.

B. Responsibilities of the Event Coordinator

1. The Event Coordinator is responsible for developing estimates of and control plans for (as applicable):

- a. Traffic
- b. Crowd size
- c. Crime problems expected
- d. Logistical requirements

(1) Staffing needs (Sworn and civilian)

(2) Equipment (barricades, street cones, etc.)

(3) Emergency Services procurement

2. The event coordinator will develop the special event plan and will document the same in a written format.

C. Liaison

1. The Event Coordinator will act as the liaison between the Department and all other entities involved in the event.

23.2.3 TERRORISM RELATED INTELLIGENCE

1. Purpose

The purpose of this directive is to establish procedures for reporting and relaying terrorism related intelligence/information to the proper task force, agency, or other agency with a need and right to know.

2. Policy

It is the policy of the Department to maintain a liaison with allied law enforcement agencies in all public safety issues including terrorism. The Department will strive to report suspicious activity and circumstances to the appropriate state and federal authorities. The Department will also help educate the public on issues surrounding terrorism.

3. Definitions

Terrorism - under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure of key resources and is a violation of the criminal laws of the United States or of any state or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping.

4. Procedures

a. Liaisons

- i. The Department will maintain liaisons with other departments in the area and region to exchange information on preparedness, intelligence, and other resources regarding terrorism through its efforts in obtaining grants, funding, training, equipment, and other resources.

ii. The Department regularly receives correspondence from the Eastern Shore Intelligence Center (ESIC) and other teletype intelligence regarding criminal and terrorist activities and threats which is disseminated to the members of the Department and other affected agencies, departments, and/or personnel.

b. Reporting suspicious activity

- i. When an officer observes or is dispatched to suspicious activity that would indicate the possibility of terrorist activity the officer shall:

- (1) Investigate the circumstances thoroughly;

- (2) If the activity is confirmed to be suspicious, the Maryland Coordination and Analysis Center (MCAC) shall be contacted immediately in addition to contacting the Eastern Shore Intelligence Center:

	MCAC Phone	800 492-8477
	ESIC Phone	877 917-9191
Fax		410 548-5579
Email		esic@esic-md.org

- (3) All available information will be provided to the agent at the MCAC and ESIC; and,

- (4) A minimum of a log entry is required to record the incident, however, officers are strongly encouraged to document the contact in an incident report.

c. Public Awareness Training

- i. The Department shall provide terrorism awareness information to City residents. This information can be provided through, but not limited to:

- (1) City Hall meetings;
- (2) Brochures/Pamphlets; and
- (3) Special Events.

23.2.4 CBRN AWARENESS

All Police Personnel are issued Chemical and Biological Warfare Agent Mask which is fit tested for each Officer upon issuance. A Black carry bag containing a Protective Suit, Booties and Gloves is also issued to each Officer and Carried in their assigned vehicle.

The issued gas mask is effective against:

- * Nerve Agents
- * Blister Agents
- * Biological warfare agents
- * Tear Gas i.e. CN, CS and OC

Officers should refer to the Homeland Security adopted Standards for First Responders NIOSH CBRN.

POCOMOKE CITY POLICE DEPARTMENT EMERGENCY OPERATIONS PLAN

Basic Plan

I. Introduction

The City of Pocomoke and the Pocomoke Police Department are covered in the Worcester County Emergency Operations Plan, as required by state law.

This plan is designed to supplement the Worcester County Emergency Operations Plan not replace it.

II. Purpose

The purpose of this plan is to implement a comprehensive emergency response program that seeks to mitigate the effects of a hazard, to prepare to manage a disaster, to respond during emergencies and take actions to protect life and minimize damage and to establish a recovery system in order to return the community to its pre-disaster state.

This plan establishes a framework for management and coordination of actions to be taken by government and certain private organizations in response to emergencies and disasters that threaten the City of Pocomoke.

This plan assigns functions necessary to support a comprehensive emergency management program to support those departments with capabilities to support the program. It also provides methods of obtaining assistance from other resources, as necessary.

III. Situations and Assumptions

A. Situation

1. The City of Pocomoke is and will continue to be exposed to hazards, many of which have the potential for having vast impact on the community by causing damage to property and injury to citizens and loss of life;
2. Natural hazards can include, but not be limited to; hurricanes, tornadoes, winter storms and floods, and;
3. Man-made hazards can include, but not limited to hazardous materials, conflagration, transportation accidents and terrorism.

B. Assumptions

1. The City of Pocomoke will continue to be exposed to the hazards previously identified.
2. While it is likely that assistance will be available from Worcester County, the State of Maryland and federal resources in major disaster situations, the City of Pocomoke must be prepared to provide response to disaster or emergency incidents independently.
3. It may be necessary to request assistance from those forces that can be marshaled under the guidelines of the City of Pocomoke Emergency Operations Center as developed, and other assistance that may be necessary and available.
4. A process is in place for obtaining resource support from outside City of Pocomoke resources. These resources are summoned in two ways. The first way would be via the Worcester County Emergency Operations Center. The second way would be via the State of Maryland Emergency Operations Center. Both requests are made by telephone and then followed up by written support.

IV. **Concept of Operation**

A. General

1. It is the responsibility of the City of Pocomoke government to undertake emergency management operations in order to protect life and property of its citizens in the event of a hazardous situation.
2. This plan is based on the concept that the emergency function for the various groups involved in emergency management will generally parallel their normal day to day operations.
3. In large scale disasters it may be necessary to request assistance from jurisdictions outside the City of Pocomoke.
4. The City of Pocomoke Local Emergency Operations Center (LEOC) should be active efforts in Pocomoke and to coordinate with Worcester County.
5. Representatives of the City of Pocomoke will be present in the Worcester County EOC to assist in the coordination between the LEOC and the Worcester County Emergency Operations Plan.

B Phases of Emergency Management

1. Mitigation: Involves lasting, often permanent, reduction of exposure to, probability of, or potential loss from hazard events. They can focus on such things as where and how to build.
 2. Preparedness: Involves the jurisdictions readiness to face the threats of any emergency that have not been mitigated away.
 3. Response: The onset of an emergency creates a need for time-sensitive actions to save lives and property, as well as for action to begin stabilizing the situation so the jurisdiction can regroup.
 4. Recovery: Is the effort to restore the infrastructure and the social and economic life of a community to normal, but it should incorporate mitigation as a goal.
- C. The Plan establishes an architecture for a systematic, coordinated and effective city response. The purpose of the Plan is to:
1. Establish fundamental assumptions and policies relating to the Emergency Operations Plan.
 2. Establish a concept of operations that provides an interdepartmental coordination mechanism to facilitate the immediate delivery of city services to City of Pocomoke residents;
 3. Incorporate the coordination mechanisms and structures of other appropriate City plans and responsibilities into an overall response;
 4. Assign specific functional responsibilities to appropriate divisions, sections and units,
 5. Identify actions that participating city departments and agencies will take in the overall city response, in coordination with the affected areas, and;
 6. To provide a mechanism for the orderly intervention of mutual aid services that may be available from the Worcester County or State EOC's via the Incident Command System.
- D. Scope
1. The Plan applies to all divisions, sections and units of the Pocomoke Police Department that are tasked to provide response assistance in a disaster or emergency situation.
 2. Response assistance includes those action and activities which save lives, protect public health and safety, and protect property.

3. This Plan does not address recovery assistance, including the provision of temporary housing, loans and grants to individuals; business loans; and grants to local government. These issues are covered in detail in the Worcester County Emergency Operations Plan.

E. The Plan consists of the following:

1. The Basic Plan describing the purpose, scope, situation, policies and concept of operations of the Pocomoke Police Department during a disaster.
2. The Functional Annexes to the Basic Plan describing the policies, situations, planning assumptions, concept of operation and responsibilities for each division, section, and unit.
3. Support Annexes to the Basic Plan describing areas of coordination with other city departments and how that coordination will take place.

V. Policies

A. Authorities

1. In providing response assistance under the Plan, the Pocomoke Police
2. Response by divisions, sections and units to lifesaving and life protecting requirements under this Plan has precedence over any other response activities. Support to and from other City of Pocomoke departments will be provided to the extent that they will not impair or otherwise conflict with the Pocomoke Police Department.
3. This Plan does not supplant emergency management plans that have been previously approved by the City of Pocomoke. However, the Plan will be used to supplement these plans and authorities in order to provide an effective response.

B. Response Coordination

During major emergencies each division, section and unit will provide response in coordination with other department divisions, sections and units as defined by the Plan and the Director of Emergency Management and their rules, regulations and SOP's. If resources are not locally available the Chief of Police via his/her designee or the Director of Emergency Management will review and request necessary and appropriate resources from Worcester County via the appropriate channels.

- C. In the event a conflict of priorities develops as a result of more than one department, division, section or unit needing the same resource the issue will be resolved by the Chief of Police, his/her designee or the Director of Emergency Management for the City of Pocomoke (the proper order will be included later in this document).

VI. Plan Development and Maintenance

- A. The Police Department's Emergency Operation Plan will be developed by the Emergency Operations Coordinator with support and input from all divisions, sections and units and maintained by the Emergency Operations Coordinator for the police Department.
- B. The Emergency Operations Plan will be upgraded as often as necessary to meet the needs of the agency and the City of Pocomoke.
- C. The Emergency Operations Plan will be effective upon the approval of the Chief of Police.
- D. The Emergency Operations Plan will be reviewed as necessary by the Emergency Operations Coordinator but no less than annually.
- E. It is the responsibility of the Pocomoke Police Department command staff to become familiar with this Emergency Operations Plan and institute the plan as necessary.

VII. Organization and Assignment of Responsibilities

A. General

This portion of the basic plan addresses the broad organizational framework for emergency management planning, response and recovery in the City. Most of the department and offices within the City of Pocomoke government have emergency functions in addition to their normal duties. City departments and offices will continue to function in their respective roles, varying routines, emphasis on actions and priorities to meet the exigencies of the situation, and to carry out any additional emergency functions which may be assigned.

B. Emergency Organization

Should a major emergency threaten or occur, the official in charge is the City Manager. The Chief of Police, Chief of the Fire Department and other department heads command the operations of their forces. Hospital and medical personnel, Red Cross, local news media staff, and other non-city government agencies perform their emergency functions in cooperation and coordination with the operations of the City government, under the policy set by the City Manager via the Director of Emergency Management.

C. Assignment of Responsibility

The City of Pocomoke government will not alter the chain of command. The Mayor, Council members and Department Directors will maintain all jurisdiction granted them by the Charter and Code of the City of Pocomoke.

- 1. City Manager - Is the Chief Executive Officer for the City of Pocomoke and is responsible for policy level decisions for the government.
- 2. Director of Emergency Management – This position is maintained by the City Administrator. The Director of Emergency Management is responsible for the overall coordination of the incident.

3. Public Information Officer - Is responsible for the dissemination of timely information to the public via the Emergency Broadcast System, (EBS) and all media available, and the coordination of release of information concerning emergency response activities.
4. City Attorney and Financial Officer - The Office of Law and the Finance Department provide advice and recommendations within their respective fields.
5. Chief of Police - Is responsible for all law enforcement, security and Area access control at the scene of a disaster.
6. Fire Chief - Is responsible for the operation of forces for fire suppression, search and rescue, Hazmat, and emergency medical services.
7. Director of Public Works- Is responsible for cleaning and repair of roads and highways, debris removal, providing barricades, light covers and light boards as necessary, coordination with local utilities in the restoration and maintenance of electric and gas utilities, for operation and restoration of public water and sewer systems, for provision of emergency potable water supplies and for providing engineering support for other emergency services and for the transportation of supplies.

VIII. Direction and Control

- A. The City Manager has ultimate responsibility for the response of City government to emergency situations.
- B. The Director of Emergency Management has the responsibility for coordinating the emergency management program and makes all routine decisions and advises on courses of action available for major decisions. During emergency operations he/she is responsible for proper functioning of the EOC. The Director of Emergency Management will be responsible for ensuring the maintenance and retention of the records pertaining to an incident. All departments and divisions will submit incident related original documents to the Director of Emergency Management.
- C. Specific persons and departments are responsible for fulfilling their obligations as presented in the basic plan and individual annexes. Department and department heads will retain control over their members and equipment, unless otherwise designated by the City Manager or/his designee.
- D. During impending or actual emergencies, certain department heads (or the designee having authority to commit the resources of the department) will be required to relocate to the EOC and become part of the crisis management staff. This request will come from the Director of Emergency Management, the Chief of Police or the City Manager.

IX. Continuity of Government

- A. Preservation of Records

In order to provide normal government operations after a disaster, vital records be protected. The agencies responsible must take adequate preparation to insure survival of copies of the vital records. Original documents will be preserved by the Office of Emergency Management.

X. Administration and Logistics

Administration and Logistics

A. Emergency Authority

1. Whenever the City Manager or his/her successors proclaim a civil emergency, the mayor may order a general curfew applicable to such geographical areas of the city or to the city as a whole as the mayor deems necessary in the interest of public safety and welfare. If the imposition of a curfew is necessary, the City Manager shall publicly proclaim the hours and days during which the curfew will be effective.
2. Should the need arise, the City Manager shall ask the Governor to declare a state of emergency within the City of Pocomoke.
3. If there is a need for military support (helicopters for rescue, troops to assist with searches, etc) without the need for a state of emergency, the Director of Emergency Management or his/her designee will confer with the City Manager who may then request this support through the Maryland Emergency Management Administration (MEMA).

B. Financial Administration

Expenditures necessitated by emergencies will be made from funds appropriated to City departments. If these funds prove inadequate, the Mayor may direct use of contingency funds or seek authorization for additional funds from the City Council.

C. Agreements and Understandings

Should local government resources prove to be inadequate during an emergency operation, requests will be made for assistance from other jurisdictions, higher levels of government and other agencies in accordance with existing or emergency mutual aid agreements and understandings. Such assistance may take form of equipment, supplies, personnel or other available capabilities or funds. All agreements and understandings will be entered into by duly authorized officials and will be formalized in writing whenever reasonably possible.

D. Reports, Records and Emergency Agreements

Reports determined necessary by the Director of Emergency Management will be submitted to the appropriate authorities in accordance with individual annexes. The Director of Emergency Management is responsible for collecting and retaining all records created by the incident.

E. Emergency Operations Center (EOC)

The Worcester County EOC which is located in the Worcester County Government Building is the primary site for county wide emergency operations. In the event the primary site should be unusable, an alternate EOC will be established as designated by Worcester County Emergency Management, as previously stated. The City of Pocomoke EOC is located in the Pocomoke Police Department Headquarters. The County EOC center and Pocomoke LEOC (Local Emergency Operations Plan) may operate jointly or as a separate entity, depending on the situation. The Pocomoke LEOC is the primary Emergency Operations Center for operations inside the City of Pocomoke.

F. Relief Assistance

All individual relief assistance will be provided in accordance with the policies set forth in state and federal provisions.

XI. Definitions

A. Declaration of Emergency

An announcement by the City Manager that a situation exists which requires extraordinary effort or procedures to counteract and overcome. It may suspend or modify local law or procedures to the extent local law permits. It has the force and effect of law. If the emergency operations plan of the City has not been implemented, the declaration of emergency will automatically activate the plan into action.

B. Disaster

Any event that overwhelms the capabilities of the local agency to include hurricanes, tornadoes, floods, high water, wind-driven water, snowstorms, droughts, fire, explosions or other catastrophes.

C. Emergency

Any situation which requires emergency governmental assistance to save lives and protect property, public health and safety or to avert or lessen the threat of a major disaster (manmade or natural).

D. Emergency Operations Center

The command and communications center from which the response of the City departments, public and private organizations is coordinated during emergencies.

E. Director of Emergency Management

Director of Emergency Management is responsible for the management of the emergency under the direction of the City Manager.

Annex A

Direction and Control

I. Purpose

The purpose of this annex is to provide guidance to the Incident Management Staff for operation of the Local Emergency Operations Center (LEOC) during the incident.

II. Situation and Assumption

A. Situation

1. Many of the hazards which threaten the City of Pocomoke have the potential to cause disasters of such magnitude as to make centralized direction and control desirable or essential.
2. In order to better facilitate resources during an incident the City of Pocomoke will activate a Local Emergency Operations Center (LEOC). This center will have the responsibility of tracking all available city resources and personnel. Further, this center will ensure that effective contact is maintained with the City of Pocomoke liaison person that will staff the Worcester County EOC. Deployment of City of Pocomoke resources will be made from the LEOC.
3. The City Manager, department heads and other city government officials will be available via the LEOC.

B. Assumptions

1. Most incidents will be handled routinely by emergency services and other departments of the City of Pocomoke.
2. In most major emergency situations, management activities should be carried out at the LEOC, thereby allowing field forces to concentrate on essential scene tasks and providing a more unified command and control system for the entire incident management team.
3. In most large-scale disaster situations, centralized direction and control is necessary, because of the large number of personnel and resources being mobilized. An Incident Command Philosophy is appropriate for these kinds of incidents.

III. Concept of Operations

A. General

1. The EOC/LEOC is the key to successful response and recovery operations. With decision makers located together, personnel and other resources can be deployed more efficiently. Coordination of activities will ensure that all tasks are accomplished with the least duplication of effort.
2. The extent to which the EOC/LEOC is activated depends upon the type of incident. The Director of Emergency Management may call for activation of the whole or any part of the LEOC Incident Management Team which may later be increased or decreased depending upon the developing situation. Such action will be reported immediately to the Chief of Police
3. The EOC/LEOC will ordinarily be activated and the Incident Management Team will assume command of emergency operations in any emergency situation of such magnitude as to require mobilization of elements of local government other than those principally involved in emergency services on a day-to-day basis. Any Department director may request activation of the LEOC.
4. This plan begins with the assumption that all means of communication with field forces and the EOC are still available.

B. Phases of Incident Management

1. Mitigation
 - a. Develop an appropriate EOC/LEOC.
 - b. Provide adequate communications capabilities.
 - c. Keep EOC/LEOC operational on an as need basis.
 - a. Plan ahead to reduce vulnerability.
2. Preparedness
 - a. Instruct officials on EOC/LEOC operations.
 - b. Stock or plan for obtaining adequate food and water supplies and for mobilizing resources for shelter operations.
 - c. Plan to have adequate personnel on standby or responding
 - d. Conduct testing, maintenance, and repair of equipment to ensure an appropriate state of readiness.
 - e. Obtain as much info about the incident as possible up front.

3. Response
 - a. Activate the EOC as necessary.
 - b. Initiate and support response activities and officer call back system
 - c. Coordinate all operations through the EOC/LEOC Incident Management Team.
 - d. Ensure all appropriate notifications are made to City and County officials.
 - e. Provide personnel to the County EOC as appropriate.
4. Recovery
 - a. Continue response operations as needed.
 - b. Begin recovery activities.
 - c. Release unnecessary personnel and begin to deactivate the EOC.
 - d. One phase of an operations does not have to be complete before the next phase starts (i.e. response can be ongoing in the recovery stage).

IV. Organization and Assignment of Responsibilities

See Basic Plan

V. Continuity of Government

Line of succession for personnel have been established. Refer to the basic plan.

VI. Administration and Logistics

A. Emergency Operations Centers

1. Primary EOC/LEOC

- a. County – Emergency Management Center at Worcester County Government Building, Snow Hill, Maryland
- b. City – Pocomoke Police Department headquarters

2. Alternate EOC

County - Should the primary EOC become inoperable or unusable, an alternate emergency operations site is pending. The proposed alternate site is at the Worcester County Field Training Center, Newark, MD., however it is not equipped at this time.

3. Field Command Post

During emergency operations, it may become necessary to establish a field command post in a forward area to coordinate response activities at the incident site.

B. Reports and Records

EOC The use of reports will vary according to the type and scope of emergency involved. When the is activated for operations, the Maryland Emergency Management Agency should be notified and situation reports

Alert Notification Listing

I. Self - Triggering

In the event of an emergency in which telephone and beeper service is interrupted, LEOC Incident Management Team members should see to the safety of their families and then report to the Local Emergency Operations Center (LEOC).

II. Telephone Alert

The Fire Department and Police Departments will normally receive the first notification of emergency incidents. It will be the responsibility of the first receiving agency to ensure that the following notifications are made: (1) other public safety agencies, (2) Director of Emergency Management. The Director of Emergency Management will cause the initiation of additional notifications, as necessary. Notification of incidents with ample forewarning (hurricanes, tropical storms, etc) will be initiated by the Director of Emergency Management, upon approval of the Chief of Police and using prescribed Department Emergency Callback System.

III. Specific Notification Lists

The departments and individuals to be notified of emergencies vary with the situation, circumstances, scope of incident. Appropriate lists of individuals to be notified will be maintained at the LEOC for use in emergency notifications and will be updated as frequently as necessary but not less than yearly.

Natural Disasters

The Pocomoke Police Department has developed an Emergency Operations Plan. In the event of a natural disaster the Pocomoke Police Department will utilize the Emergency Operations Plan as outlined in this manual. If warranted, a request will be made to the Worcester County Emergency Operations Center (EOC) for additional services through the appropriate channels. It is important to remember however, the primary responsibility of the Pocomoke Police Department is to the citizens of Pocomoke.

The City of Pocomoke may encounter various levels of damage and destruction caused by inclement weather conditions. The Pocomoke Police Department will continue to provide police support and to maintain order, and safety of Pocomoke citizens. The National Weather Service (NEWS) provides data on weather conditions and disseminates this information to the city and county and its departments by telephone, fax, and radio. The public is provided information through the Emergency Broadcast System, radio, television, and print media. The County's Emergency Operation Center will be activated when a storm reaches predetermined stages. The City of Pocomoke Police Department will activate its EOC based on need and input from the Chief of Police. Additional police department officers and emergency personnel will be recalled in the event additional support becomes necessary.

The mission of the Pocomoke Police in a natural disaster will be to maintain order, provide security and maintain traffic flow for the citizens of Pocomoke. Some duties and functions may need to be prioritized based on the criticality of the situation.

Manmade Disasters

In the event the City of Pocomoke encounters a man-made disaster which presents an immediate threat to life, property and/or the environment, special operations involving rescues and evacuations may be required. The handling and supervision of Hazardous Material threats comes under the direction and control of the Pocomoke Fire Department.

The Pocomoke Fire Department will respond to HAZMAT incidents and will have jurisdiction. The Pocomoke Police Department will provide various support functions such as traffic control, accident investigations, evacuation and shelter aide etc.

Manmade situations may invoke the authority of the FBI in certain situations (i.e., terrorist activity). Any suspected terrorist activity shall be reported to the local office of the FBI.

ACCIDENTAL/UNUSUAL OCCURRENCES

In the event that City of Pocomoke encounters any aircraft crash, highway accident, flooding, or major explosion which is beyond normal police response capabilities, the Pocomoke Police Department's Emergency Operations Plan will be implemented. The Pocomoke Police Department will activate its Local Emergency Operations Center (LEOC) and notify Worcester County EOC when necessary and provide them with a department representative. The police contingency plan will support the Worcester County's Emergency Operations Plan. The police department's primary role will not change (to direct traffic, reroute and close roadways as necessary and preserve public safety). If the situation warrants evacuation and/or shelter, the police department will provide support in that area for the people at risk.

In the event of death or injury the department will attempt notifications to family members in a timely manner as outlined in Pocomoke Police Department written directives. If the police department/city needs additional resources or support the city will request that the Worcester County Emergency Response plan be activated via the appropriate channels.

Direction and Control

The Pocomoke Police Department will use established command and control procedures to direct and coordinate law enforcement activities within the City. The Communications Center will continue to provide communications for the operating units as outlined in department directives.

Command Post/Staging Area

Written Directive Chapter 23 and Call-Back Procedures will be utilized to establish a command post, staging area and chain of command. The Incident Commander will notify the Patrol Commander in the event a command post and staging area will be activated.

The field command post and staging area shall be established at a safe location (upwind and updrift from a hazardous release whenever possible). The field Command Post and the Staging Area shall be under the control of the Incident Commander unless relieved by the Director of Emergency Management. The

Incident Commander (which may be police, fire or public works) or the Director of Emergency Management may designate the control of the staging area to a subordinate member.

Resources in support of the operations shall be located at the staging area waiting to be called forward.

The field Command Post will be equipped and staffed to provide integrated communications between multiple agencies and ensure multi agency coordination that permits emergency personnel to fulfil their on-scene responsibilities by establishing a unity of leadership among multiple agency commanders.

The field Command Post will be staffed by the following multi-agency personnel

The Critical Incident Commander
Commanders of allied law enforcement agencies, if necessary;
TAC Team Commander, if required;
Hostage Negotiations leader, if required;
Medical Examiner or designee, if required;
Media Relations Officer;
A representative from the Worcester County State's Attorney office, if required;
Any additional personnel/resources deemed appropriate by the on scene commander.

*The size and magnitude of the incident would dictate whether or not the LEOC would be activated.

Traffic Control

The Pocomoke Police Department will maintain traffic and crowd control, maintain public safety, assist with the ingress and egress of public safety vehicles, emergency rescue vehicles and private vehicles as practicable.

The Department of Public Works and possibly SHA will be requested to provide traffic and control devices, such as
barricades, light covers, light boards and other assistance as outlined in the Basic Plan, and personnel as necessary for selected traffic tasks, i.e., road closures or minor traffic posts, etc.

State of Emergency/Military Support

When local resources are inadequate to cope with the civil disturbance, County and State resources shall be used to help alleviate the situation. A state of emergency should be requested by the Mayor as outlined in the Basic Plan section XI A. The Mayor has authority to proclaim a curfew as stated.

A formal announcement of a "State of Emergency" as issued by the Governor of Maryland indicates that a situation exists which requires extraordinary effort or procedures to counteract or overcome. The

Governor may suspend or modify local law and procedures to include a declaration of martial law as permitted under Maryland Code, Public Safety 13-702.

The Governor has the authority to designate the National Guard to act as the primary law enforcement agency under Section d, of the Maryland Code- Public Safety 13-702. A request of this nature would need to be initiated as outlined in the Basic Plan section XI A.

Interagency Support and Liaison

As indicated in Written Directive 23.1.3 (Mass Arrests) there may be a need for additional resources from the Worcester County Sheriff's Department, the Worcester Co. State's Attorney's Office and/or the Department of Public Works. Most of the assisting agencies can operate on the same frequencies as the Pocomoke Police Department. The Incident Commander will ensure that the assisting agencies are on the same/primary frequency used during the incident. Assisting agencies that do not share the same frequencies as the Pocomoke Police Department will be but not limited to (at the discretion of the Incident Commander) being assigned any spare portable radios and/or partnered with an officer who is on the same radio frequency as the incident.

Media Relations/Community Relations

The media's handling of disaster issues can cause citizen concerns to be heightened which could result in panic and possibly lead to civil disturbances. The Pocomoke Police Department will have its Public Information Officer on the scene as soon as the situation is determined to be a possible civil disorder. The Public Information Officer will make every attempt to ease the concerns of citizens by providing timely situational updates on a regular basis. The Public Information Officer may, with the approval of the Incident Commander, release information regarding numbers of demonstrators, locations affected by the operation and any casualties.

The Public Information Officer shall control the circulation of rumors through the timely release of reports to the news media relating to the incident. Under no circumstances will any member of the department, either directly or indirectly give any information concerning the situation or any unauthorized persons or the news media without the authorization from the Chief of Police or his/her designee.

Possible Targeting of Buildings and Installations

Regular law enforcement duties throughout the City shall be maintained.

Particular attention should be given to certain buildings and installations which may be targets for attacks by demonstrations, such as:

- a. Radio stations
- b. Public service facilities
- c. Water filtration plants
- d. Transportation facilities
- e. Fire Stations

- f. Police Stations
- g. Schools

Equipment

The Incident Commander will ensure that equipment is made available and continually assess the equipment needs of the incident. The Incident Commander or designee will provide for the transportation, staging and distribution of equipment to include but not limited to:

Crime Scene Tape	Evidence Bags/Property Tags
Radio Batteries	Cameras
Clipboards/Paper	Latex and heavy duty rubber gloves
Replacement purification masks	*Auxiliary Lighting
*Assorted tools	*Power Generator
*Assorted sizes of tarps	*Large Trash Bags
Measuring devices	*Fluorescent Paint

The majority of the equipment is available at the station (crime scene tapes, radio batteries, evidence bags, etc.) Equipment that is not available at the station () the designee will contact the appropriate department for the type of equipment needed such as the Department of Public Works and/or the Pocomoke Fire Department, etc. If the equipment needs to be purchased, the equipment will be purchased following department policies on acquiring goods and services.*

De-escalation and Debriefing

The Incident Scene Commander will maintain police presence until the scene is under control and the threat or disturbance subsides. As de-escalation occurs, a planned withdrawal shall be implemented to prevent too rapid or premature removal of law enforcement personnel.

The Incident Commander shall ensure that all personnel engaged in the incident are accounted for and assess the number of personal injuries.

The Incident Commander or his/her designee shall coordinate with the Department of Transportation the return of evacuees, if necessary.

Normal law enforcement operations shall resume at the conclusion of the operation.

It is accepted that incidents involving disasters are not part of our daily lives. The reality is far different from expectations. Responders are both excited and anxious and a previous experience with a single death does not prepare personnel.

Psychological services will be made available to all participating personnel through the Employee Assistance Program and if necessary in a group session much like a debriefing.

Supervisors at the scene will be alert for any signs of difficulties by assigned personnel that may be related to the stress incident and allow these persons to seek assistance. If the incident is a major disaster, it may be necessary to have psychological staff on scene to monitor the status of on scene personnel. This request may be made by any on scene supervisor through the LEOC.

All complaints against department personnel arising from the operation shall be received, documented and investigated as outlined in Department Directives Chapter 25.

All personnel involved in the operation shall be debriefed as soon as possible after the incident. The debriefing shall be conducted by the Incident Commander or his/her designee. Any areas requiring improvement shall be identified and addressed.

Recovery

Recovery/cleanup operations shall commence as soon as practical following the incident. The Pocomoke Police Department will provide support as necessary.

Joint damage assessment with County, State and Federal officials shall be utilized to the maximum extent possible to expedite data collection. The Pocomoke Police Department has no responsibility to deal with money issues.

After Action Reports

The incident Commander is responsible for documenting the incident and actions taken. The assigned officer and/or first responding officer is required to write the original incident report. Personnel involved in the incident are required to document any action taken in a supplement report.

Allied law enforcement and disaster assistance agencies assisting at the incident will be requested to provide a report detailing their involvement and personnel assignments at the incident.

MASS TRAFFIC LIGHT OUTAGES OR BACKUPS:

The Pocomoke Police department occasionally faces events that can potentially generate large traffic problems. If the event is unplanned and creates traffic concerns, patrol officers will respond to assist in traffic direction. If the situation requires additional support, the department will utilize on duty sworn department personnel and then call in additional support as needed. The department will notify the utility services state or city as soon as possible if a traffic light failure is involved. An estimated time for repairs will be determined and the situation will be assessed to determine additional agency needs or notifications. Flares, traffic cones and sign boards will be used to aid department personnel in directing traffic or closing streets as needed. These items will be obtained from Pocomoke Public Works or through SHA. Worcester County Fire Police can also be contacted for further assistance with traffic control.

MASS PRISONER TRANSPORT:

In the event that the Pocomoke Police Department has to make mass arrests, Written Directive Chapter 23 will be followed. All Departmental vehicles will be available for transportation of officers/equipment to the scene of a mass arrest situation and for prisoner transportation from the scene. If additional transportation is required, the Director of Public Works will be contacted and City vehicles requested. The vehicles used will be coordinated by the on-scene commander. The transporting officers will follow the directives on the proper transporting of prisoners. Under no circumstances will there be a single officer transport mass prisoners.

ANNEX D

Critical Systems Risk Assessment

Electrical Power:

Electrical power is supplied to the department through commercial power grids supported by Delmarva Power. In the event of a power failure the Pocomoke Police Department has an emergency generator. The generator runs an automatic test once a week for a brief period of time. The fuel source is propane.

Failure Points:

- Delmarva Power supply line
- Emergency Generator
- Emergency maintenance
- Emergency maintenance contract

In the event of a power outage the emergency generator will supply the whole police department with electrical power.

Fueling System:

Goose Creek Gas and Oil maintains the fuel system for all city vehicles through the utilization of the “Gascard” system. If power failures occur there is a manual override on the pump system that will enable vehicle operators to service their vehicles. There are also provisions that have been made with Gas and Oil which will enable their company to respond to the Pocomoke Police Department with a delivery truck and fuel vehicles directly from the delivery truck if the situation at their facility becomes dire.

Failure Points:

- Fuel Pumps
- Fuel Suppliers
- Delmarva Power (electric)
- Manual operations (how to)

Radio Systems:

The Pocomoke Police Department maintains its own radio system with Worcester County. These channels are used as the primary operating channels for the Pocomoke Police Department. Issues dealing with the radio system and it’s compliance are dealt with by the Pocomoke Police Patrol Commander.

In the event of a power failure the radio system will be powered by the emergency generator. Should the antenna fail, the radio system will function car to car over about 2 miles. An emergency service contract exists

Failure Points:

- Delmarva Power (electric)
- Emergency Generator
- Equipment
- Personnel
- Facility

911 System

The 911 central system is maintained by Worcester County Emergency Services. If the 911 system should fail at their location, the calls may be routed to the Pocomoke Police Communications Center through the operation of a switching system.

Telephone Communications (PBX):

The Pocomoke Police Department maintains a central PBX for general administrative phone calls. Should the PBX system fail, calls can be transferred to any other number and any centrex line.

Failure Points:

- Delmarva Power
- Telephone Equipment
- Personnel
- Backup generator

HVAC:

Heating and air-conditioning system failures for any reason would be problematic. Failure from power outages causes the greatest problem for the police department because the HVAC system is not on the emergency power generator. HVAC systems draw too much electric current to be supported by the present emergency generator. Loss of HVAC could result in an over heating problem with the Department's computer system, causing system failure. In the event of a power outage the emergency generator will power the heating and air conditioning system until the normal power source is available.

Failure Points:

- BGE
- Equipment

Lighting:

Primary functional areas of the Pocomoke Police Department headquarters building are on the emergency generator and thus will be supported in the event of a power failure.

MILES/NCIC/CJIS:

These are State of Maryland or Federal systems. In the event they fail police operations will be impacted slightly, but we will still be able to deliver effective emergency services to the community.

These systems are primarily used for obtaining follow up information for officers. Information such as: stolen property determinations, license and registration information and criminal history information for officers in the field.

Failure Points:

Verizon phone lines

Payroll:

If this system fails it will not cause a loss of normal pay operations payroll can operate manually. As a worse casescenario a delay may occur in getting the payroll to finance because these records would be generated and computed manually.

Scheduling:

Scheduling can be completed manually.

Personnel Functions:

In the event of a sustained power failure, personnel records can be kept in a manual format. Systems failures will not impact on the personnel functions of the police department.

Recruit Training:

Recruit training will not be impacted by any type of failure.

Field Training:

Field training will not be impacted by any type of failure.

Evidence Tracking:

Evidence can be logged and tracked manually in the event a failure occurs. Evidence already in the property room at the time of a failure may be more difficult to locate because of a failure.

Cell Phones:

The department maintains cell phones to support administrative and specialized functions. Failure of these systems for any reason will not significantly impact department operations, unless the public land line system is also out due to a failure.

If the public land line telephone system fails, cellular phone towers will become overloaded causing a significant delay in the public's ability to contact the police.

Failure Points:

Cell towers
Equipment

Internal Affairs:

The internal affairs section operates using computers for administrative processes.

System loss for any reason would require manual documentation of investigative activity. This would not have a major impact on the section or departments operations.

ANNEX E

Anthrax threats

The concerns of terrorists, doomsday, and satanic cult members are very real. Anthrax Threats because of inconspicuous appearance has become another choice as a terrorist weapon of mass destruction.

In the County Emergency Plan of operation an annex has been provided as guidance for acts of terrorism which may occur in the County or City of Pocomoke. If such an act occurs in the City of Pocomoke, the Pocomoke Police Department will be the lead law enforcement agency unless superseded by state or federal law. The department will provide liaison with State and/or Federal Law Enforcement agencies as needed. The department will notify the Director of Emergency Management or such agency as may be appropriate in the event they receive a credible threat of terrorist activity.

The Pocomoke Police Department procedures for responding will be similar to the response for a bomb threat. The following information below will support the Pocomoke Police Department in responding to a possible Anthrax Threat in the event we are faced with such a threat.

Immediate Anthrax Threat Guidance by the Police Communications Operators

In the event that a facility receives an Anthrax threat it is recommended the Police Communications Operator provide immediate guidance to the caller. The letter or package should be identified and determined if it has been opened or not.

In the event it has not been opened the dispatcher will WARN THE CALLER NOT TO OPEN THE PACKAGE OR ALLOW ADDITIONAL HANDLING of the item especially to other persons.

Anthrax Threats with Packages or Letters Reported to Have Been Opened

When a caller reports an Anthrax Threat to the Department, it is recommended the Police Communications Operator proceed with normal dispatching procedures and provide the following instructions to the reporting person at the facility.

1. Instructions should first be to isolate the area in which the letter or package is received this should include any person who has come in contact with the package as well.
2. The HVAC system should then be shut down until additional instructions are provided.
3. The population in the facility should then be instructed to remain in place in the direct area they are in until further advised. Movement to other areas in the facility by any persons is discouraged.

The Pocomoke Police and Fire Departments will respond as the primary units to all incidents in the city jurisdiction. The Incident Commander will take charge of the scene and provide further instruction upon arrival.

The first responders will attempt to utilize safety precautions to limit exposures and further spreading. Officers on the scene will take over the item or package and any areas of the facility that are to be determined part of the investigation and crime scene. Police will provide any other law enforcement functions or support such as redirecting of traffic as needed to maintain order, public health and safety.

The Worcester County Bureau of Investigations on call supervisor will be contacted and made aware of the situation. If necessary, CID units will respond prepared for the situation and exposed environment. Upon the arrival to the scene CID will conduct a criminal investigation of the scene and take control of the item.

The departments Public Information Officer will also be notified and shall coordinate with the authorities in charge of the facility to control unnecessary or incorrect information being released to the media. The Public Information Officer will take action to avoid information that will create unsuitable alarm or panic to the public and persons within facility.

The Incident Commander along with the Hazmat Team will direct decontamination and cleanup of the area and will determine when the area is safe for being occupied. The Incident Commander will then determine the release of officers to return back to normal operations.

If the Letter or Package Has Been Determined Unopened

1. The Police Communications Operator will inform the reporting person NOT TO OPEN IT.
2. The Police Communications Operator will inform the reporting person to isolate the area where the suspicious package or letter is located.
3. Instruct that all individuals having contact with the package will also be isolated from the general population until public safety officers arrive and inspect the item.

The Pocomoke Police Department will respond to the scene along with the Pocomoke Fire Department and remain on the scene with the Pocomoke Fire Department while the item is packaged in an “overpack” and removed from the facility. Emergency Medical personnel will advise building occupants of safety precautions in cases of inadvertent exposure.

If the Threat is Phoned in With No Package or Letter

The Pocomoke Police and Fire Departments will respond and conduct a search of the facility along with the facility authority.

Evacuation decisions will be made by the person in charge of the facility based on credibility of the threat.

At minimum the building should be isolated and the HVAC systems shut down.

The Incident Commander will, in concert with the facilities management determine the extent and duration of the evacuation and the return of the facility to normal operations if no item is found.

The facility authority will make the final determination regarding the re occupation of facility personnel.

The Pocomoke Police Departments Public Information Officer will ensure that media provided information is consistent and does not cause alarm or panic to the public or facility personnel.

ANNEX F

Emergency public information (EPI)

I. Purpose

This appendix establishes policies and procedures, and assigns responsibilities to ensure the maintenance of a capability to disseminate accurate and timely emergency information (EPI) and instructions immediately prior to, during, and immediately following a major disaster or large-scale emergency.

II. Situation and Assumption

A. Situation

1. Refer to Basic Plan
2. The Pocomoke Police Department has programs which use various channels of communication to provide information about local government activities and services to the general public, in accordance with written directives.
3. During periods of emergency, the public needs detailed information regarding protective action to be taken for minimizing loss of life and property. Prior to the occurrence of an emergency the public should be made aware of potential hazards and the protective actions that can be employed.
4. The greatest threat to an orderly and efficient reaction by the population in an emergency is confusion caused by either a lack of information or contradictory information. Public Information Officers are responsible for this coordination to avoid discrepancies and to ensure timely and accurate public announcements.
5. In major emergency situations, there may be large numbers of media representatives seeking information about the situation and about response actions. It is the policy of the Pocomoke Police Department to cooperate fully with the media, to provide complete and accurate information, and to create an atmosphere conducive to useful and constructive participation by the media in all phases of emergency management.

B. Assumptions

1. During emergency situations, the general public will demand information about the emergency situation and instructions on proper survival/response actions.

2. The public will be receptive to official government direction, advice and information.
3. The local media, particularly broadcast, will perform an essential role in providing emergency instructions and up-to-date information to the public.
4. Local broadcast and print media will cooperate in broadcasting and publishing detailed disaster related instructions to the public.

III. Concept of Action

A. General

1. Emergency public information efforts are to focus on specific, event related information.
2. A special effort should be made to report complete, accurate, information about emergency response efforts to reassure citizens the situation is under control.
3. Rumor control must be emphasized.
4. Ongoing public education programs should be aimed at increasing awareness of hazards and proper responses.

B. Phases of Emergency Management

1. Mitigation
 - a. Develop a hazard awareness program.
 - b. Develop ongoing relationship with all local media.
 - c. Designate a media area in close proximity to the Local Emergency Operations Center (LEOC)
2. Preparedness
 - a. Develop EPI plans, procedures, checklists and contact lists.
 - b. Prepare standby emergency information materials for release during emergencies.
 - c. Require each City department charged with emergency or major disaster functions to designate a staff member to serve as information contact for the Pocomoke City Media Relations Officer.

3. Response

- a. Upon activation of the LEOC, the Media Relations Officer becomes a member of the LEOC crisis management staff and conducts EPI functions.
- b. Coordinate rumor control.
- c. Contact Worcester County Emergency Services for activation of the Emergency Broadcast System (EBS).
 - 1. Clearly identifying the affected area.
 - 2. Providing timely, accurate, and easily understood information on the situation.
 - 3. Describing recommended or ordered protective actions.
 - 4. Identifying communication channels by which further information will be presented.
- d. Refer media inquiries concerning state operations, or situations outside the City of Pocomoke to the County or State Public Information Officer.
- e. Conduct periodic news media briefings.

4. Recovery

During this phase, attention will be focused on restoring channels of communications with the public. Appropriate information will continue to be released, particularly on the restoration of essential services, travel restrictions, public health notices, types and locations of emergency assistance available.

IV. Organization and Assignment of Responsibilities

A. Organization

The EPI organization is an integral part of the LEOC crisis management staff. Operational relationships for EPI are, therefore, analogous to those for the crisis management staff. For most disasters, EPI will be performed by a single Media Relations Officer, i.e., the City assigned Media Relations Officer. For large-scale disasters, it will be necessary for the Media Relations Officer to form an EPI staff to cope with increasing requirements.

B. Responsibilities

- 1. All City Departments
 - a. Clear all emergency related media releases with the City Media Relations Officer.
 - b. Develop and maintain hazard-specific EPI materials, as requested by the City Media Relations Officer.

- c. Designate a department/staff member to serve as information contact for the Media Relations Officer.
- 2. City Media Relations Officer
 - a. Direct the emergency public information (EPI) program and all EPI operations.
 - b. Develop a capability to rapidly release EPI and instructions through all available means.
 - c. Supervise the media.
 - d. Establish citizen's information rumor control lines.
 - e. Provide news releases for the media.
 - f. Organize and supervise the EPI staff, if one is utilized.
 - g. Obtain reports or situation summaries from the LEOC representatives of all emergency organization elements to maintain current estimates of the situation.
 - h. Conduct situation briefings for visitors, media, etc., as appropriate.
 - i. Conduct tours of area affected by the disaster, when and if appropriate.
 - j. Establish a field media center, if appropriate, at a location separate from field command posts.
 - k. Be prepared to coordinate with Worcester County's PIO and/or the State's PIO if necessary.

V. Direction and Control

A. Upon activation of the LEOC, the Media Relations Officer becomes an integral part of the LEOC Crisis Management Staff. The Media Relations Officer reports directly to the Emergency Management Coordinator, and is available to advise elected officials and the LEOC Crisis Management Staff on communication with the media.

B. If the State Emergency Management Agency and/or Worcester County activate an EPI center, the City Media Relations Officer will coordinate the EPI with the State and/or County Media Relations Officer.

C. Access to any restricted areas of the LEOC will be allowed only with the permission of the Emergency Management Director or his/her designee and accompanied by either the Emergency Management

VI. Administration and Logistics

As an integral part of the LEOC Crisis Management Staff, the EPI staff is assigned space in the LEOC. Specific items required for EPI functions are to be pre-positioned in the LEOC as determined by the Media Relations Officer.

ANNEX G

Law Enforcement

I. Purpose

This annex further delineates the Pocomoke Police Department responsibilities for the coordination of law enforcement functions during emergencies and disaster situations.

The Pocomoke Police Department is given authority under “Police Department” of the City of Pocomoke, Maryland Charter.

II. Situation and Assumptions

- A. During emergencies law enforcement requirements may expand and require additional resources to provide traffic control, security and law enforcement appropriate to the emergency situation.
- B. Worcester County Sheriff’s Office and Maryland State Police units will be available to augment the Pocomoke Police Department when required.

III. Concept of Operations

- A. Emergency law enforcement operations will be in accordance with established police department policy and procedures. Various emergency response procedures for police are spelled out in written departmental directives, particularly in:
 - 1. Bomb Threat Response Plan – Written Directive Chapter 23
 - 2. Prisoner Transport – Written Directive Chapter 30
 - 3. Hostage, Barricade and Sniper Situations – Written Directive Chapter 23
 - 4. Pocomoke Police Tactical Unit – Written Directive Chapter 23
 - 5. Mass Arrests – Written Directive Chapter 23
 - 6. Mobilization and Call-Back Procedure – Written Directive Chapter 23
- B. Phases of Emergency Management
 - 1. Mitigation
 - a. Determine vulnerability
 - b. Identify resources

2. Preparedness
 - a. Review and update plans
 - b. Identify key facilities and emergency traffic routes
 - c. Train primary and support personnel
3. Response
 - a. Coordinate law enforcement response among Worcester County Sheriff's Office, Maryland State Police and any other federal, state or local law enforcement agency
 - b. Maintain law and order.
 - c. Provide mobile units for warning
 - d. Provide security for key facilities.
 - e. Patrol evacuated areas.
 - f. Provide security and traffic control to mass care shelters.
 - g. Control access to restricted areas.
 - h. Maintain appropriate records of activity.
 - i. Maintain adequate service levels to unaffected areas.
4. Recovery
 - a. Continue appropriate law enforcement activities.
 - b. Phase down scope of operations when safe.
 - c. Release mutual aid resources.
 - d. Assist in damage assessment.
 - e. Evaluate damage to police facilities and equipment.
 - f. Determine overall costs for operations.

IV. Communications

- A. Law enforcement officers are equipped with portable radios and each supervisors car is equipped with mobile radios. This should be the primary means of communications. Upon the arrival of a supervisor, the supervisor shall designate a particular channel for the incident.
- B. If the communication system fails or is not operable, cell phones should be utilized. While cell phones are not issued equipment, if the member has a cell phone this should be utilized until such time that the communications system is in operation.
- C. If the incident is small and requires only several local agencies, a designated frequency may be used to link those agencies together from a console at Worcester Central. Once connected, this allows different agencies to interact with each other. This again, is accomplished by Worcester Central by utilizing a patch function.

V. Situational Maps

- a. The Incident Commander will have access to a map of the city. The map is detailed as to indicate alleys, side streets and waterways.

VI. Organization and Assignment of Responsibility

The Pocomoke Police Department's command structure as established by departmental directives will remain in place and provide for expanded police operations in emergencies. The chain of command will be strictly adhered to and will follow the National Incident Management System.

VII. Direction and Control

- A. All personnel are subordinate to the on-scene Incident Commander and will follow the provisions of the National Incident Management System.
- B. Incidents involving a response from multiple agencies, the Incident Commander will ensure the unified command under the National Incident Management System of Personnel from each allied or assisting agency.

VIII. Transportation

- A. Prisoners will be transported as directed by established policy.
- B. If it becomes necessary to transport prisoners in non-secure vehicles such as buses, a police escort will accompany the vehicle. One police vehicle will lead the escort, and a police vehicle will follow the transportation vehicle. A sufficient number of officers will ride in the transport vehicle(s) to assure the safety of the prisoners and the operator.
- C. Transportation will be provided for police personnel and in the event of evacuations, the transportation of evacuees. If additional transportation is required, the Director of Public Works will be contacted and City vehicles requested. The vehicles used will be coordinated by the on-scene commander.

IX. Court and Prosecutorial Liaison

- A. The District Court Commissioners will be notified by the Incident Commander or his/her designee of the fact that mass arrests are occurring, and should be prepared to process the arrestees.
- B. An approximate number of arrestees should be related to the commissioners if known.
- C. The decision to call in additional commissioners rests with the supervising commissioner.
- D. Arresting officers are responsible for providing prosecutors with a pretrial briefing on each case, according to existing practice in District Court prosecutions

X. Continuity of Government

Succession to command of the Pocomoke Police Department will be in accordance with departmental directives.

XI. Administration and Logistics

The Pocomoke Police Department will maintain appropriate records required for legal and historical purposes.

ANNEX H

Civil Disturbances

I. Purpose

The purpose of this annex is to establish the policies and procedures needed to protect the lives and property of the citizens of the City of Pocomoke during and immediately after a Civil Disturbance.

II. Situation and Assumptions

A. Situation

The potential exists for the threat of and destruction of the lives and property of Pocomoke citizens by Civil Disturbance.

B. Assumption

The City of Pocomoke capabilities may be exceeded and County, State and Federal resources may be required.

III. Concept of Operations

A. General

1. Civil Disturbances are public crises which may occur with or without warning and which may impact adversely on significant portions of the population. These disturbances may be the actions of any number of persons causing disruption of the population.
2. When local resources are inadequate to cope with the emergency or disaster, County and State resources shall be requested to help alleviate the situation. A state of emergency may be requested by the City Manager as outlined in the Basic Plan. The City Manager has authority to proclaim a curfew.
3. Law Enforcement officials, by law are the commanding authority in all Civil Disturbances. If law enforcement officials on the scene determine an area not to be secure, EMS, Fire and Rescue units are to follow orders given by those officials and stage outside the involved area.
4. In the event of a disagreement between the law enforcement and EMS, Fire and Rescue officials on the scene regarding issues of safety, the next level of authority in their respective chains of command will be consulted for guidance. Incident Command Standards will be adhered to during multi-agency responses.

B. Direction and Control

1. The Pocomoke Police Department will use established command and control procedures to direct and coordinate law enforcement activities within the City. The Communications Center will continue to provide communications for the operating forces as outlined in departmental directives.
2. Other agencies assisting the City of Pocomoke will come under the guidelines of the commanding officer of that assisting agency, who will come under the command of the Incident Commander or Director of Emergency Management and Communications. Incident Command System Procedures will be used as appropriate.

C. Command Post/Staging Area

1. A mobile command post and staging area shall be established in the immediate area to the emergency or disaster. The Mobile Command Post and the Staging area shall be under the control of the Incident Commander unless relieved by the Director of Emergency Management and Communications. The Incident Commander or the Director of Emergency Management and Communications may designate the control of the staging area to a subordinate member.
2. Resources in support of the operations shall be located at the staging area waiting to be called forward.

D. Recovery

1. Recovery operations shall commence as soon as practical following a Civil Disturbance.
2. Joint damage assessment with County, State and Federal officials shall be utilized to the maximum extent possible to expedite data collected and citizen assistance payments if appropriate.

E. Traffic Control

1. The Pocomoke Police Department will maintain traffic and crowd control, maintain public safety, assist with the ingress and egress of public safety vehicles, emergency rescue vehicles and private vehicles as practicable.
2. The Department of Public Works will be requested to provide traffic and control devices, such as barricades, light covers, light boards and other assistance as outlined in the Basic Plan.

F. Transportation

As outlined in the Basic Plan.

G. Military Support/Martial Law

1. The Governor has the authority to designate the National Guard to act as the primary law enforcement agency under Section d, of the Maryland Code- Public Safety 13-702.
2. A request of this nature would need to be requested as outlined in the Basic Plan.

Refer to the Emergency Operations Plan of Worcester County.

ANNEX I

Mass Casualty Plan

I. Purpose

- A. To provide for the coordination of local, county, state and federal resources in response to an incident that involves a large number of injuries and/or fatalities. These casualties may be the result of any number of situations such as, but not limited to an aircraft crash, a motor vehicle collision, a civil disturbance, terrorism, fire or building collapse.
- B. A mass casualties/fatalities incident (MCFI) occurs when there are more casualties and or fatalities than local resources can handle. The early stages of MCFI may involve fire fighting, rescue and medical treatment. Later stages may entail body recovery/transport and morgue operations.

II. Situation and Assumptions

No part of the City of Pocomoke is immune from the possible effects of an incident that causes a large number of injuries or fatalities. The City has within its jurisdiction several office buildings and a number of businesses located in the downtown area. The City hosts major events throughout the year which can draw thousands of people for a single event. The City is also vulnerable to a variety of natural and manmade disasters which could trigger a mass casualty event.

III. Concept of Operation

General

- 1. In a mass casualty incident there will be a need to coordinate the resources of local, county, state and federal response units and agencies with an interest or legal responsibility in events that result in mass casualties. A mass casualty event will be declared by the Fire Department Incident Commander or Director of Emergency Management when the number of injuries/deaths dictate activation of special response units identified in this annex.
- 2. When a mass casualty incident is declared the Director of Emergency Management will be contacted in order to activate the Local Emergency Operations Center (LEOC). The LEOC will be activated to provide coordination of forces and logistics support for the Incident Commander. The Director of Emergency Management will determine appropriate staffing of the LEOC for the nature and location of the incident, but will include as a minimum the following departments and agencies:

- a. Police Department
- b. Fire Department
- c. Media Relations Officer
- d. Worcester County Health Department
- e. Public Works
- f. Worcester County Emergency Services
- g. American Red Cross

3. Critical operations/procedures to be implemented by the Incident Commander at the scene of the mass casualty event and supported by the LEOC, include but are not limited to the following:

- a. Universal precaution for infectious disease control for every person, including volunteers involved in search and rescue, patient treatment, transportation, body identification and disposition.
- a. Establishment of strict security at the scene of the mass casualty incident. Precautions must be taken immediately to eliminate onlookers, maintain chain of custody of evidence, keep response workers from being disturbed, control volunteers who may converge on the area and maintain the dignity and privacy of victims and families of victims.
- b. Establishment of identification procedure for everyone entering and exiting the secure area.
- c. Establish traffic control to accomplish the barring of access to the scene by the general public, maintain access for emergency vehicles to the scene and the designated staging areas.
- d. Establish a media area and control the media access to the incident. Provide early and frequent media briefings and press releases at the media area. The media area will be the focal point for coordination of all media access to local, county state and federal officials. Provide for briefing of elected officials and dignitaries who may have an interest in the incident.
- e. Provide for operations of response/investigative entities such as medical examiner, morticians, clergy, and the National Transportation Safety Board (NTSB).

4. The Medical Examiner (ME) assigned to Worcester County will have the authority for the

III. Organization and Responsibility

A. General

Organization of the on-scene response will be in accordance with the National Incident Command System. The departmental or mobile LEOC will operate in support of the Incident Commander.

B. Department/Agency Responsibilities

1. Incident Commander
 2. Fire Department
 - Fire Suppression
 - Emergency Medical Services
 - Search and Rescue
 - LEOC support
 3. Police Department
 - Security and traffic control
 - Victim identification
 - Coordinate site access for response and investigative personnel
 4. Media Relations Officer
 - Establish and manage media area
 - Coordinate media access to incident with the Incident Commander
 - Coordinate visits and briefing by elected officials and VIPs.
 5. Central Services
 - Logistics support to the Incident Commander
 6. Department of Public Works
 - Provide materials for road blocks or emergency access to the incident
 - Provide vehicles for special needs such as victim transportation
 8. Worcester County Department of Health
 - Assess potential public health risks
 9. American Red Cross
 - Provide emergency shelter for victims and support for emergency response workers
- C. With the approval of the ME, the Incident Commander will cause to be assigned personnel, most likely from the Pocomoke Police, to photograph bodies/body parts. Bodies/body parts will be photographed with any assigned ID numbers prior to removal. Methods of identification
1. Bodies will be identified with a “B” number;
 2. Body parts will be identified with a “P” number;
 3. Personnel effects with a “E” number; and
 4. Evidence not directly related to a body will be labeled with the standard case Number, as determined by the Incident Commander.
- D. A grid method will be used to document the location of evidence. The Incident Commander will provide grid charts to on scene personnel.
- E. Identification Procedures

Personnel assigned to identifying bodies/body parts:

1. Flags and/or markers indicating bodies, body parts or personal effects will remain at the scene. Paint will be used on hard surfaces.
2. Record anything attached to a body and keep together.
3. Remove and place the body in a body bag. Personnel must be cognizant of any items that may fall from the body during this removal. The AB number must be included with the body. The ME will provide the body bags.
4. Separate bags will be used for unattached body parts. The AP number must be included with the body parts.
5. Pick up everything, label the location and secure.
6. Write down any identifying data such as driver's license and social security card numbers.
7. Log removal of the body.
8. Photograph the area after the body has been removed, at the direction of the ME.

F. Temporary Morgue

With the cooperation of the ME, as available through Worcester County Emergency Management, a refrigerated/cooler truck will be obtained as a temporary morgue. It is preferred that the truck has metal floors and no company name or logo markings on the vehicle. If a temporary morgue is established the following procedures will apply:

The truck will be parked in a secure area convenient to the scene, easily accessible to vehicle and not visible to the public or media.

G. Work Stations

Work stations will be established at the temporary morgue to process and examine bodies. Work stations may include but not be limited to:

1. Reception Station - To document receipt of the body, body parts and/or personnel effects.
2. Fingerprinting Station - Fingerprints can be obtained from badly burned, fragmented and decomposed remains.

3. Dental Examination Station - On scene forensic dentists, at the direction of the MD, may consult with funeral directors to determine if bodies may be available for later examination.

H. Additional Resources

1. The Federal Bureau Investigation Disaster Squad may be called to a mass fatalities incident.
2. The Federal Emergency Management Agency will dispatch a Disaster Mortuary Team (DMORT) at no cost if requested.

- I. Other Departments in the City may be activated for support by the Director of Emergency Management depending on the nature and location of the incident.

V. Administration and Logistics

- A. All Departments involved in the response should maintain extensive records of actions taken for legal reasons.
- B. Records of staff hours and expenditures for logistics support should be identified so that they can be recalled in the event insurance or carrier liability for response costs is established.

Worcester County Local Shelter Plan

May, 2017

Worcester County is the eastern most jurisdiction of Maryland. The county includes the entire length of the state's Atlantic coast. It is the home of the popular vacation resort, Ocean City, as well as wild habitats on Assateague Island and the Pocomoke swamp. The county seat is in Snow Hill. The population was 51,444 in July 2016 from Quick Facts for Worcester County Maryland. According to the 2000 census, the county has a total area of 694.73 square miles; of which 473.24 square miles is land with the remaining 221.45 square miles being water. The terrain is mostly level and coastal. The lowest elevation is sea level along the Atlantic Coast and the highest elevation is 49 feet in the northwestern part of the county along State Route 12 just south of the border with Wicomico County.

Sheltering our population has several unique challenges. One major factor is the dramatic impact Ocean City has on our county. The amount of persons affected by a major event could vary substantially depending on the season. In the summer months, Ocean City's population can swell up to 350,000 additional residents that may or may not require assistance. A second factor is our large senior population based especially in the northern end of the county. The third important unique aspect of our jurisdiction that demands consideration when planning for large emergency events in our county is the existence of up to four thousand foreign students who work in Ocean City in the summer vacation season. These students have their origins in a variety of countries from all over the world. Not only would these students have nowhere to go in the event of an emergency, but their treatment and care during such an event could have international implications. Worcester County has a separate plan for the evacuation and transportation of foreign students.

INTRODUCTION

Purpose of the Local Shelter Plan

This plan defines objectives, establishes strategies and assigns responsibilities for the provision of mass care and emergency assistance for citizens negatively affected by an emergency, disaster or catastrophic event within Worcester County.

Scope

The plan identifies the key tasks to be performed in order to effectively provide sheltering in the event of a mass emergency in Worcester County.

Acronyms

ARC	American Red Cross
CERT	Community Emergency Response Team
DES	Department of Emergency Services
DHR	Department of Human Resources (Maryland)
DSS	Department of Social Services
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
ICS	Incident Command System
MEMA	Maryland Emergency Management Agency
PIO	Public Information Officer
SOP	Standard Operating Procedure
WCAC	Worcester County Animal Control
WCHD	Worcester County Health Department
WCBOE	Worcester County Board of Education

Hazards

As stated earlier, primary hazards to Worcester County in planning for a sheltering event include:

- A large senior citizen population in the northern section of the county.
- Large variance in potential number of persons who may need assistance depending on the season.
- Presence of a large number of foreign students in the work force of Ocean City during the summer months.

Activation Conditions

There are two basic situations in which actions under this plan might be required.

1. Events with Notice: An event where individuals may need to evacuate or shelter in place and later proceed to a shelter or safe location; individuals may not be able to return to home locations in a reasonable period of time. The sequence of events can be placed on a time line. Examples include weather events such as hurricanes and storms or hazardous material events.
2. No Notice Events: an event where individuals need to protect themselves and said event may or may not involve evacuation; and individuals will be able to return to their home in a reasonable period of time. Examples include weather events such as a tornado or other severe weather, and hazardous material contamination.

Additionally, individuals within Worcester County may experience emergency events as a result of fire, multi-vehicle accident or other daily occurrence type events. In such cases, considered to be smaller scale events, actions under this plan may be necessary for the occupants of a building, residents of a neighborhood, or a larger portion of Worcester County.

A portion of these negatively impacted individuals will seek assistance from private and public relief agencies. A prolonged emergency may leave residents without access to basic human needs such as shelter, water, food, sanitation and medical care.

Public Information & Education

Pre-event public information, awareness campaigns and educational materials will emphasize the need for individual responsibility with regard to family emergency preparedness including household pets and personal medical needs.

During Post-event, a Public Information Officer will be assigned from the Worcester County Government. That designated Public Information Officer will respond to media request for information and granting interviews, providing status reports to the Department of Emergency Services, and disseminating information to impacted individuals. Local organizations and community partners will forward their information for the media to Worcester County's Public Information Officer.

At no time are members of the media allowed to enter an operating emergency shelter. All inquiries from the media are to be re-directed to Worcester County's Public Information Officer.

Administration and Finance

During a sheltering event there will be tasks performed by a wide variety of state and local departments, programs and agencies. Each of these entities has their own policies, responsibilities and procedures regarding financial matters. Each entity is responsible for the documentation and reporting of fiscal expenses to private and governmental organizations who they account to.

Likewise, prior to, during, and after an emergency event, data needs to be collected and reported to various authorities with oversight responsibilities for emergency sheltering of a macro-level of government. The Department of Emergency Services will serve as the central repository of data collection involving the provision of emergency sheltering services. To the greatest extent possible, to prevent duplication of efforts, request for data will be directed to the central command at the Office of the Emergency Management regarding activities.

All agencies participating in the plan need to ensure that are utilizing FEMA's forms for reimbursement.

Logistics

Shelter Kits will be furnished to each shelter site by the Worcester County Department of Social Services and the Red Cross to the four current established shelter sites. These kits will include copies of needed forms, supplies, signage needed for each site in English and Spanish and flash lights. The kits will be stored in the utility sheds provided at each shelter site.

The provision and transportation of cots is the responsibility of the Public Works Department for Worcester County. The Department of Public Works will store the cots at the shelter sites in the sheds located at each shelter site. Public Works Department will move the cots and the shelter kits into each shelter site after notified of activation.

The provision of meals will be handled by the Board of Education of Worcester County. To the extent that food is available at the shelter sites (public schools), they will provide personnel to prepare meals. The Red Cross will supplement the BOE food by providing snacks. The ARC will make every effort to assist with food in the event that the BOE is unable to meet the need.

Communications

All communications for the shelter operation will be coordinated through the Worcester County Department of Social Services. Following the declaration of a Sheltering Emergency by the Worcester County Commissioners, the Director of the Department of Emergency Services will contact the Director of Worcester County Department of Social Services. Social Services will then contact all other agencies involved in the sheltering event to inform them that the Sheltering plan needs to be activated. All subsequent communication between shelter sites and the Emergency Operations Center at the Department of Emergency Services will be coordinated by Social Services.

All agencies supporting shelter operations will maintain current contact information for the alert and notification of personnel and will be responsible for testing alert and public notification equipment and practices. The Department of Emergency Services will provide each site a ham radio and Walkie-talkies to ensure and facilitate good communication.

DHR has pre-identified language access phones, translators and sign language interpreters, and can enlist translation and interpretation services if needed.

Staffing

All Worcester County agencies designated as providers of staff for ESF#6 operations will cooperate with the need for temporary reassignment during any activation under this plan. Pre-designated staff will be expected to deploy to a designated site within 2 hours or less of notification.

ESF#6 operations will be staffed primarily by the Worcester County Department of Social Services employees. All volunteers must be affiliated with the American Red Cross. Non-affiliated volunteers are to be referred to the American Red Cross. Worcester County will also offer any CERT trained individuals for staffing ESF#6 operations.

Transportation

Buses from Ocean City Transportation system may be used to shuttle evacuees from either the Convention Center or North side Park to the shelters. Buses from the Worcester County Commission on Aging or Shore Transit may also be utilized.

ROLES AND RESPONSIBILITIES

American Red Cross (ARC)

ARC supports all aspects of ESF#6 operations. This includes but is not limited to assisting with staffing of the shelters along with the Department of Social Services; provision of snacks and bottled water to shelter sites; training of shelter workers; and the recruitment and provision of volunteers to assist during sheltering emergencies.

Berlin Police Department

The Berlin Police Department will supplement law enforcement staffing of the Stephen Decatur Middle School and High School sites. In addition they will manage traffic and road issues that arise in the area due to a particular incident.

Pocomoke City Police Department

The Pocomoke City Department will supplement law enforcement staffing of the Pocomoke City High School site. In addition they will manage traffic and road issues that arise in the area due to a particular incident.

Snow Hill Police Department

The Snow Hill Police Department will supplement law enforcement staffing of the Snow Hill High School site. In addition they will manage traffic and road issues that arise in the area due to a particular incident.

Worcester County Animal Control (WCAC)

WCAC is responsible for planning and coordination of sheltering pets brought to a site during an emergency event. This includes the assessment of suitability of an animal to be sheltered; overall management of care of the pets during the incident; return of pets to their owner; and cleaning of pet site at the shelter.

Worcester County Board of Education (WBOE)

The Board of Education will provide sheltering sites. To ensure safe and effective utilization of these sites during a sheltering event, the WCBOE will make building maintenance staff available throughout the emergency episode to address difficulties with the building/utilities that may arise. The school also will provide meals to persons being sheltered and the staff working at the shelter at the time. This would include breakfast, lunch and dinner. WCBOE will provide the food for meals and staff for preparation. The Board of Education will also initially provide nurses to be available at the shelters. Should a sheltering event become extended, the Worcester County Health Department would send in replacement nurses.

Worcester County Commission on Aging

Depending on the nature of a particular incident, the Commission on Aging may elect to provide special sheltering for the senior population that participates in their programming.

Worcester County Department of Emergency Services (DES)

The Department of Emergency Services is responsible for the planning and the response to emergency events in the county, of which ESF#6 is just one responsibility. DES advises the County Commissioners regarding emergency events, especially when to declare a sheltering situation. When a sheltering emergency is declared, DES notifies the Department of Social Services who then communicates this to the other stakeholders involved in ESF#6 activities. DES has broad responsibilities for the overall emergency event, will house Central Command at their office for the duration of the event. Incident Command will consist of leadership from the WCHD, DSS, DES and the Sheriff's Department. Additional ESF staffing may also be housed at the EOC depending on the extent of the emergency. The WCHD and WCDSS will operate in 12 hour shifts of staff for rotation..

Worcester County Health Department

The primary responsibility of the Health Department is to coordinate nursing support to the shelter and assure American Red Cross Disaster Health Protocols are followed. In the event of opening emergency shelters, nursing task will initially be the responsibility of the WCBOE. If there is a prolonged crisis and these resources become exhausted, the Worcester County Health Department will be responsible for back filling these nurses with their staff. Medically

Worcester County Department of Public Works

Public Works is responsible for the storage unloading delivery and unloading of cots and blankets to shelter sites. At the end of the sheltering event, Public Works will load and transport blankets and cots back to their storage site. Shelter Captains should mark cots and blankets that have been used in the shelter. The Department of Public Works will have the supplies cleaned for the next sheltering event.

Worcester County Sheriff's Department

Security for the shelter is the primary responsibility of the Sheriff's Department. The department will provide at least one Deputy per facility for the duration of the sheltering event. The deputy assigned to a shelter site will provide a copy of the sex offender registry.

SHELTERING

Concept of Operations

Goals and Objectives

Incident Management – achieve effective and efficient incident management, integrating the facilities, resources (personnel, equipment, supplies, and communications), and procedures using the Incident Command System (ICS).

Shelter Management – Rapid provision of emergency shelter services for all portions of the general population, and service animals and household pets evacuating with their owners.

Alert Notification and Shelter Activation

The DES is the agency for continuous assessment of the need to activate incident management and/or sheltering services. When they evaluate the need to activate these responses, they consult the Worcester County Commissioners. It is the Commissioners who ultimately decide whether to activate the emergency response.

Should the commissioners decide to activate the opening of shelters, the Director of Emergency Services will notify the Director of the Department of Social Services or their designee. The Department of Social Services is then responsible for notifying all other agencies of the activation of the emergency sheltering activation. Agencies that are included, but not limited to, in this notification are:

- Board of Education
- Public Works
- Commission on Aging
- Health Department
- Shore Transit
- Department of Human Resources
- Animal Control
- American Red Cross
- Sheriff's Department
- Berlin Police Department

During an event where there has been advanced notice, such as a hurricane, the response time for staff to report to shelters is two hours. For an event where there is no advanced notice, a two hour response time is required, however, one hour is the expectation.

Ongoing Operations

The on-site incident management team is responsible for the overall shelter operations at the sheltering site. A congregate care shelter will report to a “Shelter Manager”. Shelter Managers will be assigned by the Department of Social Services Staff.

Closure of Shelter and Demobilization

The on-site incident management team will consult with the Department of Emergency Services on population and needs at the shelter site. A determination on closing the shelter will be made by the Department of Emergency Services. Once that determination is made, the on-site incident management team will be notified by the Department of Emergency Services.

Each agency on-site will coordinate the tear-down and cleanup of operations it conducted at the shelter site, taking care to account for all equipment and resources deployed to the site. Before being released from the site, each agency will conduct a walk-through of their operational area with the Shelter Manager, or their designee, to ensure that the area is suitable for return to the facility operator.

DSS will work with the facility manager, and any other partner agency on site to coordinate the tear-down of deployed resources, trash disposal, and clean-up of the facility prior to return of the facility to its normal operations. The Shelter Manager at each site will perform a final inspection of the facility with BOE representative to document the condition the facility following the event. This will be documented in writing and signed by both BOE and DSS staff. A facility form will be provided in the shelter kit.

Incident Management Organization & Assignment of Responsibilities

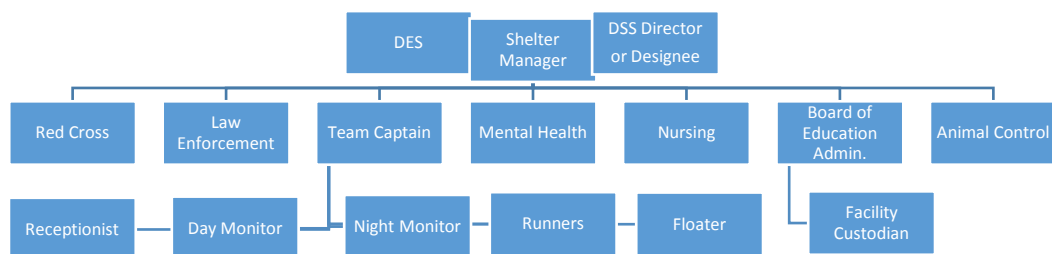
DSS is the lead agency for ESF#6 operations, and the Director (or their designee) will serve as the Shelter Manager.

Duties by Position

<u>SHELTER MANAGEMENT STAFF</u>	<u># NEEDED</u>	<u>NOTES</u>
Register / Greeters	3 - 4	Preferably Bilingual
These workers are responsible for greeting community members to and from the various stations in the shelter, especially those with disabilities. <u>Critical Competencies</u> • Knowledge of Pet Policies; • Familiarity with building; • Knowledge of custody, firearms and other risk issues; • Bilingual highly preferred; • Skilled in crisis management		
Runners	2 – 3	Able to follow directives and be disciplined.
These workers escort community members to and from the various stations in the shelter, especially those with disabilities. <u>Critical Competencies</u> • Knowledge of the shelter stations and the persons who man them; • Skilled in crisis intervention		
Day Station Monitor	2	
Staff with this responsibility monitors the Day Station. They provide information and referral services to community members negotiate and mitigate issues and conflicts that arise and support the safety and		

comfort of persons using the shelters. Monitors do not leave their station unless it is on extreme emergency. If someone in the Day Station needs to be taken somewhere, they are to contact a runner for assistance.		
Evening Station Monitor	2 -3	
Same job description as Day Station Monitor		
Responsible for the overall oversight, coordination and supervision of the sheltering operations. This includes coordination of all resources, both of the physical facility and staffing.		
Floater	2	
Responsible for flexible responsibilities such as monitoring persons at risk one-on-one or serving as a person enforcing a boundary in the facility.		
Team Captain	1	Will be included in other roles.
Responsibilities include oversight and coordination of DSS staff. Answers to the shelter manager in the line of authority.		
Mental Health	1	
Responsibilities include providing supportive crisis centered counseling to citizens using the shelter. Ideally this person has a master level degree and some form of licensure.		

Shelter Operations ICS Diagram



Communications

Shelter Sites will be able to communicate as needed with the Central Command Office by way of cell phone or walkie-talkie radios. DES will provide county programed radios for each site and DSS will assign at least one cell phone per site. The team captains for each shelter or their designee is the person

responsible for communicating with Central Command. Communications between staff on site largely occurs by word of mouth, but can be done by walkie-talkie. To promote clear and timely communications, staff meetings will be held on a regular basis. DSS will provide a list of cell phone numbers for staff working at each shelter site.

General Policies

The general policies below are employed to assist Worcester County in providing mass care and emergency assistance during or following an event, to provide such with “reasonable dignity”, and to ensure the rights of all impacted individuals are respected in accordance with local, state and federal mandates and regulations.

Accommodations

Worcester County will utilize public schools in the event that mass sheltering/care becomes necessary. Sites have been surveyed by DES, DSS and the ARC and have been selected due to the following criteria:

- Adequate size
- Sound Structure
- Lack of potential hazards
- ADA compliance
- Have all required functional assets

Sites approved as of the writing of this plan are:

- Pocomoke High School
- Stephen Decatur High School
- Stephen Decatur Middle School
- Snow Hill High School

Designated shelter sites will have the capability and capacity to shelter displaced individuals, including those with functional needs, and accompanying service animals or household pets. Accommodations for persons requiring additional needs shall be provided in accordance with the FEMA Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters, 2010. The Worcester County Health Department is responsible for the administration and coordination of Worcester County’s Functional Needs Shelters.

Full Inclusion

Persons who, because of an existing medical condition require hospital admission or services only hospitals or acute medical facilities can provide, shall be referred to the nearest hospital or medical facility. All other persons will be admitted to the Shelter. The Shelter manager will work with Medical Care to make all necessary accommodations for individuals with various functional needs to stay in the shelter.

Unaccompanied Minors

Unaccompanied minors in shelters will be placed in a separate area from the general population. The DSS will be contacted and all attempts and resources, including law enforcement, will be used and made available to find the minor’s parents or guardians.

The Shelter Manager will coordinate with Shelter Care, Medical Care and Logistics Staffing Resources to provide child-care case workers, child protective services, pediatric social workers, and pediatric medical professionals as needed.

Family Reunification

The Shelter Manager will coordinate with ARC and DSS to provide access to the Safe and Well website (safeandwell.communityos.org/zf/safe/add) website to assist displaced individuals reconnect with

separated family and household members. DSS has primary responsibility for the provision of reunification services during and following an emergency event through the Family Assistance Center.

Service Animals

Shelters will accommodate the housing of service animals within the human portion of the shelter. All reasonable efforts will be made to accommodate both individuals requiring service animals, and individuals with allergies to such animals.

Pets

In accordance with the Federal Pets Evacuation and Transportation Act of 2006, sheltering for domestic pets will be available.

Pharmaceuticals, Supplies and Devices

Sheltered individuals for whom medication and supplies have been prescribed, are encouraged to bring those pharmaceuticals, supplies and devices necessary for health maintenance and continued independence to the shelter with them. These items remain under the ownership and cognizance of the individual(s) to whom they belong. If necessary, assistance in administering medications or operating medical equipment may be requested through Medical Care.

Safety

Reasonable measures will be taken to ensure the safety of persons in shelters. Copies of the “Disclosure Statement” will be provided to staff and evacuees entering a Worcester managed shelter. Sheltered individuals their belongings and service animals will be registered and identified.

All persons are subject to sign a disclosure form indicating whether they are registered sex offenders, have committed a violent crime within the past five years, or are members of a gang. This form will be used for shelter safety purposes only and will not be released to the public. Shelter managers will address how best to preserve the safety and meet the needs of both such individuals and all other sheltered individuals on a case by case basis.

Any person who violates the terms of the “Worcester Shelter Protocols” or provides false information is subject to immediate eviction from the shelter.

Registered Sex Offenders

Any individual listed in the Maryland Sex Offender Registry (Md. Code Ann., Crim. Proc. § 11-704(a)), as defined by the Maryland Code, Chapter 9, who enters a managed shelter shall, upon registration at the shelter, notify the shelter management of his/her registry status.

To the extent possible, shelter staff will access the Maryland Sex Offender Registry and the National Registry for Sex Offenders to determine if a sheltered individuals name is a match in either registry.

Once status has been verified, the person will be asked to shelter in a location separate from the general population in order to avoid contact with minor children at the shelter site and comply with Local, State, and Federal regulations.

Weapons

No weapons, of any kind are permitted or otherwise allowed in the shelter except the bearer be registered, active law enforcement and able to provide evidence of such legitimate status.

Gangs

As regards to gang members and the wearing of gang paraphernalia, any visually apparent materials such as colors, symbols, or hand signs or any other gang affiliated artifacts indicating gang type membership are prohibited in shelters. Colors will need to be removed and discarded before shelter entrance is allowed.

Alcohol and Illegal Drugs

No alcoholic beverages or illegal drugs are allowed in the shelter.

Cell Phones

The use of cell phones in the shelter dormitory is prohibited except when necessary for use by shelter staff for the express purpose of official shelter business. Whenever possible, there will be pre-designated areas for cell phone use 24 hours a day.

Feeding

During the sheltering event sheltered individuals will receive three meals per day. Responsibility for the provision and preparation of meals will be with the local Board of Education. Aside from meals, light snacks and bottled water will be made available to shelterees. For individuals who require assistance with feeding after the event, whether they utilized shelter services or not, they will be referred to our traditional resources that assist in this area. Agencies include, but are not limited to:

- Department of Social Services
- Area Food Banks
- Local churches
- Diakonia& Samaritan Shelter

Transitional Housing

Persons requiring transitional housing following an emergency event would be referred to our traditional resources that provide service in these areas. These resources include, but are not limited to:

- Department of Social Services
- CORE Service Agency
- Local Churches
- Samaritan Shelter
- Diakonia

Plan Development and Maintenance

Activity	Tasks	Frequency
Plan update and certification	• Review entire plan for accuracy • Incorporate lessons learned and changes in policy and philosophy • Manage distribution of plan updates	1 st quarter each calendar year
Update contact rosters for all positions	• Confirm/update contact information on members of Incident Management Team	Quarterly
Appoint new members of the Incident Management Team	• Qualifications determined by Incident Management Leaders • Issue appointment letter and schedule member for orientation	As needed
Monitor and maintain equipment at alternate sites	• Train users and provide technical assistance • Monitor volume/age of materials and assist users with cycling/removing files	Ongoing
Train new members	• Provide an orientation and training class • Schedule participation in all training and exercise events	Begin within 90 days of appointment
Plan and conduct exercises	• Conduct joint exercises with local, regional, and/or State agencies	Concurrent with MEMA/DH R

Interim changes will be published by the Worcester County Department of Emergency Services as needed based upon revised hazard-specific data, or changes in regulatory guidelines. The interim plans will be distributed as they are made.

Appendix A: Shelter Disclosure Form

NOTICE AND DISCLOSURE STATEMENT

Any person seeking shelter or other services in a shelter operated by the Department of Human Resources (DHR) or a local Department of Human Resources must disclose to personnel operating the shelter if he or she is required to register as a sex offender under Maryland's sex offender registration act, Md. Code

Annotated, Criminal Procedure §11-701 through §11-727, or under any similar sex offender registration act of any other state.

DHR requires that every resident of a DHR operated shelter read and sign this statement solely for the protection of the shelter residents. No person will be denied access to or services in the shelter because of his or her status as a sex offender. However, such persons may be assigned to or limited to certain areas of the shelter, particularly if they have been ordered by a court of competent jurisdiction to cease all contact with minors.

Place a check by the statement that is correct:

- ☐ I have read the above and hereby affirm that I am neither a registered sex offender nor am I required to register as a sex offender under the law of Maryland or of any other state.
- ☐ I have read the above and acknowledge that I am a registered sex offender or that I am required to register as a sex offender under the law of Maryland or any other state

Signature: _____ Date: _____

Name (Print): _____

IF YOU HAVE ACKNOWLEDGED ABOVE THAT YOU ARE A REGISTERED SEX OFFENDER OR THAT YOU ARE REQUIRED TO REGISTER AS A SEX OFFENDER, PLEASE STATE BELOW WHETHER YOU HAVE BEEN ORDERED BY A COURT TO CEASE ALL CONTACT WITH MINORS.

Place a check by the statement that is correct.

- ☐ I have been ordered by a court to cease all contact with minors.
- ☐ I have not been ordered by a court to cease all contact with minors.

Signature: _____ Date: _____

Name (Print): _____

Appendix B: Shelter Protocols

Worcester County Shelter Protocols

Do Not Expect: Comfort, peace & quiet, your own room, a cot or bedding.

Do Expect: Crowded, noisy conditions, possibly without electricity, a floor to sleep on, a roof over your head, basic, simple food served only at scheduled meal times.

The following are Shelter Rules that will be enforced to protect all evacuees.

- Evacuees must sign in and register before being officially admitted to any shelter.

- Evacuees are responsible for their belongings. Valuables should be locked in cars, or kept with the evacuees at all times. The shelter is not responsible for lost, stolen or damaged items.
- Respect all shelter residents and staff.
- No weapons are permitted in the shelter except those that may be carried by security personnel.
- Gang related activities are prohibited in a shelter.
- No alcohol or illegal drugs are permitted in the shelter.
- Parents are responsible for controlling the actions and whereabouts of their children. Children should not be left unattended.
- Noise levels should be kept to a minimum during all hours of the day. Quiet hours are observed between 11:00 p.m. and 7:00 a.m.
- Please notify the shelter registrar for referral to the medical station for any medical condition or medications.
- Stay out of deserted or restricted areas of the building.
- Law enforcement officials will be stationed at each open shelter. Report any suspicious behavior to them.
- Do not bring pets to public shelters. If you have a pet, you must bring them to a [pet shelter](#). The exception would be certified service animals, which are allowed in the public shelters.

Worcester County Emergency Shelter Committee Standard Operating Procedures		
Program:	ALL AGENCIES	SOP # 1
Subject:	Communications to Setup Shelter in the Event of an Emergency	Effective Date
Purpose	To establish procedure for effective contacting of all agencies in an emergent event.	
Procedure	The County Commissioners, with the consultation of the Office of Emergency Services, are the responsible entity to declare a sheltering emergency. When a sheltering emergency is declared by the Commissioners, the Office of Emergency Services (OES) identifies the facility(s) that will be utilized depending on the nature of the emergency event. OES then contacts the Director of Social Services or his/her designee to inform them of the need to open a shelter(s). the Director then contacts the following agencies and informs them of the need to open a shelter and the locations that will be utilized: • Animal Control • Board of Education • DSS Sheltering Manager • Health Department • Office on Aging • Public Works • Red Cross • Sheriff's Department Given the need for effective and efficient communications, it will be imperative that each agency keep Social Services and OES updated on who their designated contact person is; who is a back up person that would be available and how they can be reached in the event of an emergency.	
Exhibits	Contact Sheet	
Approved:		

**Appendix D:
Pet Shelter Agreement**

Worcester County, Maryland “Pets in Emergency Shelter” Agreement

Traditional pets (dogs and cats) are allowed in the designated area of the school shelter only after the Worcester County Animal Shelter is filled to capacity.

Pet owners are required to provide shot records, medications, kennels, food, water and bowls for their pets. Required shots include rabies.

Pet owners are responsible for the care of their pet for the duration of the sheltering episode.

Pet owners are required to participate in the cleanup of the pet shelter before removing their pet from the shelter.

Pets that pose a risk to persons or other pets in the shelter will not be allowed to be sheltered. Examples include but are not limited to aggressive or vicious dogs, spiders, snakes, and wolves. The designation of a pet that poses such a risk is at the sole discretion of the shelter manager.

Pets will be housed in a separate area from the residents of the shelter and only pet owners, veterinarians or their staff, and shelter staff will be allowed in the pet area of the shelter.

No guarantee of safety for pets in the shelter will be made by shelter management.

A material breach of this Agreement by the undersigned pet owner shall be cause to immediately remove the pet from the school shelter.

I understand this Worcester County, Maryland “Pets in Emergency Shelter Agreement” and wish to have my pet sheltered in the designated pet area of the shelter and agree to fully comply with the terms of this Agreement and the directions of the shelter management.

Name.....

Date.....

Shelter Staff person.....

Worcester County Emergency Shelter Committee Standard Operating Procedures		
Program:	ALL AGENCIES	SOP # 2
Subject:	Pets in Emergency Shelter	Effective Date
Purpose	To establish procedure for the Sheltering of Pets in an emergent event.	
Procedure	In order to minimize risk to our citizens, publicly run emergency shelters in Worcester County will make reasonable accommodations for pets of those who seek the safety of a shelter during a declared sheltering emergency; however, only to a pet that the shelter has clear capacity to manage. As conditions allow, the first option pet owners must satisfy is that there is no private resource, (i.e. family, friend, kennel) available to shelter their pet prior to seeking refuge at one of Worcester's public sheltering resources. The second option that must be satisfied prior to sheltering a pet at a sheltering facility is that the person seeking shelter cannot take their animal to Worcester County's Animal Control Facility to be kept during the sheltering event. If these two options are unavailable, then a person can be considered for sheltering their pet with them at the shelter under the following conditions: • Traditional pets (dogs and cats) are allowed in the designated area of the school shelter only after the Worcester County Animal Shelter is filled to capacity. • Pet owners are required to provide shot records, medications, kennels, food, water and bowls for their pets. Required shots include rabies. • Pet owners are responsible for the care of their pet for the duration of the sheltering episode. • Pet owners are required to participate in the cleanup of the pet shelter before removing their pet from the shelter. • Pets that pose a risk to persons or other pets in the shelter will not be allowed to be sheltered. Examples include, but are not limited to, aggressive or vicious dogs, spiders, snakes, and wolves. The designation of a pet that poses such a risk is at the sole discretion of the shelter manager. • Pets will be housed in a separate area from the residents of the shelter and only pet owners, veterinarians or their staff, and shelter staff will be allowed in the pet area of the shelter. • No guarantee of safety for pets in the shelter will be made by shelter management. All persons who wish to have their pets sheltered with them shall sign a "Pets in Emergency Shelter Agreement" prior to being admitted to the shelter (see attachment A) • It will be the responsibility of Worcester County Animal Control to present the person seeking shelter with their pet, a Shelter Agreement form and ensure their signature.	
Exhibits	See Attachment "A"	
Approved:		

Worcester County Emergency Shelter Committee Standard Operating Procedures		
Program:	ALL AGENCIES	SOP # 4
Subject:	Color Coded Vests for Function Identification During a Sheltering Emergency	Effective Date
Purpose	To create easier identification of responsibilities of all agencies in an emergent event.	
Procedure	All shelter staff will wear color coded vests to identify what function they have been assigned to perform. There will be (34) vests per shelter. These vests will be placed in plastic storage containers on the shelter trailer and delivered to the shelter site with the other traditional resources. The color coding system will be as follows: <u>Yellow</u> Shelter Manager (1) <u>Green</u> Registrars (6) <u>Fluorescent Lime Green</u> Runners/Relief Personnel (5) <u>Black</u> Board of Education Personnel (5) (allowed a couple of extra in case we bring in cafeteria workers – (3) is normally all that is needed) <u>Fluorescent Orange</u> Sheltering Room Workers (6) <u>Tan</u> Animal Sheltering (4) <u>Light Blue</u> Medical (4) <u>White</u> Counseling (3)	
Exhibits		
Approved:		

Worcester County Emergency Shelter Committee Standard Operating Procedures		
Program:	ALL DIVISIONS	SOP # 5
Subject:	Admittance of Minors to Emergency Shelter	Effective Date
Purpose	To establish procedure/accountability for admittance of minors to emergency shelter	
Procedure	Minors, those younger than 18 years old, should be accompanied by a parent or legal guardian when admitted into the emergency shelter. If a non-custodial adult brings a minor to the shelter during an emergency event, the minor will be admitted if the non-custodial adult accompanying them provides written permission from the minor's parent/legal guardian specifically sanctioning this adult to care for their child during the course of the sheltering event. In the absence of a written authorization, staff registering the non-custodial adult and minor must make every effort to obtain information that will allow them to contact the parents/custodian by telephone and confirm that they have agreed to allow this non-custodial adult to supervise their child during the sheltering event. If the minor or the non-custodial adult can't / will not provide contact information, then the shelter manager shall contact the Worcester County Sheriff's Department and the on-call Child Protective Services (CPS) worker to attempt to screen the individuals as possible run aways or fugitives from the law. CPS shall come to the shelter and assess the status and safety of the child as soon as they are able. Staff at the shelter will take direction from CPS as to how the situation is best to be handled. If the child is a runaway, staff will take direction from the Worcester County Sheriff's Department as to how the situation should be managed. While the minor is at the shelter, to the extent possible, extra supervision will be provided to a minor not accompanied by a parent or legal custodian.	
Exhibits		
Approved:		

Appendix I: Shelter Protocols

Worcester County Emergency Shelter

Medication Policy

Objective

To assure that shelter registrants maintain responsibility for safeguarding, storing and administering their personal medication needed while in the shelter. To provide access to refrigeration for storage of medications that requires refrigeration.

Procedure

1. At registration, if a registrant states they have meds that need refrigeration, they will be referred to the medical area.
2. The nurse/medical staff will provide the client with a baggie for medication storage and a sharpie to write their name and a phone number on the bag. The medication is to be placed in the bag by the registrant.
3. Instructions will be given to the registrant to obtain their medication as needed, the nurse/medical staff will NOT be seeking out registrants for medication administration. Nurses/medical staff is not responsible for ensuring clients adherence to their medication regimen. In addition, they are instructed to obtain their medication upon exiting the shelter.
4. The medication will be stored in the refrigerator in the medical area.
5. The registrants are to report to the medical area and the nurse/medical staff will obtain the baggie with medication in it for the registrant. The nurse/medical staff is the only person with permission to enter the refrigerator.
6. If medications are left after the shelter has closed, attempts will be made to contact the owner using the phone number provided on the bag.

POCOMOKE CITY POLICE DEPARTMENT USE OF FORCE

The directives in this chapter relate to the department's basic role, limits of authority (including the use of discretion), and the use of force.

24.1 Use of force and agency weapons

The purpose of this order is to set forth guidelines and standards for the use, carriage and care of weapons approved for use for all of Pocomoke City Police Department Personnel authorized to carry firearms pursuant to their duties. Use of weapons also includes less lethal weapons as well as personal weapons, e. g., fists, feet and elbows, when used to exert force against a subject or prisoner. The policies and procedures contained in this General Order are for internal use only, and are not intended to enlarge a member=s civil or criminal liability in any way. This General Order is not to be construed as the creation of a higher legal standard of safety or care in an evidentiary sense with respect to third party claims, insofar as the member=s legal duties and obligations imposed by law.

24.1.1 Definitions

Deadly Force is the force which can cause death or serious physical injury.

Less-Lethal Force is force that is not intended, nor reasonably likely, to result in death or serious physical injury.

Positional Asphyxia occurs when a subject=s body position interferes with breathing, either when the chest is restricted from expanding properly or when the position of the subject=s head obstructs the airways.

Probable Cause exist where the facts and circumstances as a whole would lead a reasonably cautious person to believe that an offense has been committed and that the person arrested did it. An Officer=s education, experience, training and the total information known to an Officer at the time of the incident contribute to the determination of probable cause.

Serious Physical/Bodily Injury is any injury which creates a substantial risk of death, causes serious permanent disfigurement or results in long-term impairment of the functioning of the body.

Imminent indicates near, at hand, at the point of happening, threatening, such an appearance of threatened and impending injury as would put a person on instant defense.

Reasonable Belief is comprised of the existence of facts, or combination of facts, that the circumstances are such to cause a reasonable person to believe them to be true.

24.2 Policy

General policies regarding use of force:

It is the policy of the Pocomoke City Police Department that its members shall, in every instance, use reasonable force when force is used to accomplish their mission.

Anytime a decision is made to use issued equipment, e.g., Taser, ASPs, Pepper spray gun, OC Spray as a means of force, it shall be documented with an Incident Report. In addition, anytime use of physical, including weaponless, force results in injury and Incident Report shall be submitted.

The laws justifying the use of deadly force do not obligate the member to do so, but rather define the legal parameters within which the member may act;

A decision to use deadly force must be based upon mere facts known by the member at the time that deadly force is used. Information coming to light after the incident=s occurrence may not be used to either enhance nor diminish the degree of probable cause which existed at the time of the incident;

A decision to employ less lethal force, e.g., electronic, chemical, impact weapons, must also be based upon the same relative justification as that needed to employ deadly force, e.g., firearms.

Although the use of less lethal force rarely results in a fatality, the potential nevertheless exists. Therefore, serious consideration must be afforded in the decision to use any force. The degree of force used in any confrontation must be consistent with the severity of the incident, the urgency of disposition, and the result of any potential injuries.

Subjects restricted in their movements or placed in prone or unusual positions while being taken into custody may encounter trouble breathing, and therefore; immediately after coming under control, subjects shall not be placed on their stomach or unusual positions for extended periods of time but rather, should be re-positioned into as close to a normal sitting position as circumstances allow, to provide for effective breathing. Whenever possible, force or weight placed on a subject in a supine or prone position should be placed on the subject=s shoulders and not the head or neck.

24.3 Required Issuance and Instruction Procedures

Prior to authorization to carry lethal or less lethal weapons, all agency personnel authorized to carry a weapon shall be issued a copy of this order and receive appropriate instruction on, at a minimum: use of force policy; deadly force;less lethal force, and guidelines for providing appropriate medical aid after the use of force. Issuance and instruction shall be documented.

In accordance with Maryland Police Training & Standards Commission regulation, all sworn officer shall complete a basic entry-level, police-recruit training program prior to their assignment in any capacity that allows the carrying of weapons or places them in a situation to make an arrest, except as part of a formal field training program. This policy does not affect officers who are attending academy training and carry weapons as part of the structured curriculum. Nor does it affect officer=s participation within the guidelines of a structured field-training program.

24.3.1 Authorized Weapons and Ammunition

Only those weapons and ammunition, lethal or less lethal, which have been authorized and approved by the Chief of Police or his/her designee, shall be used by agency personnel in law enforcement responsibilities, both on and off duty. This directive includes weapons and ammunition approved for use by specialized personnel

Except where authorized in writing, officers are prohibited from carrying or using in an official capacity any weapon or ammunition that has been altered, tampered with, or whose construction or mechanical condition has been changed from the original manufacturers specifications;

The agencies authorized duty ammunitions are as follows:

1. **Handgun** – The duty ammunition for all departmental issued handguns will be 180 grain (HST) Hollow point, preferably Federal Premium ammunition or of equal ballistics. 180 grain (FMJ) full metal jacket ammunition may be utilized for training purposes also.
2. **Shotgun** – The duty ammunition for all departmental issued shotguns will be a 2 ¾ “00” nine pellet buckshot preferably Federal Premium or of equal ballistics. Various other rounds may be utilized for training purposes also.
3. **Rifle** – The duty ammunition for all departmental issued rifles will be a .223 caliber, 62 grain, bonded tip round preferably Federal Premium ammunition or of equal ballistics. For training purposes, a 55 grain, full metal jack, may be utilized also.

With the exception of ammunition used for target practice, instructor testing and evaluation, training or Agency demonstrations, ammunition carried for official, on-duty use shall be factory manufactured and be Agency issued or authorized. Only Agency issued ammunition will be carried and used, while on-duty.

24.3.2 Inspection, Maintenance, Repair or Modification

No member may have approval to carry a firearm until all of the following requirements have been met:

- Only the Glock, model 22, .40 caliber handgun, is permitted for on-duty carry as the primary weapon. Prior to being issued, the weapon shall be initially inspected for safety, reliability, and accuracy by an Agency firearms instructor who shall use the Weapons Inspection Form in completing the inspection procedure. From there, a squad supervisor will be responsible for monthly inspection of their subordinate's weapons. Only those firearms meeting the standards as approved by the Chief of Police or his/her designee shall be carried/used;
- Any off-duty weapons, whether agency owned or privately owned, shall be re-inspected and documented by an instructor during scheduled re-qualifications;
- Any agency weapon deemed unsafe shall immediately be withdrawn from

service; brought to the attention of the Fire-Arms Instructor and; documented according to Loss/Turn In procedures as prescribed by the Pocomoke City Police Department.

- Routine repairs shall be performed by the appropriate Agency.

Operator Maintenance:

- Firearms shall be cleaned as promptly as possible after use, or every 30 days. Prior to cleaning, all firearms will be checked to assure that they are unloaded and safe;
- Officers shall perform routine maintenance, lubrication and cleaning on approved weapons.
- Only the Agency Firearms Instructor is authorized to perform or approve the adjustment, correction, or modification of a firearm's mechanisms.

24.3.3 Carriage of Firearms

Sworn members are obligated to take appropriate police action, whether on or off duty, on the occasion of a crime in their presence. Therefore, sworn members, whether on or off duty, in Pocomoke City and the State of Maryland, shall carry their respective Agency issued or approved firearms, badges, and identification cards. This paragraph is intended to be interpreted liberally so as to facilitate good cause and common sense when appropriate, e.g. cell block or processing duties, participation in athletic events or physical labor, or within one's own residence or property;

Sworn personnel will carry the issued sidearm, loaded with Agency issued ammunition, while on duty. Plainclothes and technical assignments may carry either the duty issued Glock 22, .40 caliber handgun, or the off-duty departmental issued Glock 23, .40 caliber handgun as the primary weapon. All officers will be armed with a sidearm while on duty, operating an Agency vehicle or in uniform. Unless in use, plainclothes officer must conceal their firearm from public view at all times.

Officers assigned to plainclothes units may carry the departmental issued off-duty weapon, on duty, as their primary weapon. Officers assigned to extraditions or other plain clothes special assignments may carry the departmental issued off- duty weapon.

All weapons, agency or off-duty, carried on duty must be loaded to full capacity, pursuant to training and /or as specified by the manufacturer with agency issued ammunition. Uniformed Officers below the rank of Lieutenant shall carry 2 additional fully magazines, for reloading purposes. Non-uniformed officers may carry one complete reload, with an additional reload in their vehicle; No member shall carry or display a firearm or any other weapon in an indiscreet or flagrant manner, other than when that weapon is justifiably employed;

Absent exigent circumstances, agency-issued handguns worn or carried on-the-person by personnel, whether on or off-duty, shall be carried or encased in a holster or other device

designed and intended for the wearing or carriage of that type firearm.

Members shall not be armed when under the influence of alcoholic beverages or medication that may render them incapable of effectively using a firearm.

Officer off duty weapons may be approved for off duty use in caliber 9mm and 40.

No off-duty weapon may be substitution of duty weapon. Only in the cases of plainclothes assignment or written permission from the Chief or his/her designee will this be allowed.

The carrying of a privately-owned firearm for off-duty purposes must be specifically authorized by the Chief of Police or his/her designee.

Fully automatic firearms are not authorized as a primary weapon on or off-duty. Weapons of these types are authorized only for special types of missions, and only by qualified personnel as determined by the Chief of Police or his/her designee.

The Chief of Police reserves the prerogative, at any time, to rescind, suspend, or restrict any and all approval for a member to officially carry any firearm or weapon.

24.3.4 Discharge of Firearms

A. Officers may discharge a firearm in the official performance of duty under the following circumstances only:

- 1) In self-defense from death or serious injury;
- 2) To defend another person from death or serious injury;
- 3) To affect the arrest or maintain the custody of any dangerous person whom the officer has probable cause to believe has used or threatened the use of deadly force in the commission of a crime; or when the officers have probable cause to believe the person would use deadly force against the officer or another person if not immediately apprehended. The use of deadly force must be in response to an imminent threat of serious injury or death to another person or to an officer. Prior to using deadly force, the officer shall, if feasible, warn the person of the officer's intention to use deadly force. Deadly force must never be used based upon mere suspicion that a crime was committed, no matter how serious. The officer should have either witnessed the crime, or have sufficient probable cause to believe that the person committed, is committing, or is about to commit an offense for which the use of deadly force is justified;
- 4) To kill an animal that is endangering the safety of the officer or public. If feasible, such cases shall be referred to the Worcester County Animal Control.
- 5) To perform euthanasia on seriously sick or injured animal. Prior to taking such action, the officer shall, when feasible, request the assistance of either

Worcester County Animal Control; or obtain the written permission of a veterinarian or the animal's owner for domestic animals;

- 6) Formal target practice, training, or official Agency sanctioned demonstrations;
- 7) To give an alarm or call for assistance only when no other more practical means is available, and only where the firearm can be discharged safely. This is never to be misinterpreted to indicate warning shots are authorized.
- 8) In situation when the officer is involved in the fresh pursuit of a dangerous person outside Maryland, the officer may, consistent with the parameters of this order and laws of the asylum state or jurisdiction, use a firearm to affect or maintain the arrest of that person;
- 9) Firearms may be discharged at a vehicle when:
 - a) The occupants of the vehicle are threatening or using deadly force by means other than the vehicle and innocent person would not be unduly jeopardized by the officer's actions, or;
 - b) The vehicle is operated in a manner that may cause serious injury or death to another person or to an Officer and there is no cover available. Officers should avoid placing themselves in situations where vehicle may strike them.

The officer shall be liable to exercise prudent judgment to ensure that no innocent person is injured or killed as a result of such action.

- B. A firearm shall never be discharged:
- 1) As a warning.
 - 2) In any case which does not involve an actual or perceived threat of attack which could result in the death or serious bodily injury to the officer or any other person.
 - 3) When there is substantial danger to innocent bystanders or passersby.

24.3.5 Weapons Training

- All officers must demonstrate proficiency in the use of all authorized weapons before being granted approval to carry such weapons. Officers who are unable to qualify with an issued weapon must complete mandatory skills enhancement training before resuming official duties. officers who are unable to qualify with an authorized personal weapon may not carry the weapon;
- All officers must receive in-service training on the Pocomoke City Police Department's use of force policies at least annually;

- All officers must demonstrate proficiency with any approved lethal weapons and electronic controlled weapons (e.g., Taser) that they are authorized to use and carry, at least annually.
- All proficiency training shall be monitored by an instructor certified as deemed appropriate by the Maryland Police Training and Standards Commission (MPTSC), documented to include, at a minimum: member=s signature, date of training, weapons and equipment used and scores for both qualifications courses-of-fire and written tests administered. All firearms will require a minimum passing score of 80%.

24.3.6 Wearing of Holsters

All holsters, Agency-issued or personal, worn on duty must meet specifications as determined by the Agency Armorer. Patrol officers, in uniform will wear only the agency issued holster on their duty belts, personal holsters will not be permitted to be worn on duty belts. Personal holsters are permitted to be worn for off duty, court, and plain clothes assignments.

24.3.7 Security and Storage of Agency Weapons

Only those persons so authorized by the Chief of Police or his/her designee may use or otherwise handle Agency weapons.

- All Agency Weapons (including Less Lethal) in vehicles:
- Shall be kept out of public access, and not left unsecured or unattended at any time;
- Shall be kept secure from unauthorized persons;
- Shall be secured when inside any vehicle in such a manner so as to prevent them from being thrown about the vehicle=s interior or trunk, and;
- Shall be secured in a case of sufficient design and construction so as to prevent damage to the weapon and any aiming devices.

Members shall not leave any agency vehicle unlocked or unattended with keys in the ignition.

Agency Weapons shall be maintained in of the following conditions:

- **Handgun Storage safe:** Magazine removed, slide to the rear, empty chamber
- **Car Safe for Shotgun:** Fully loaded magazine tube, empty chamber, forearm forward, safety on, stored either the trunk or cargo area, or approved locked rack
- **Car Safe for Patrol Rifle:** Fully loaded magazine, bolt forward, safety on, stored either the trunk or cargo area, or approved locked rack.

Outside of assigned or approved working hours, and whenever a vehicle is not in the actual custody of its assigned officer for an extended period of time (e.g., overnight), extended storage of firearms in agency vehicle is prohibited.

No member shall alter or install emergency equipment or mount any accessories on or in any agency vehicle without prior approval of the Chief of Police or his/her designee.

Police When not in use and outside vehicle-trunk security measures approved by the Chief of Police or his/her designee; agency-issued weapons shall be stored in a place which provides adequate security (e.g., a safe) and /or secured with a locking device.

Whenever any Agency-issued firearm, to include approved alternate or off duty firearms, is outside the immediate possession of an officer to include within his or her residence, the officer shall ensure that the weapon is either:

- Unloaded so as to be rendered safe;
- Secured in an appropriate locked container; or
- Secured with a commercial gun lock or other locking device that renders the firearm incapable of being fired. Trigger locks shall be applied in accordance with the manufacturer's instructions.

24.3.8 Patrol Rifle Program (Type 3)

There is established a Patrol Rifle Program, to be administered through Pocomoke City Police Department, with oversight and direction by the fire-arms instructor.

Only the M16A2 rifles, type 3 (set forth by Maryland Police Training and Standards Commission) are authorized for participation in the Agency Patrol Rifle Program. No other style of rifle will be authorized.

Only those officers certified, who attend and successfully complete the patrol rifle training program administered by the Agency's firearms instructor, and are able to qualify bi-annually with a minimum passing score of 80%, to maintain certification, are approved to carry a patrol rifle on duty.

Patrol rifles shall be checked by the officer no less than every 30 days for lubrication and serviceability;

Patrol Rifle Configuration:

- Each patrol rifle must have Airon@ sights either permanent mount or flip up sights. The Airon@ sights may be augmented by an aiming device with an illuminated reticule, e.g., Aim Point, EOTech, etc. The iron sights must be able to be used with augmented sighting system.
- Each rifle shall be equipped with a tactical sling as approved by the Agency Armorer, or his/her designee.
- Three magazines will be carried with each weapon. The officer ID number shall be affixed to every magazine. Additional magazines and rounds may be carried.

- The Agency Armorer, or his/her designee, must authorize any modifications to or accessories worn or carried in conjunction with the patrol rifle.
- Modifications or accessories shall only be performed or added by the Agency Armorer, or his/her designee, and shall be documented on the armory maintenance card for each weapon. Re-Qualification must be completed immediately whenever any modification is made to the rifle's sighting system.

Patrol Rifle Deployment

- The patrol rifle shall only be deployed in extraordinary circumstances. Officers shall not deploy or carry a patrol rifle on routine calls or traffic stops, unless on-scene supervisor has given authorization for deployment based upon the totality of the circumstances.
- Situations in which the deployment of a patrol rifle may be appropriate, include; but are not limited to:
 - When a suspect is armed with a high-powered weapon or wearing body armor;
 - An active shooter incident;
 - Support for canine operations where cover is necessary;
 - Other situations as approved by a Lieutenant or above.

24.3.9 Patrol Shotgun Program (Type 4)

There is established a Patrol Shotgun Program, to be administered through Pocomoke City Police Department, with oversight and direction by the fire-arms instructor.

Only the Benelli, Supernova, .12-gauge pump shotgun, type 4 (set forth by Maryland Police Training and Standards Commission) are authorized for participation in the Agency Patrol Shotgun Program. No other style of shotgun will be authorized.

Only those officers certified, who attend and successfully complete the patrol shotgun training program administered by the Agency's firearms instructor, and are able to qualify annually with a minimum passing score of 80%, to maintain certification, are approved to carry a patrol shotgun on duty.

Patrol shotguns shall be checked by the officer no less than every 30 days for lubrication and serviceability;

Patrol Shotgun Configuration:

- Each patrol shotgun must have Airon® sights either permanent mount or flip up sights. The Airon® sights may be augmented by an aiming device with an illuminated reticule, e.g., Aim Point, EOTech, etc. The iron sights must be able to be used with augmented sighting system.
- Three boxes of duty issued "00" 9 pellet buckshot will be issued with each shotgun

in addition to the ammunition supplied for the magazine.

- The Agency Armorer, or his/her designee, must authorize any modifications to or accessories worn or carried in conjunction with the patrol shotgun.
- Modifications or accessories shall only be performed or added by the Agency Armorer, or his/her designee, and shall be documented on the armory maintenance card for each weapon. Re-Qualification must be completed immediately whenever any modification is made to the shotgun's sighting system.

Patrol Shotgun Deployment

- The patrol shotgun shall only be deployed in extraordinary circumstances. Officers shall not deploy or carry a patrol shotgun on routine calls or traffic stops, unless on-scene supervisor has given authorization for deployment based upon the totality of the circumstances.
- Situations in which the deployment of a patrol shotgun may be appropriate, include; but are not limited to:
 - Potential Barrack Situations
 - Close Quarters / Secondary Weapon
 - Support for canine operations where cover is necessary;
 - Other situations as approved by a Lieutenant or above.

24.4 Less Lethal Weapons

24.4.1 Less Lethal Weapons, Training

All line Officers must receive in-service training and demonstrate proficiency with:

- Each type of issued or approved electronic control weapon (e.g., Taser) that they are authorized to use and carry, at least annually.
- All other types of issued or approved less lethal weapons and weaponless control techniques at least annually.

Any proficiency training (e.g., practical exercises) shall be monitored by an instructor certified as deemed appropriate by the Maryland Police and Training Standards Commission (MPTSC).

Training and proficiency shall be documented to include, at a minimum: date(s) of training, member's names and signatures, less lethal weapons used or weaponless control techniques covered and scores for any tests administered, whether practical or written.

Officers who are unable to demonstrate a level of proficiency as determined by the instructor with an approved less lethal weapon or weaponless control technique must complete mandatory training and skills enhancement, prior to resuming official duties.

24.4.2 Impact Weapons, e.g., ASPS

- Are to be used only in situations where the degree of resistance given by the subject is of such magnitude that an arrest cannot otherwise be effected or custody maintained, without risk of injury to the Officer or an innocent third party;
- Strikes are to be directed essentially at the torso and the limbs. Strikes to the head are to be avoided. An intentional strike to the head would be justified only under circumstances where in deadly force would be justified.

24.4.3 Chemical Weapons, e.g., Pepper Spray:

Are to be used only when repelling an attacker or subduing a violently resisting subject;

Shall not be used indiscriminately, but rather, as an alternative to an impact weapon. Chemical weapons have the potential to incapacitate all persons within areas enveloped by their sprays, Therefore, the following precautions shall be taken:

- Whenever feasible, and prior to deploying chemical weapons, a verbal warning announcement shall be made to a subject and other personnel on the scene that OC is going to be deployed (e.g., the Officer should give a loud, clear verbal warning, AO.C!@ or ASPRAY!@ before dispensing the chemical). Other personnel should immediately break contact and create distance from the subject;
- Caution shall be observed during windy or rainy weather. Wind may direct the spray to an undesired location, and rain may dilute the spray=s effect;
- The effectiveness of some chemical weapons may be severely limited on certain types of individuals, e.g., intoxicated, drugged, or mentally ill person. For this reason, Officers should place guarded confidence in the use of this type of weapon on these types of persons;
- Persons within a body of water should not be sprayed, because of the risk resultant drowning;
- Drivers of motor vehicles wherein the engine is running should not be sprayed, because of the risk of motor vehicle accidents;
- Chemical weapons shall not be carried aboard aircraft;

Chemical weapons may not be used on a subject once secured and properly in custody nor shall the duration of spray be more than the minimum necessary to effectively incapacitate the subject. After deploying a chemical weapon against a person, the Officer shall take the following actions.

1. Allow at least five seconds for any mist to dissipate. Then give specific and distinct verbal commands to the person, to include, ARemain still, Be Calm@;
2. As in initial measure, move the person to an area of fresh air, and face him/her into the wind. Instruct the person not to rub the eyes. If in a vehicle, the air conditioner may be used to direct cold air at the person=s face;

3. Afford the person, as soon as practical, the opportunity to flush the eyes and exposed skin with fresh water (not commercial eye wash). A person wearing hard contact lenses may remove them and clean them with soap and water (soft contact lenses must be discarded);
 4. Instruct the person to breathe normally;
 5. A handcuffed subject who has been sprayed shall not be placed on his/her stomach. Nor will such a person be placed on his/her back with pressure which could cause breathing difficulties;
 6. Closely monitor sprayed persons during the first 30-45 minutes, particularly those with a known medical condition, e.g., diabetes, or heart condition, or who are breathing rapidly, sweating excessively, or exhibit pale skin, and;
 - a. If normal breathing does not resume after the first five minutes, activate the EMS (Emergency Medical System);
 - b. If other symptoms do not cease after 45 minutes, activate EMS;
 - c. EMS shall be activated immediately if the person hyperventilates, loses consciousness, ceases breathing, suddenly becomes incoherent, or turns pale.
- With the exceptions of vehicular systems, air conditioning systems shall not be activated to dissipate chemical spray.
 - The guidance and provisions of this subsection are intended primarily for individually carried chemical weapons. For policy, procedure and doctrine regarding chemical agents used in riot control or other critical incident management scenarios.

24.4.4 JPX Pepper Spray Gun

The JPX Pepper Spray Gun is a less-lethal weapon that uses Pyrotechnic charge (gunpowder) to deploy O.C. Although modeled after a traditional firearm, the JPX Pepper Spray Gun does not propel a projectile. This device relies on a two-shot OC cartridge which is powered by a primer and a small wafer of gun powder that forces a plunger to expel the OC solution from the cartridge at great speed.

Officers having the required training may carry a departmental issued JPX Pepper Spray Gun. All officers must attend in-service training in the use of the JPX Pepper Spray Gun every two years for re-certification.

Officers carrying the JPX Pepper Spray Gun must carry the device on their respective duty belts, opposite side of their firearms, in a cross-draw position. All issued JPX Pepper Spray Guns will be properly maintained and available for inspection. These devices will be inspected monthly by each squad supervisor

JPX Pepper Spray Gun Deployment

1. The OC solution propelled from the JPX Pepper Spray Gun travels at 590 feet per second, or 405 mph. The minimum distance when deploying the JPX Pepper Spray Gun on a suspect is 5 feet. The maximum distance would 23 feet. These distances are measured from the tip of the nozzle to the target of deployment.
2. Each JPX Pepper Spray Gun is designed with a total of two possible shots at the intended threat target. In the event an officer finds themselves positioned less than 5 feet away from the intended target, officers are to make a tactical decision to deploy the first shot at the suspects chest, then create distance of 5 feet or more from the intended target, and fire a second shot at the targeted area (face).
3. The JPX Pepper Spray Gun is intended to provide officers with an additional OC based force option necessary to achieve compliance when confronted with combative or resistant subjects.
4. The primary target area during deployment is the suspects face. Officers should aim the JPX Pepper Spray Gun using either the device's open sights or the side of the suspect's head.
5. JPX Pepper Spray Guns may be used during instances in which the deployment of force becomes necessary and verbal commands are ineffective. Officers may also deploy this weapon to prevent harm either to themselves or a third party.
6. Officers will limit the number of projectile deployments, to the minimum amount necessary for the officer to gain control or compliance of the intended target. Officers will discontinue the use of OC when it becomes apparent the intended target has complied or may be taken in to custody.
7. Standard deployments of the JPX Pepper Spray Gun most often result in the deployment of only one OC charged capsule. The dispensed capsule will be placed in to the PCPD evidence drop box for evidence. Be sure to attach a property sheetto the dispensed capsule.
8. Following deployment of a JPX Pepper Spray OC Cartridge, officers are to handcuff, and decontaminate the intended target with cold water and ventilation. Officers should further examine the suspect / intended target for evidence of injury. Should any injury be detected, ensure photographs are taken, the appropriate documentation completed, and the necessary medical treatment is provided and also documented. At no time should an officer leave a contaminated person unattended.
9. OC based weapons will only be used as a control and compliance measure and never be used for retaliation or for any illicit or unlawful purposes.
10. Officers will not purposely deface or alter any OC based weapon. The Patrol Commander will replace expended JPX cartridges

JPX Pepper Spray Gun Reporting Procedures

1. The use of the JPX Pepper Spray Gun will be considered a use of force and each

incident will be documented in detail. A detailed use of force report will be completed and submitted to the squad supervisor. The squad supervisor will review the report for error's and forward it to the Patrol Commander. The Patrol Commander will then review the report, with his/her endorsement and recommendations to the chief of police.

2. Intended targets that have been exposed to the JPX Pepper Spray Gun that requires medical attention, the officer is to notify their respective supervisor immediately and monitor their condition until EMS arrive. The squad supervisor will then be responsible for contacting the Patrol Commander or the on-call Lieutenant. The Patrol Commander or on-call Lieutenant will then be responsible.
3. Officers deploying the JPX Pepper Spray Gun will indicate within the narrative of their arrest report, the facts involving the use of the JPX Pepper Spray Gun and include the language within the report that indicates efforts used to treat and decontaminate the intended target. Again, assistance will be offered to anyone exposed to the OC from the JPX Pepper Spray Gun that succumbs to the effects of the agent. All such incidents shall be reported to a supervisor immediately and documented in full detail.

24.4.5 Electronic Control Weapons (ECW=s), e.g., Taser

1.) Definitions

ECD/ECW - Acronyms for AElectronic Control Device@ and AElectronic Control Weapon@ respectively, these acronyms are used interchangeably within this directive.

Taser X2- An electro-muscular disruption weapon (or Electronic Control Weapon, ECW) that utilizes a compressed nitrogen cartridge to propel two small probes out to a range of 15-35 feet, depending on the cartridge used. The device delivers 26 watts of pulsating current, which can disrupt the sensory and motor functions of the central nervous system and thereby reduce any further aggressive behavior.

Electro-Muscular Disruption (EMD) - Electrical signal which overrides the central and motor nervous systems in the body. The EMD effect causes uncontrollable muscle spasms which should incapacitate a subject regardless of their level of pain tolerance, mental focus, or state of intoxication.

Deployment- For the purposes of this order, any use of an ECD or Taser, other than mere handling or display, and to include Discharge / Probe Stun and or Drive Stun application techniques.

Discharge / Probe Use - For the purposes of this order, activation of the Taser by triggering propulsion of the probes at a subject.

Drive Stun - Activation of a ECD or Taser by making contact between cartridge-end of the Taser or the ECD and a subject=s body.

Data-Port - The Taser is equipped with a built-in data-port which records the date and time of each firing.

the	Anti-Felon Identification (AFID) - Small round AFID tags are propelled out of the cartridge when the device is fired. These tags correspond to the serial numbers of cartridge which held them.
2.)	Authorized Use
Taser	Only Officers who have received the required training and certification with the are authorized to carry or deploy this device.
Taser	As an operational function, command responsibility for the management of the Program is assigned to the Agency Taser Coordinator, through the Agency Training Section and as designated by the Chief of Police. The Taser coordinator shall be certified as an instructor with the device, having a skilled working knowledge of the use, nomenclature, and downloading procedures of the data-port.
Coordinator, training, ensure with	The Taser Coordinator, in close coordination with the Agency Training shall be responsible for the scheduling of Agency personnel to obtain Taser All officers selected will comply with this policy. The Chief of Police will there are sufficient number of additional personnel trained as certified instructors device, responsible to conduct: • all initial training and certification classes; and • annual re-certification training When carrying any ECW, members shall carry or holster the ECW in a position located opposite the side of the body upon which their sidearm is holstered (e.g., reaction-side) in order to reduce the possibility of accidentally drawing and/or firing a sidearm. When deployed under normal circumstances, the ECW should be held in the strong or Aweapon@ hand.The carrying of a privately-owned ECW is prohibited.
3)	Deployment
subject used to form of	ECWs should be used only against subjects who are exhibiting active aggression or who are actively resisting in a manner that, in the Officers=s judgment, is likely to result in injuries to themselves or others. Fleeing should not be the sole justification for using an ECW against a subject. Member should consider the severity of the offense, the subject=s threat level to others, and the risk of serious injury to the before deciding to use an ECW on a fleeing subject. The Taser will not be unlawfully threaten, coerce, harass, taunt or abuse any person or in any horseplay.
shall warning, or a	When feasible, prior to activation of the ECW, a verbal warning announcement be made to a subject and other personnel on the scene that an ECW is going to be activated, unless doing so would place any person at risk. Absent a spoken non-verbal warning that may be used include display, laser painting, arcing, combination of these tactics. As an officer safety issue, members should also remain cognizant of similarities in appearance between any less lethal weapon and an actual firearm.

the Members should be aware there is a higher risk of sudden death in subjects under influence of drugs and/or exhibiting symptoms associated with excited delirium.

and Members should not intentionally activate more than one ECW at a time against a subject. Typically, members should use an ECW on standard cycle (five seconds) then evaluate the situation to determine if subsequent cycles are necessary. Multiple applications or continuous cycling of an ECW resulting in an exposure longer than 15 seconds (whether continuous or cumulative) may increase the risk of serious injury or death and should be avoided.

consent If Tasers are deployed on subject (drive stun or darts used) officer will begin immediately rendering first aid to the subject (e.g. CPR, burns). EMS will be contacted if needed to evaluate the subject. The suspect has the right to grant consent for the officer to remove taser probes. If taser probes are expended into a subject, and the darts penetrate the skin, the spent cartridge(s) and probes are to be treated as biohazards. At a minimum, latex gloves, and red plastic bags shall be used when handling probes or cartridges deployed against and subject.

4) General Precautions

Members deploying an ECW should not intentionally target sensitive areas (e.g., head, neck, genitalia).

ECWs should not generally be used:

- on handcuffed subjects unless doing so is necessary to prevent them from causing serious bodily harm to themselves or others and if lesser attempts of control have been ineffective;
- when a subject is in an elevated position where a fall may cause substantial injury or death;
- against subjects in physical control of a vehicle in motion (e.g., automobiles, trucks, motorcycles, ATVs, bicycles, scooters);
- in the known presence of combustible vapors and liquids or other flammable substances including alcohol-based Oleoresin Capsicum (O.C.) Spray carriers. (Note: The Agency-issued OC spray is a non-flammable agent which is found naturally in cayenne peppers);
- against obviously pregnant women, elderly persons, young children, and visibly frail persons.

Members should evaluate whether the use of the ECW is reasonable, based upon all circumstances, including the subject's age and physical condition. In some cases, other control techniques may be more appropriate as determined by the subject's threat level to others.

5.) Medical Treatment

As soon as practical after deploying the Taser, the person exposed shall be

transported necessary. suspect. dictate that EMS to the scene) subject has been	to a hospital for medical evaluation, and probe removal by a physician, if However, again an officer may remove the probes with consent of the Evidence of exposed body fluids is one circumstance which would transport of the exposed subject be by ambulance (e.g., summons An Officer shall remain with the subject at the hospital until the medically cleared.

6.) ECW Reporting and Notifications

Any ECW deployment against a person, whether on or off-duty, and including intentional or accidental discharges, shall require the officer to make immediate notification to the on-duty supervisor or on-duty Commander.

Any deployment of an Electronic Control Weapon (ECW), e.g., Taser, by a member of this agency, outside of training, shall require completion and submission of both

a:

- Incident Report; and
- Agency Use of Force Report

points	Photographs will be taken of all puncture sites in the skin or of the skin area where any probe lodged into clothing of any subject struck by probes. The serial number(s) of any spent cartridge(s) will be included in the Incident Report and the contact of the probes will be noted.

Taser	Any member who under any circumstances deploys a Taser against a person in the field shall contact the Agency Taser Coordinator in order for the recorded data to be downloaded from the taser device. This data will aid in protecting employee and the Agency from false allegations of misuse of the device. This step shall be accomplished within 72 hours of the discharge or at the direction of the Agency Coordinator.

Agency and provide	Once the taser=s stored data is downloaded, it will be the responsibility of the Taser Coordinator to permanently maintain the downloaded information it upon request to Internal Affairs.

testify	In addition, if the Agency wishes to have a TASER International representative in any civil proceedings as a result of the deployment of a Taser, the Agency Taser Coordinator shall prepare a written synopsis to document the use of the device and forward same to TASER International.

7) ECW Inspection - Annual

and Coordinator made or it is have been	The Agency Taser Coordinator shall conduct an annual inspection, functions test data download of each agency-approved ECW. This annual inspection will be documented on the Weapons Inspection Form Report. The Agency Taser shall remove any unsafe or damaged ECW from use until repairs can be sent back to the manufacturer for replacement. Once all ECW inspections completed, the Agency Taser Coordinator will forward copies of the

inspection forms

to Patrol Commander for their files.

24.5 Rendering of Appropriate Medical Aid Following Use of Force

When an employee uses force and a person is injured or complains of injury, the employee shall ensure the provisions of appropriate medical aid.

Appropriate medical aid may include:

- increased observation to detect obvious changes in condition;
- rendering first aid; (e.g. CPR)
- evaluation by Emergency Medical Services (EMS)
- for more serious or life-threatening incidents, providing for treatment by medical professionals

Documentation of all injuries and the medical aid obtained or offered for the person injured shall be made on the appropriate reports associated with the incident.

24.6 Reporting Use of Force and or Weapons Discharge Incidents

An Officer who is involved in any of the following types of incidents, shall

- 1) Immediately, notify his/her direct supervisor, the on-duty supervisor or the on-call Commander; and
- 2) Prior to securing from the shift (or prior to securing from the incident if off duty) complete both
 - Incident Report
 - Use of Force Report
- 3) Submit both report to supervisor
 - Any intentional or unintentional discharge of any firearm by an officer (with the exception of training, instructor testing/evaluation, official Agency demonstrations, or lawful recreational shooting sports);
 - Anytime a decision is made to use or apply force through the use of deadly or less lethal weapons (e.g., Taser, Asps, etc.) as a means of force
 - Any incident or use of physical force, including weaponless or empty-handed force, that:
 - Results in injury to the officer or any other person;
 - A subject states they are injured as a result of the force that was applied

and /or requires medical attention; or

- Is alleged to have resulted in, injury or death of another person.

than In addition, any discharged of an Electronic Control Weapon (ECW), e.g.; Taser, other in training, shall also require completion and submission of a Use of Force Report.

24.7 Supervisory Responsibilities in Incidents Involving Firearms Discharges and Specific Uses of Force

It is the responsibility of the reporting member=s supervisor to review and evaluate each Incident Report describing use of force and Use of Force Reports submitted by subordinates via completion and submission of Supplemental Incident Report. The reviewing supervisor shall provide an after-action assessment as to the appropriateness of the use of force by the member.

The Supplement Report shall carry the same CC number as the primary report and be attached to all copies of the primary reports submitted by the reporting member.

The Internal Affairs Division is required to investigate all:

1. Firearm discharges by Pocomoke City Police Department employees (excluding exceptions specified in this General Order), inside or outside of the city, and;
2. Any use of force resulting in, or alleged to have resulted in, death or serious physical injury.

Upon notification of a firearm discharge or use of force by a member resulting in death or serious physical injury, the supervisor will immediately notify IAD and respond directly to the scene.

Upon arrival on the scene, the supervisor shall ensure completion of all applicable procedures.

24.8 Supervisory Inspections

of Monthly, each supervisor shall complete a documented inspection of the agency handgun, handgun ammunition and all less lethal weapons issued to each subordinate. The purpose of this inspection is to ensure the operational readiness of the issued weapon(s) as well as: compliance with this directive; and all other relevant provisions of this Manual.

- The officer being inspected shall (with the weapon pointed in a safe direction or into an unloading/containment device, if available):
- Keep his/her finger away from the trigger at all times;
- Remove the magazine and secure it;
- Retract and lock the slide in the open position, and empty the chamber;

- Visually and physically (with fingertip) check that the chamber and magazine well are empty;
- Look away and then check again, and only then;
- Present the unloaded weapon to the inspector with the slide locked to the rear, in accordance with training.

Recognizing that supervisors are not trained as armorers but rather, are trained in safe weapons handling and clearing techniques, the quarterly handgun inspection centers primarily on overall condition of the weapon. As such the inspection supervisor shall:

- Document the serial number, manufacturer, model and caliber of the weapon
- examine the chamber and magazine well to ensure the weapon is unloaded
- examine the weapon for damage dents, rust, carbon accumulation, modifications, etc.
- check the barrel for obstructions or power fouling residue
- check the slide for proper lubrication
- remove the ammunition from the magazine(s) and ensure the magazine and ammunition are of proper issue and quantity
- examine the condition of the magazine, and
- return the weapon, magazines, and ammunition to the officer with the slide locked to the rear and in accordance with training.

in- Shotgun/rifle inspection(s) shall be conducted by the Agency Armorer or designee during service or qualification at the range.

in Recognizing the supervisors are not trained as less lethal instructors but rather, are trained safe weapons handling, the quarterly inspection of less lethal weapons (e.g., TASER, OC spray, ASP baton, etc.) centers primarily on overall condition of the weapon exterior and particularly confirming individual employee possession of a specific weapon through written recordation of serial number.

is Patrol Commander shall ensure any damaged weapon or ammunition, lethal or less lethal, removed from service and ensure any damage or significant deficiency revealed by inspections is immediately and directly reported via Incident report, as follows:

- Firearm - notify Agency Armorer/Rangemaster
- TASER - notify Agency TASER Coordinator
- Less Lethal - notify Training and Supply sections

The Patrol Commander be responsible for retaining a copy of the preceding monthly inspections.

The Patrol Commander shall monitor this inspection process within their command(s).

Other inspections may be conducted by supervisory personnel, when appropriate (i.e., annual inspection of TASER=s by the Agency TASER Coordinator, etc.).

24.9 Agency Weapons, Record-Keeping

The Agency Armorer / Rangemaster / Lead Firearms Instructor shall be responsible for maintaining a record on each weapon approved by the agency for official use and according to fixed asset, city property inventory procedures as prescribed by City Hall.

24.10 Governing Case Law and Statute

- Tennessee v. Garner
- Graham v. Connor

Tennessee vs. Garner (471 U.S. 1 (1985), 105 S. Ct. 1694)

In this case, the United States Supreme Court held that officers cannot resort to deadly force unless they have probable cause to believe that the suspect has committed a felony and poses an immediate and significant threat of the safety of the officer, or a danger to the community at large. The Court affirmed the Court of Appeals decision limiting the use of deadly force to apprehend a fleeing felon.

Facts of the Case

On October 3, 1974, a Memphis, Tennessee police officer and his partner were dispatched to a call for a prowler inside a residence. Upon arriving on the scene, a neighbor advised that someone was breaking in to the house next door. As his partner radioed for assistance, the officer went to the back of the house where he heard the door slam and saw someone running across the backyard.

The suspect stopped at a six-foot chain link fence at the edge of the yard. With the aid of a flashlight, the officer could see the suspect=s face and hands. He saw no signs of a weapon, and though not certain, was reasonably sure@ that the suspect was unarmed. While the suspect was crouched at the base of the fence, the officer ordered him to stop. When the officer took a few steps toward the suspect, he started climbing the fence.

The officer was convinced that the suspect would elude capture if he got over fence, so the officer shot the suspect. The suspect was taken to a hospital where he died on the operating table. Ten dollars and a purse taken from the house were found on his body.

In using deadly force to prevent escape, the officer was acting under the authority of a Tennessee statute and following department policy.

The Memphis Police Department=s Firearms Review Board and Grand Jury reviewed this incident and neither took any action.

Court Review of the Case

The suspect=s father took the matter into the Federal District Court seeking damages for violation of the suspect=s constitutional rights. The claims were dismissed in the United States District Court.

The Court of Appeals reversed and remanded the decision. It held that the killing of a fleeing suspect is a seizure@ under the Fourth Amendment, and the use of deadly force to prevent escape of all felony suspects, whatever the circumstances, is constitutionally unreasonable.

The Tennessee statute did not adequately limit the use of deadly force because it failed to distinguish between felonies or different magnitudes.

Supreme Court Decision

The U.S. Supreme Court held the apprehension by the use of deadly force is a seizure subject to the Fourth Amendment=s reasonableness requirement.

To determine whether such a seizure is reasonable, the suspect=s rights must be balanced against the police department=s need make an arrest and enforce laws. The balancing process stipulates that, even though there is probable cause to seize a suspect, an officer may not always do so by killing him. The use of deadly force to prevent the escape of all felony suspects, whatever the circumstances, is unreasonable under the Constitution.

The Supreme Court went on to say that while burglary is a serious crime, the officer in this case could not reasonably have believed that the suspect - unarmed, young, and of thin build posed any threat. The Court further held that the fact that an unarmed suspect burglarized a dwelling at night does not automatically mean he is dangerous.

The Supreme Court affirmed the decision of the Court of Appeals on March 27, 1985.

Graham vs. Connor (490 U.S. 386, 109 S.Ct 1865)

In Graham v. Connor the U.S. Supreme Court determined Areasonableness@ as the standard to be used to judge constitutional claims of excessive force brought by citizens against police officer.

Fact of the Case

On November 12, 1984, Graham, a diabetic, asked Berry, a friend, to drive him to a convenience store to purchase orange juice to prevent the onset of an insulin reaction. Upon entering the store and seeing the number of people ahead of him, Graham hurried out and asked Berry to drive him to a friend=s house instead.

Connor, a city police officer, became suspicious after seeing Graham hastily enter and

leave the store. Connor followed the car Graham was riding in and made an investigatory stop.

Although told that Graham was suffering from an insulin reaction, Officer Connor ordered both men to wait while he investigated what had happened in the store.

Backup officers arrived on the scene, handcuffed Graham, ignoring attempts to explain and treat his condition. During the encounter, Graham sustained multiple injuries. He was released when Connor learned that nothing had happened in the store.

Graham filed suit against all the officers involved, alleging the use of excessive force in making the investigatory stop.

Court Review of the Case

- During the trial, the District Court considered the following four factors in determining whether the officer used excessive force:
- The need for the application of force
- The relationship between the need and the amount of force that was used
- The extent of the injury inflicted
- Whether the force was applied in a good faith effort to maintain and restore discipline, or maliciously and sadistically for the purpose causing harm

Using the above factors, the District Court found that the amount of force used was appropriate under the circumstances. The Fourth Circuit Court of Appeals heard the appeal from the District Court and agreed with the District Court's decision.

Supreme Court Decision

The case was appealed to the U. S. Supreme Court. The Supreme Court determined that allegations of excessive force by law enforcement officers - deadly or not - during an arrest, investigatory stops, or other seizure of a citizen should be analyzed under the Fourth Amendment.

According to the U. S. Supreme Court, the reasonableness of a particular use of force must be judged from the perspective of a reasonable officer on the scene, rather than with the benefit of hindsight. This reasonableness must include the fact that police officers are often forced to make split-seconds judgments - in circumstances that are tense, uncertain and rapidly changing - about the amount of force that is necessary in a particular situation. Thus, the test used by the District Court is incompatible with a proper analysis under the Fourth Amendment.

The proper analysis is whether the officers' actions are objectively reasonable in light of the facts and circumstances confronting them, regardless of their underlying motive or intent.

The test of reasonableness under the Fourth Amendment cannot be precisely defined. However, its proper application requires careful attention to the facts and circumstances of

each particular case, including the severity of the crime, whether the suspect posed an immediate threat to officers or citizens, and whether the suspect actively resisted arrest or attempted to flee.

In sum, the U.S. Supreme Court determined that an officer's good intentions will not make an unreasonable use of force constitutional, nor will an officer's bad intentions make a Fourth Amendment violation out of a reasonable use of force.

24.11 USE OF AGENCY-AUTHORIZED WEAPONS; FIRING RANGE - RULES AND REGULATIONS

1. Only those employees who are qualified according to Pocomoke City Police Department Written Directives and by Maryland Police Training and Standards Commission shall be authorized to carry department authorized weapons (lethal and less than lethal) such as shotguns, handguns, rifles, ECW's, chemical sprays, pepper guns, or striking weapons.

2. Firing Range - Rules and Regulations

The purpose of this directive is to establish rules and regulations to be followed when on the Firing Range.

The rules and regulations specified in this directive are basically safety rules designed to ensure the safety of each and every officer while participating in mandated firearms instruction. Courses which require additional safety procedures are designed to give the officer practical experience in a wide range of situations.

This directive is a continuing effort to upgrade the professionalism of the department and make each officer more aware of adverse situations without any injuries being inflicted in training.

3. Mandated Firing Range attendance is considered an official duty assignment. While at the Range, the Range Master shall have authority over all officers, regardless of rank.

While firing is being conducted, the Range Master/and or a certified firearms instructor shall be present.

RULES:

1. Treat all weapons as though they were loaded.
2. Always point the muzzle in a safe direction.
3. Be sure of your target, surroundings, and back stop.
4. Follow the instructions of the firearms instructor as they are given.
5. You will not be permitted to fire a weapon if you are under the influence of any drugs (prescription or non-prescription) and/or alcohol.

6. Fire at your intended target only.
7. Do not step forward, or pick anything up until the line has been declared safe.
8. Ear and Eye protection must be worn at all times.
9. Body armor and required duty belts must be worn at the range.
10. Food and Drinks are not permitted on the firing line.
11. Cell phones and/or music devices are not permitted on the firing line.
12. While on the firing line, if you need the attention of an instructor, or did not hear the commands given, raise your “support hand”.
13. At the conclusion of firing, keep your weapon pointed down range until our weapon has been declared safe.
14. Report all injuries immediately.

Definitions

RANGE MASTER:

A certified firearms instructor approved by the Chief of Police. The Range Master has overall responsibility and command and control of all personnel, regardless of agency or rank, during range operations. The Range Master is responsible for range grounds and facility maintenance, equipment maintenance and security. The Range Master will report to the Chief of Police for duties, assignments and to coordinate scheduling for range use.

FIREARMS INSTRUCTOR:

An officer of any rank, designated as Range Instructor and certified by the Maryland Police Training & Standards Commission as a Firearms Instructor. In the absence of the Range Master, the Firearms Instructor will have overall responsibility and command control of all personnel, regardless of rank, while the Range is in operation.

RED FLAG:

A red flag will be flown to indicate that the Range is in operation and all rules and regulations will be adhered to.

FIRING LINE:

The designated area of the Range where the Officer is engaged in the actual firing of a weapon.

INTERNAL AFFAIRS

The directives in this chapter relate to the importance for the maintenance of professional conduct by all employees of the Pocomoke City Police Department.

25.1 INTERNAL AFFAIRS FUNCTION

It is the policy of this department to accept and investigate all complaints against its employees of alleged misconduct and based upon its findings to exonerate the innocent, establish the guilt of wrongdoers, and justly determine disciplinary action with promptness.

The objective is to protect the public and to maintain the integrity of the department and the individual employee. An essential balance must be maintained to ensure fair and impartial treatment of the issues and parties concerned.

To ensure all employees of an effective administrative disciplinary system, it is necessary to establish an effective review of complaints, operate an internal unit responsible for an impartial investigation when merited by the nature of the complaint and impanel a board to hear evidence, question witnesses, and recommend action to the Police Chief.

Throughout these procedures the rights of the individual employee and citizen must be acknowledged and not compromised.

All administrative disciplinary procedures shall, where applicable, be consistent with the Annotated Code of Maryland, entitled, A Law Enforcement Officers= Bill of Rights@. All certified officers regardless of rank or position shall be afforded all rights and due process in accordance with the Law Enforcement Officers= Bill of Rights as Specified in the Annotated Code of Maryland.

Required Action

1. Each employee of the Department shall assume the obligations of their rank and perform their duties accordingly in the investigation of complaints or allegations of misconduct. Members of the department shall cooperate fully with the personnel conducting an internal investigation.
2. Command and supervisory personnel shall themselves initiate investigations when the alleged violation reported or observed is within the scope of their authority. Violations outside of their authority shall be reported promptly to higher authority consistent with procedures herein prescribed.

Citizens making complaints in person shall be given a Complaint Form at the time of the complaint by a supervisor only. The report shall be placed in a confidential file and forwarded to the Internal Affairs (IA) investigator until such time as the complainant signs a sworn complaint.

Exceptions to these requirements are:

Complaints relative to difference of opinion between police officers and citizens over the issuance of traffic citations do not come under the purview of this order. However, where a traffic case also involves an allegation that a police officer was in violation of the law or a serious transgression of department rules, an investigation restricted to the allegation of misconduct shall be conducted in conformity with the procedures established in this directive.

1. Complaints made by employees of the Pocomoke City Police Department have to be sworn.
2. When an alleged or observed infraction does not involve persons outside the department and is of a minor nature, supervisors shall not look to higher authority to initiate action. Such cases are the responsibility of the supervisor to resolve without delay. Examples of such cases include, but are not limited to:
 - (a) lateness;
 - (b) uniforms and equipment violations;
 - (c) personal appearance infractions;
 - (d) minor omissions in assigned duties; and
 - (e) minor infractions of departmental regulations concerned with efficiency or safety.

Internal Investigation

- (1) Complaints generated from outside of the department may be investigated by the IA.
- (2) Complaints may be assigned as follows:
 - a. Line Supervisors: alleged rudeness on the part of the officer, tardiness, insubordination
 - b. Commanders or Detectives: allegations of corruption, brutality, excessive force, breach of civil rights and criminal misconduct
 - c. The Chief of Police may request the assistance from another allied law enforcement agency to investigate an Internal Complaint on a Pocomoke City Police Officer if he feels it is necessary.
 - d. The Chief of Police can allow a Pocomoke City Police Internal Investigations Officer to investigate an internal complaint from another agency if the Chief of Police for that agency requests assistance.
- (3) The Chief of Police may assign any case to any IA investigator, whether it be a commander, detective, or line supervisor based on current conditions such as the nature of the complaint, the investigator's area of expertise, and workload assignments.
- (4) Supervisors receiving alleged complaints shall record same on the AComplaint

Against Pocomoke City Police Department Personnel@ form and forward it to the IA Investigator.

- (5) All reports of alleged complaints against any member of this department shall be directed to the Chief of Police who will in turn assign the complaint to an IA Investigator or forward it to the commander with supervision over the Internal Affairs Function.

Brutality (Excessive Force) and / or Discourtesy

In cases concerning allegations of brutality (excessive force) and / or discourtesy, the complaint shall be placed in a confidential file maintained in the office of the IA Investigator until such time as the complainant signs a sworn complaint in accordance with the Law Enforcement Officers= Bill of Rights.

The term Abruility@ is considered to include any situation wherein an officer, while acting in his/her official capacity, resorts to the use of physical force which was unnecessary in its origin and application; or when force is deemed necessary it was excessive in its application. The term Adiscourtesy@ shall apply to any coarse, profane, or insolent language and/or action performed by an employee of the department acting in his/her official capacity, which is offensive to contemporary community standards.

Conduct of Investigations

Whenever a complaint is lodged against a sworn member of this department, the investigation and interrogation of the accused shall be conducted in accordance with the Law Enforcement Officers= Bill of Rights. Complaints against civilian personnel shall be investigated in a similar manner, excluding the application of the Law Enforcement Officers= Bill of Rights.

25.1.1 POSITION RESPONSIBLE FOR THE INTERNAL AFFAIRS FUNCTION

The Chief is responsible for the department=s IA function. The Administrative Commander is the primary Internal Affairs Investigator, but the Chief of Police can assign another trained police officer to an IA investigation as well. The IA investigator has the authority to report directly to the Chief of Police.

25.1.2 NOTIFYING THE CHIEF OF POLICE OF COMPLAINTS

Action Upon Receipt of Complaint

- An alleged or suspected actions of departmental personnel involving misconduct, neglect of duty, or other violation of department rules or orders must be reported immediately to the Chief of Police. This report shall be made by the employee receiving the complaint who will forward it via chain of command to the Chief of Police.

Criminal Investigations

- If a complaint is received alleging criminal misconduct under the Annotated Code of Maryland:
- The Patrol Commander shall be contacted immediately.
- The Administrative Commander shall confer with the Chief of Police and the employee=s Commanding Officer to determine what course of action to follow.
- All cases of alleged criminal misconduct shall be reviewed by the State=s Attorney for Worcester County to determine if criminal charges are to be pursued. If the State=s Attorney declines prosecution, the memo from the State=s Attorney=s Office shall be placed in the case file, noting the decision not to prosecute criminally.

25.1.3 DEADLINES RE: INTERNAL INVESTIGATIONS

It is the responsibility of the officer conducting the investigation to complete the investigation within 30 days after the receipt of the complaint. Extensions to the 30 day limit may be granted under extenuating circumstances by the Chief of Police.

25.1.4 VERIFICATION OF COMPLAINT

It is the responsibility of the investigating officer, every 7 days, to report the status of the investigation to the Chief of Police. It shall be the responsibility of the IA Investigator to periodically notify the complainant regarding the status of the complaint.

Upon conclusion of the investigation, the complainant shall be notified of the results by the Chief of Police. That notification shall be in writing addressed to the complainant=s last known address.

25.1.5 NOTIFICATION TO EMPLOYEE THAT HE/SHE HAS BECOME THE SUBJECT OF AN INTERNAL INVESTIGATION

1. Notification to a sworn employee that he is the subject of an internal investigation is in compliance with the ALaw Enforcement Officers= Bill of Rights@.
2. When a sworn employee is notified they are subject of an internal investigation he or she is furnished a copy of the Pocomoke City Police Department=s form, “Notification of Complaint Investigation”, and at the same time sworn employees are furnished a copy of Pocomoke City Police Department=s form, “Explanation of Police Officers Rights”.

25.1.6 RIGHTS OF EMPLOYEES UNDER INVESTIGATION RE: MEDICAL OR LABORATORY EXAMINATIONS, PHOTOGRAPHS, LINE-UP AND INSTRUMENTS FOR THE DETECTION OF DECEPTION

1. During an IA investigation, Law Enforcement Officer=s Bill of Rights does not prevent any law enforcement agency from requiring a law enforcement officer under investigation to submit to blood alcohol tests, blood, breath, or urine tests for controlled dangerous substances, polygraph examinations, or interrogations which specifically relate to the subject matter of the investigation.
2. A law enforcement officer may not be required or requested to disclose any item of his property, income, assets, source of income, debts, or personal or domestic expenditures (including those of any member of his family or household) unless that information is necessary in investigation a possible conflict of interest with respect to the performance of his official duties, or unless such disclosure is required by state or federal law per Law Enforcement Officer Bill of Rights.

25.1.7 PROCEDURES FOR THE SUSPENSION FROM DUTY

1. Superior officers and supervisors are authorized, consistent with existing directives, to suspend any employee of this department when acts alleged or committed by such employees are of such nature that, in the judgement of the superior officer, the interests and welfare of the public, the department, or the individual is best served by such action. The command or supervisory officer shall immediately prepare a written report stating the reason(s) for the suspension. He or she shall then hand carry the report to the IA Investigator.
2. Suspension Hearing

The suspension hearing shall be held on the first working day following the suspension from duty exclusive of weekends and holidays. The suspension hearing is not a judicial proceeding nor is it directed to findings of fact or law. The suspension hearing is limited to the presentation of the circumstances surrounding the suspension of the employee in order to determine whether such circumstances warrant continued suspension, and whether the continued suspension should be with or without pay. When the acts alleged to have been committed by a suspended employee are of such a serious nature that in the judgement if the Suspension Hearing Officer, the interests and welfare of the public, the Department, or the individual is best served by continued suspension, then the Suspension Hearing Officer shall so order. When the acts are of such gravity and nature that criminal and /or departmental charges seem likely, then the employee may be suspended from duty without pay by the Suspension Hearing Officer.

 - A. Suspension hearings shall be recorded by the Suspension Hearing Officer. The recordings shall be submitted to the IA Investigator with the written report of the Suspension Hearing Officer reflecting the outcome of the hearing.

- B. The Suspension Hearing Officer, Commanding Officer of the Suspended Employee, and Suspended Employee shall attend the hearing. The Suspended Employee shall have the right to present testimony in his own behalf as to the germane issue(s). The Suspension Hearing Officer shall be the final authority as to what testimony shall be heard relative to the purpose of the hearing. The Suspending Officer or the Suspension Hearing Officer may, at his discretion, request the assistance of the Legal Advisor of this Department at any hearing.
- C. Suspension hearings are not public in nature. Neither members of the general public nor of the news media shall be admitted to such hearings unless called upon to testify in matters relating to the purpose of the hearing. Furthermore, evidence presented at such suspension hearings shall be confidential in nature.
- D. A Division Commander, as designated by the Chief of Police, shall be the Suspension Hearing Officer.

25.1.8 CONCLUSION OF FACT

When the internal investigation is completed the investigating officer shall issue a written report and recommendation. The recommendation shall classify the complaint as follows:

1. Sustained	The allegation is supported by sufficient evidence.
2. Not Sustained	Insufficient evidence whether to prove or disprove the allegation.
3. Exonerated	Incident complained about occurred, but was lawful and proper.
4. Unfounded	Allegation is false or not factual.
5. Policy Failure	The allegation is true; the action of the agency or the officer was consistent with agency policy.

Action on Investigation:

- 1. The report and recommendation of the investigating officer shall be submitted to the Chief of Police.
- 2. The IA Investigator shall review the internal investigation report and recommendation of the investigation officer and shall make, in writing, any comments and recommendations deemed appropriate. The recommendation of the IA Investigating Officer shall include a statement as to whether or not he/she concurs in the recommendation of the investigating officer. Thereafter, the IA Investigating Officer shall submit the internal investigative report and his/her written comments and recommendations to the Commander of the affected employee.

He/she shall review the report and recommendation of the investigating officer and the

comments of the IA Investigator. The Division Commander shall make his written comments / recommendations to the Chief of Police.

3. Prior to notifying the complainant of the results of the investigation, the Chief of Police will be advised of the findings and conclusion of the investigation.

25.1.9 MAINTENANCE OF RECORDS

The Pocomoke City Police Department maintains a record of all complaints and upon completion of investigations, the closed files are maintained in a secure area to ensure the confidentiality of the investigation.

25.1.10 PUBLISHING ANNUAL STATISTICAL SUMMARIES

The Administrative Commander is responsible for completing an annual statistical summary based upon records of internal affairs investigations. The Administrative Commander will ensure that these summaries are made available to the public and agency employees.

25.1.11 PUBLIC AWARENESS

Procedures for registering complaints are made available to the community through the departments community relations program as well as contacting the police department to consult with a supervisor or a commander on the proper procedures.

POCOMOKE CITY POLICE DEPARTMENT LINE INSPECTION PROGRAM

The Pocomoke City Police Department will use the inspection process to evaluate the quality of the Department's operations, ensure that the Department's goals are being pursued, identify the need for additional resources, and to ensure that control is maintained throughout the Department.

26.1. LINE INSPECTIONS

Procedures

- A. Line inspections will be conducted as an on-going process by a Sergeant or a Squad Supervisor.
- B. When conducting line inspections, a Sergeant will be responsible for, among other things:
 - 1. Monthly inspection of subordinates and at various times during the tour of duty for cleanliness and readiness for duty;
 - 2. Monthly inspections of the equipment subordinates use, ensuring that no unauthorized equipment, or equipment for which subordinates have not received training, is carried or used;
 - 3. Daily observation of subordinates as they perform their duties, and to ensure officer safety and quality of service;
 - 4. Daily review and approval of reports and forms;
 - 5. Conducting monthly inspections as well as random inspections, of Department vehicles.
- C. The inspection process will include the responsibility of the Sergeant or the Squad Supervisor to take immediate action indicated by the inspection, which would include recognition for exemplary performance and corrective action for deficiencies.
- D. Where significant deficiencies exist, a Performance Observation Form will be completed noting the deficiencies.

* If the inspection has revealed that a piece of Department-owned equipment has been lost or stolen, or damaged through negligence, the Sergeant will require the subordinate to complete an Inter-Office Memo, via the chain of command describing the loss, theft, or damage and/or complete the appropriate report.

- E. Monthly, the Patrol Commander will conduct an inspection of the Department-owned property and equipment in storage to ensure its state of operational readiness.
- F. Periodically, the Patrol Commander will inspect officers' Department issued weapons.
- G. Periodically, all training records will be inspected for accuracy and completeness by the Administrative Commander.

26.1.1 FOLLOW-UP TO ENSURE THAT CORRECTIVE ACTION HAS BEEN TAKEN

A. Procedures for Follow-Up

Follow-up procedures to ensure that corrective action has been taken will include, but are not limited to:

1. A subsequent or follow-up inspection to determine if a deficiency has been corrected;
2. Periodic announced or unannounced follow-up inspections to ensure that the deficiency remains in compliance;
3. Referring uncorrected deficiencies and subsequent violations to the Chief of Police for punitive action.

B. Inspection Reports

A written report in the form of a detailed memorandum to the Chief of Police will document any deficiencies revealed by the inspection, and will make recommendations for their improvement or correction.

C. Subsequent follow-up inspections will require a written report.

PUBLIC INFORMATION

The directives in this chapter relate to the establishment and maintenance of public information to inform the public and news media of events that effect the lives of citizens in the community. All policies are subject to the Maryland Public Information Act.

27.1 POLICY

Full cooperation between the news media and law enforcement agencies in the prompt and accurate dissemination of information to the public is a continuing goal and the policy of the Pocomoke City Police Department. This procedure is intended to protect the delicate balance of rights and duties of both the news media and the police. It also provides the basic controls required by the police department to protect its own physical security, the security of its employees, and the rights of suspects, those arrested, and witnesses related to a crime or other police-related incident.

27.1.1 PURPOSE

The purpose is to establish guidelines and procedures for the release of public information and the department's commitment to community relations. This policy is designed to foster a relationship of mutual trust, cooperation, and respect.

27.1.2 PUBLIC INFORMATION COMMITMENT**A. General public**

The public has an abiding interest in law enforcement and in the activities of the Department. Members of the public frequently direct inquiries to the Department seeking information on a variety of subjects. While it is the aim of the Department to fulfill such requests, it is not always possible to do so.

Whether to release information or to grant interviews will be determined according to the facts of each case and prevailing laws regarding the release of information. Approved release of Pocomoke City Police Department information will be handled by the Pocomoke City Police Department designee, once Approved by Command Staff.

B. News media

The Department actively seeks to establish a cooperative climate in which the news media may obtain information on matters of public interest in a way that does not hamper police operations;

however, certain information must be withheld from the news media to protect the constitutional rights of victims, witnesses, or the accused; avoid obstruction of an ongoing Department investigation; or because it is legally privileged.

C. The Pocomoke City Police Department's Chief of Police or Command Staff will provide public information as needed.

27.1.3 PUBLIC INFORMATION FUNCTION

A. The Pocomoke City Police Department has established an overall public information function which is structured to accommodate the news media for potential situations that are newsworthy.

B. The Chief of Police and/or Command Staff will function as the contact for information dissemination to the community and news media.

1. Information from agency files concerning Departmental plans, policies, or administrative changes shall be released by the Chief of Police or Command Staff. These officials shall assist the media whenever they are contacted.

2. Information on Departmental personnel matters or discipline must be approved by the City Manager or City Attorney.

3. The Chief or his designee will coordinate all responses to inquiries or release of information. He will determine the need for and timing of press releases and will release material to all news media in a fair and equitable manner.

C. General release of media information

1. Normally, information will be released by the Chief. In his absence, questions should be directed to the Commanders (Lieutenant's)

2. Beyond those explicit constraints set forth, members of the Department are encouraged to be open and cooperative with the news media.

3. When dealing with the news media, the officer's good judgment must prevail remembering that his primary responsibility is to carry out the police task.

4. Presentation of information to the news media must be of secondary consideration. To the extent that consideration does not interfere with the accomplishment of the police task, members of the Department in control of the scene of an occurrence or information regarding same shall:

a. Supply information regarding the incident to any accredited representative of the news media.

b. Refer reporters to the Chief, or in his absence, the Command Staff (Lieutenant's) for further decision when it is felt that release of information concerning an on-going criminal investigation or access to the scene is contrary to sound police practice.

c. Conform to the following procedures under the appropriate circumstances:

(1) Information about breaking news in the field will be the responsibility of the Chief, or his Command Staff.

(2) Communication operators receiving requests for information from news media will be forwarded to the Administrative Commander.

(3) Information related to investigations where public disclosure would interfere with the investigation, the apprehension of suspects, or the rights of suspects, will be withheld from public disclosure.

D. To foster cooperation and mutual respect between the news media and the Department, the public information function will include, but is not limited to:

1. Assisting news personnel at the scenes of incidents and in covering routine news stories;

2. Maintaining availability for on-call responses to the news media;

3. Preparing and distributing Department news releases;

4. Arranging for, and assisting at, news conferences and/or cable television broadcasts;

5. Coordinating and authorizing the release of information about victims, witnesses, and suspects according to Department policy;

6. Assisting in crisis situations that affect the Department;

7. Coordinating and authorizing the release of information concerning confidential investigations and operations following Department policy;

8. Developing procedures for releasing information when other public service agencies are involved in a mutual effort.

27.1.4 PRESS RELEASES

A. Press releases shall be prepared as required by specific occurrences in or about Pocomoke City or to address specific issues or concerns of the agency department.

B. Information about cases and statistics will be available from the department when requested by the media.

C. Dissemination of information to the news media will be accomplished in a manner to ensure its equal availability to all news media members. Generally, press releases will be available at the police department.

D. When making a news release in which other agencies have been involved, credit will be given to those agencies.

E. The agency having primary jurisdiction will be responsible for coordinating the release of information.

27.1.5 NEWS MEDIA PERSONNEL

A. Members of the department shall require adequate identification of media representatives before permitting access to controlled or secured areas.

Media representatives shall include reporters, photographers, camera operators, and other media personnel.

B. The department does not issue credentials to media representatives, but instead relies on media organizations to supply appropriate identification.

If, for some reason related to the conduct of a media representative, an officer feels an individual no longer should be granted press privileges, the officer shall notify the Chief of Police in writing via the chain of command. The Chief of Police will decide whether contact with the media organization is appropriate and whether action equivalent to the "revocation of credentials" should be explored.

C. Officers should recognize the need for reporters and photographers to be present at scenes of police-related incidents. Police officers must remain aware of citizens' rights to accurate, timely information concerning incidents requiring police response. Therefore, police officers at crime or other incident scenes must cooperate with members of the news media consistent with this directive. Members of the media will be allowed the necessary and sometimes additional freedom to complete their tasks, provided that freedom does not interfere with the performance of the police function.

D. At the scene of a police-related incident, whether a crime scene or incident of another nature, (i.e., major fire, natural disaster, serious accident, or other catastrophic event) the police have an obligation to preserve the integrity of the scene, to gather evidence, and assist injured victims. Accordingly, police personnel should define the crime scene area, while investigation, evidence collection, and related activities are on-going and restrict the media from those areas so as not to interfere with law enforcement operations.

E. After the police have completed their tasks, media representatives will be allowed to ask questions and take photographs of the scene. Taking photographs at scenes of incidents, crimes, or accidents will be done at the discretion of the news media, who will assume full responsibility for the use of such photographs or film. Should an incident take place on private property, news media representatives may be permitted on the scene upon completion of the investigation with the permission of the owner or person legally responsible for, or in control of, the property.

F. News media representatives are prohibited from photographing individuals in custody within the confines of police facilities. Photographing of individuals in custody outside those facilities is permitted.

G. Any problems encountered by either police personnel or media representatives in carrying out the provisions of this directive should be reported in writing to the Chief of Police via the chain of command.

27.1.6 RELEASE OF INFORMATION

A. The following information will not be released: (Note: Prior Public Criminal Records are

exempt)

1. The identity of victims of sex-related crimes;
2. The identity of any suspect for whom a warrant or summons has not been issued or indictment returned;
3. The existence or contents of any confession, admission, or statement of the accused;
4. The performance of any examination or test by the accused or the refusal or failure to submit to an examination or test;
5. The identity of actual or prospective witnesses to crimes, other than the victim as mentioned above, or comments on the expected testimony or credibility of any witness;
6. Any opinions as to the innocence or guilt of the accused, the merits of the case, the possibility of any pleas or negotiations, or the value of any evidence;
7. The identity of any juvenile arrested who has not been certified by the Circuit Court as an adult. NOTE: A judge may authorize release of juvenile identity information when the crime is a felony or the juvenile is sentenced as an adult.
8. The names of deceased prior to the notification of next of kin;
9. Comments which tend to suggest that a defendant has aided in the investigation;
10. Information concerning the planning of raids or other specialized enforcement efforts;
11. Information which would hinder, impede, or otherwise interfere with an on-going investigation.

B. Release of information pertaining to juveniles

1. Criminal offense -- The juvenile's name, address, or other distinctly unique information which would serve to identify a juvenile may NOT be released. Age, sex, city of residence, and details of the offense MAY be released; however, under certain circumstances, a judge may authorize release of identity information.
2. Collisions -- If traffic charges are or may be placed as a result of an accident investigation, juvenile identity information will be withheld.

C. Crime or incident information to be released upon media request includes:

1. The type of event or crime, when and where it occurred, including a brief synopsis of facts concerning the incident;
2. The identity of the victim and/or the name of the person who reported the crime. In the event the victim or reporting person requests that his name not be used in the media, this fact will be given to the media. The obligation to respect this request is upon the media.
3. Information concerning property loss, physical injuries, or death, after notification of next of

kin;

4. Information concerning the type and length of investigation;

5. Information concerning the existence of suspects may be released, if it is felt that public assistance is needed for the location of a suspect or evidence.

6. If a warrant has been executed, the name, address, description, etc., of that person will be released. If a warrant has been issued but not executed, and it is anticipated that the public may provide information to help in locating the person, this information may be released.

D. After an arrest of an individual, other than a juvenile, the following may be released upon media request:

1. Defendant's name, age, residence, and other factual background information;

2. Nature of the charge upon which the arrest is made;

3. Identity of any assisting agencies;

4. Circumstances surrounding the arrest, including the place of arrest and the identity of the arresting officers;

5. Custody status;

6. Dates of various hearings;

7. Photographs of the defendants without the police identification data may be furnished, if readily available in current files.

E. Names of officers providing information to the media may be given to the media and published, unless the officer(s) involved is in an undercover assignment. Addresses and telephone numbers of police personnel will not be released.

SOCIAL MEDIA USAGE

28.1 Purpose

The Pocomoke City Police Department endorses the secure use of social media to enhance communication, collaboration, and information exchange; streamline processes; and foster productivity. The policy establishes this department's position on the utility and management of social media and provides guidance on its management, administration, and oversight. This policy is not meant to address one particular form of social media, rather social media in general, as advances in technology will occur and new tools will emerge.

28.1.1 Discussion

The decision to utilize social media is a business decision, not a technology based decision. The Pocomoke City Police Department has an overriding interest in determining what is "spoken" on behalf of the department on social media websites. The goal of the Pocomoke City Police Department is to use social media websites with effective and appropriate information, security and private controls. The Pocomoke City Police Department expects all employees who participate in social media on behalf of the department to understand and follow these guidelines. These guidelines will evolve as new technology and social media tools emerge.

28.1.2 Policy

Social media provides a new and potentially valuable means of assisting the department and its personnel in meeting community outreach, problem-solving, investigative, crime prevention, and related objectives. This policy identifies potential uses that may be explored or expanded upon as deemed reasonable by administrative and supervisory personnel. The department also recognizes the roll these tools play in the personal lives of some departmental personnel. The personal use of social media can have bearing on departmental personnel in their official capacity. As such, this policy provides information of a precautionary nature as well as prohibitions on the use of social media by departmental personnel.

28.2 Definitions

For the purpose of this policy, the following definitions apply:

- **Blog:** A self-published diary or commentary on a particular topic that may allow visitors to post responses, reactions, or comments. The term is short for "Web Log".
- **Page:** The specific portion of a social media website where content is displayed and managed by an individual or individuals with administrator rights.
- **Post:** Content an individual shares on a social media site or the act of publishing content on a site.

- **Profile:** Information that a user provides about himself or herself on a social media networking site.
- **Social Media:** A category of Internet-based resources that integrate user-generated content and user participation. This includes, but is not limited to, social networking sites (Facebook, MySpace), microblogging sites (Twitter, Nixle), photo and video sharing sites (Flickr, YouTube), wikis (Wikipedia), blogs, and news sites (Digg, Reddit).
- **Social Networks:** Online platforms where users can create profiles, share information, and socialize with others using a range of technologies.
- **Speech:** Expression or communication of thoughts or opinions in spoken words, in writing, by expressive conduct, symbolism, photographs, videotape, or related forms of communication.
- **Web 2.0:** The second generation of the World Wide Web focused on shareable, user-generated content, rather than static web pages. Some use this term interchangeably with social media.
- **Wiki:** Web pages that can be edited collaboratively.

28.2.1 Departmental Sites

The use or creation of all departmental social media sites or pages shall be approved by the Chief of Police or his designee and shall be administered as determined by the Chief. All social media pages or sites shall indicate they are maintained by the department and shall have contact information for the department prominently displayed, if possible.

Each social media page or site should include an introductory statement that clearly specifies the purpose and scope of the agency's presence on the website, if possible. The page should also link to the department's official website, if possible, and should be designed with the target audience in mind (i.e. youth, potential police recruits, etc.)

Social media content shall adhere to applicable laws, regulations, and policies, including all information technology and records management policies. Information contained on these sites is subject to the public records laws, and relevant records retention schedules apply to their content. All content must be managed, stored, and retrieved to comply with open records laws and e-discovery laws and policies.

Social media sites should state the opinions expressed by visitors to the pages do not reflect the opinions or views of the department. Pages should clearly indicate that posted comments will be monitored and the department reserves the right to remove obscenities, off-topic comments, and personal attacks. Pages shall also indicate that any content posted or submitted for posting is subject to public disclosure.

Personnel designated to represent the department on social media outlets shall conduct themselves at all times as representatives of the department. Accordingly, all department standards of conduct apply to these sites, and personnel shall observe conventionally accepted

protocols and proper decorum in their activities on these sites. All postings will be factual, accurate, complete and within their area of expertise.

Personnel representing the department shall not make statements about the guilt or innocence of any suspect or arrestee, or comments concerning pending prosecutions, nor post, transmit, or otherwise disseminate confidential information, including photographs or videos, related to department training, activities, or work-related assignments without express written consent. Employees shall not conduct political activities or private business on department sites or pages.

Any content maintained in a social media format that is related to department business, including a list of subscribers, posted communications, and communications submitted for posting, may be public record subject to public disclosure. Additionally, all contents on Pocomoke City Police Department's social media sites could be subpoenaed into court. Employees must keep that in mind when posting to Pocomoke City Police Department's social media sites.

Other than the departmental designee, the use of departmental computers by department personnel to access social media is prohibited. The use of personally owned devices or computers to access social media during work hours is prohibited.

Employees shall observe and abide by all copyright, trademark, and service mark restrictions in posting materials to electronic media.

Pocomoke City Police Department sections or units with sanctioned social media web sites shall monitor their sites for posts requesting responses from citizens and for comments in violation of this policy.

28.2.2 Potential Uses of Social Media

Social media may prove to be valuable to the department as an investigative tool when seeking evidence or information about:

- Missing Persons
- Wanted persons
- Gang Participation
- Crimes perpetrated online (i.e. cyberbullying, cyberstalking)
- Photos or videos of a crime posted by a participant or observer

Social media also may be used for community outreach and engagement by:

- Providing crime prevention tips
- Offering online-reporting opportunities
- Sharing crime map and data
- Soliciting tips about unsolved crimes (i.e. Crimestoppers, TIP411)

Social media may also be used as an additional resource to make time-sensitive notifications related to:

- Road closures
- Special events
- Weather emergencies
- Missing or endangered persons

Social Media can also be a powerful recruiting tool, as persons seeking employment or volunteer positions use the Internet to search for opportunities.

28.2.3 Public Posting/Commenting Policy

As a public entity, the Pocomoke City Police Department must abide by certain standards to serve all its constituents in a civil and unbiased manner. Posts or comments on a departmental sanctioned social media site containing any of the following inappropriate forms of content shall not be permitted and will result in removal by the Chief of Police.

- Posts/comments not related to the original topic, including random or unintelligible comments
- Posts that are not factual or accurate
- Posts that do not promote civil discussion
- Profane, obscene, or pornographic content and/or language
- Content that could compromise an ongoing investigation
- Any personal identifying information of any person
- Defamatory or personal attacks
- Threats to any person or organization
- Posts/comments in support of, or in opposition to, any political campaign or ballot measures
- Solicitation of commerce, including, but not limited to, advertising of any business or product for sale
- Conduct in violation of any federal, state or local law
- Encouragement of any illegal activity
- Information that may tend to compromise the safety or security of the public or public systems
- Content that violates a legal ownership interest, such a copyright or trademark of any party.

A comment posted by a member of the public on any Pocomoke City Police Department social media website is the opinion of the commentator or poster only, and publication of a comment does not imply endorsement, or agreement by the Pocomoke City Police Department, nor do such comments necessarily reflect the opinions or policies of the Pocomoke City Police Department.

The Pocomoke City Police Department reserves the right to deny access to Pocomoke City Police Departments social media websites for any individual who violates the Pocomoke City Police Departments social media policy, at any time and without prior notice.

Complaints against employees should not be reported on Pocomoke City Police Departments social media sites. If a complaint is received via social media, the complaint will be handled according to existing Pocomoke City Police Department complaint procedures. However, if the complaint names an employee, or is particularly controversial or of a sensitive nature, the post will be removed and will be forwarded to the Administrative Commander. The designee will submit a new entry that tells the person and other followers that the post was removed because an employee was named, but that an internal review has been initiated.

28.2.4 Private Use of Social Media by Employees

The department recognizes the growing use of social media by its employees, and its implications on the business conducted by the department. As a result of the unique nature of the law enforcement profession, the department has an obligation to enact rules regarding the private use of social media by employees.

Absent controlling legislation, department employees shall abide by the following precautions and prohibitions when participating in social media:

- Departmental personnel are free to express themselves as private citizen on social media sites to the degree that their speech does not impair working relationships of this department for which loyalty and confidentiality are important, impede the performance of duties, impair discipline and harmony among coworkers, or negatively affect the public perception of the department.
- As public employees, department employees are cautioned that speech on or off duty made pursuant to their official duties-that is that owes its existence to the employee's professional duties and responsibilities-is not protected speech under the First Amendment and may form the basis for discipline if deemed detrimental to the department. Department personnel should assume their speech and related activity on social media sites will reflect upon their office and this department.
- Department personnel shall not post, transmit, or otherwise disseminate any information, including photographs, to which they have access as a result of their employment without written approval from the Chief of Police or their designee.
- For safety and security reasons, department personnel are cautioned not to disclose their employment with this department.
- Department personnel shall not post information pertaining to any other department member without their permission.
- Department personnel are cautioned not to display department logos, uniforms, or similar identifying items on personal pages.

- Department personnel are cautioned not to post personal photographs or provide similar means of personal recognition that may cause them to be identified as police officers of this department.
- Officers who are, or who may reasonably be expected to work in undercover operations, shall not post any form of visual or personal identification.

When using social media, department personnel should be mindful their speech becomes part of the worldwide electronic domain. Therefore, adherence to the department's code of conduct is required in the personal use of social media. In particular, departmental personnel are prohibited from the following:

- Speech containing obscene or sexually explicit language, images, or acts and statements or other forms of speech that ridicule, malign, disparage, or otherwise express bias against any race, any religion, or any protected class of individuals.
- Speech involving themselves or other departmental personnel reflecting behavior that would reasonably be considered reckless or irresponsible.

Engaging in prohibited speech noted herein may provide grounds for undermining or impeaching an officer's testimony in criminal proceedings. Department personnel thus sanctioned are subject to discipline up to and including termination.

Department personnel may not divulge information gained by reason of their authority, make any statements, speeches, appearances or endorsements, or publish materials that could reasonably be considered to represent the views or positions of this department without express authorization.

Department personnel should be aware they may be subject to civil litigation for:

- Publishing or posting false information that harms the reputation of another person, group, or organization (defamation).
- Publishing or posting private facts and personal information about someone without their permission that has not been previously revealed to the public, is not of legitimate public concern, and would be offensive to a reasonable person.
- Using someone else's name, likeness, or other personal attributes without that person's permission for an exploitive purpose.
- Publishing the creative work of another, trademarks, or certain confidential business information without permission of the owner.

Department personnel should be aware that privacy settings and social media sites are constantly in flux, and they should never assume that personal information posted on such sites is protected.

Personnel should expect that any information created, transmitted, downloaded, exchanged, or discussed in a public online forum may be accessed by the department at any time without prior notice.

28.3 Reporting Violations

Any employee becoming aware of or having knowledge of a posting or of any website or web page in violation of the provision of this policy shall notify his or her supervisor immediately for follow-up action.

SECONDARY EMPLOYMENT

The Pocomoke City Police Department recognizes the desire for some employees to engage in secondary employment. The Department shall, however, impose reasonable limitations on such employment to ensure that its integrity is maintained and that the Department receives full and faithful service in return for expended resources.

29.1 DEFINITIONS

- A. Liability: One person's legal responsibility to pay for any losses or damages incurred by another.
- B. General Secondary Employment: Employment that is not related to law enforcement or security, does not require the use of law enforcement power or authority, and does not utilize any Department equipment or assets.
- C. Police-related Secondary Employment: Employment that is conditioned on the actual or potential use of law enforcement powers by a sworn member of the Department.

29.1.1 BASIC RESPONSIBILITY

- A. An employee wishing to engage in secondary employment must have authorization by completing the Request for Secondary Employment Form and the Indemnification Agreement, which is forwarded to the Chief of Police for approval.
NOTE: Requests for continued secondary employment must be submitted annually to the Chief of Police for approval.
- B. An employee's primary duty, obligation and responsibility is to the Pocomoke City Police Department, not the secondary employer.
- C. Officers remain subject to call at any time for emergencies or operational needs.
- D. The Office of the Chief shall be the central repository of all secondary employment applications. The Administrative Lieutenant shall oversee adherence to the secondary employment policy and process. A list of approved secondary employment shall be made available upon request to the Chief of Police and members of the Command Staff.

29.1.2 SECONDARY EMPLOYMENT -- GENERAL

- A. An employee shall not engage in any secondary employment, private business or profession during the hours in which they are employed to work for the City. No

employee shall engage in secondary employment that affects or is deemed likely to impact on his effectiveness as an employee of the Department.

- B. The rules and procedures are not intended to create any financial hardship, but rather to ensure that employment with the Department remains the prime responsibility of all personnel and to avoid conflicts with law enforcement duties and responsibilities.
- C. The conduct of any employee while involved in Secondary Employment is governed by the Code of Conduct.

29.1.3 LIABILITY

- A. Neither the Department, nor the City of Pocomoke, will assume any liability, including Workers' Compensation, for any injury, damage or civil action incurred by personnel while they are performing secondary employment activities.
- B. Neither the Department nor the City of Pocomoke will provide a legal defense for legal claims arising from General Secondary Employment, but will provide legal defense for Police-related Secondary Employment to the extent the officer was acting under the color of law and in uniform.

NOTE: POLICE-related Secondary Employment is restricted to the Chief of Police.

29.1.4 RESTRICTIONS AND ELIGIBILITY

- A. Secondary employment is subject to all conditions and limitations imposed by the Written Directives and the Chief of Police.
- B. Department police vehicles are not to be utilized for general secondary employment, only Police-related secondary employment. (ex. Walmart/School Details, etc.)
- C. The following conditions apply to participation in secondary employment:
 - 1. An employee's duty status may not be listed as sick leave, Workers' Compensation leave, leave of absence without pay for disabilities, long-term disability or light duty.
 - 2. Employees will not be permitted to engage in secondary employment if there is an indication that secondary employment will impair their ability to perform law enforcement duties.
 - 3. Employees who are not average or above average in job performance, as judged by their commander, shall not be permitted to engage in secondary employment.
 - 4. Primary and secondary employment will not exceed 16 hours in any 24 hour period.

5. If such employment could bring either the Department or its personnel into disrespect or disfavor, or present a conflict of interest or appearance of a conflict due to the employment, it is prohibited.
6. If secondary employment would impair the employees' efficiency or ability to perform their Departmental duties, it is prohibited.
7. If secondary employment involves the handling or dispensing of alcoholic beverages in any facility, it is prohibited.
8. If secondary employment involves the operation of a school bus by an officer after working a night shift, it is prohibited.
9. Employees will provide to the Pocomoke City Police Department a full and complete description of all aspects and expectations of any type of secondary employment.

29.1.5 POLICE-RELATED SECONDARY EMPLOYMENT (EX. WALMART, SCHOOL DETAILS, ETC.)

A. Requirements

1. Employees with less than average work performance may not be permitted to engage in any type of Secondary Employment. Employees with average work productivity will be evaluated for the approval of Secondary Employment on a case by case basis.
2. This type of secondary employment must also not interfere with an officer's normal duty hours.
3. Employees must notify the Police Department of any injuries sustained during Police-related secondary employment.
4. The Patrol Commander will be responsible for scheduling personnel for Police-related Secondary Employment.

29.1.6 CIVILIAN EMPLOYEES

- A. Civilian personnel may not work in any line of employment or establishment that is prohibited to sworn officers.
- B. Civilians are restricted from engaging in secondary employment when there is a conflict of interest or the appearance of a conflict of interest.

29.1.7 CANCELLATION OF APPROVAL

- A. The Chief of Police may cancel, temporarily or permanently, the approval for any employee to engage in secondary employment. The employee concerned shall be notified in writing of the reason(s) for such cancellation.
- B. Any change in the conditions, type or place of secondary employment shall require the resubmission of the request for secondary employment. Upon termination of such employment, the employee must forward a memorandum to the Chief of Police, via the chain of command, indicating that their secondary employment has ended. This is required to facilitate the updating of personnel records.

LEGAL PROCESS

The chapter relates to the departments discretion in performing and recording its legal process functions. The proper handling of all warrants, criminal summonses and summonses to testify and other legal documents that are received by the Pocomoke City Police Department is a shared responsibility that rests not only with the Chief of Police, but with all Department personnel who receive, handle, file and serve these documents.

\$ *The Administrative Commander will oversee the management of this document control system.*

\$ *The Patrol commander will assume control of the system during the hours when the Administrative Commander is not on duty.*

30.1 RECORDS

1. Arrest Warrants

a. When arrest warrants are received at the Communications Center, the on-duty Police Communications Officer shall:

- 1) Log the warrant in the Warrant/Criminal Summons Log.
- 2) Make two (2) copies of the face sheet of the warrant. Stamp the face sheet Acopy@. Include one copy in the CJIS entry packet. The other copy should be given to the officer assigned to attempt service.
- 3) Enter the warrant into MILES/NCIC as soon as possible and leave a note or voice-mail message for the Administrative Assistant, who is responsible for validations, advising of a new entry.
- 4) File the original warrant in the locked file in communications alphabetically by last name.
- 5) Clear the MILES/NCIC entry as appropriate. Place the paperwork into the clearances folder and leave a note or voice-mail message for the Administrative Assistant advising of a new clearance.

The information that can be retrieved from the warrant/summons received and service record is as follows:

- 1) Warrant/Summons Number
- 2) Source of Document
- 3) Attempted Service

- a) Date
- b) Officer
- c) Comments, which includes addresses service attempted, etc., location served.

4) Disposition

- a) Served
- b) Non-Est
- c) Recalled
- d) Other

b. Arrest warrants are logged in the Warrant/Criminal Summons Log maintained in communications. The following information is documented in the Warrant/Criminal Summons Log:

- * Case #
- * Name and warrant #
- * Date of warrant
- * Charges
- * Officer obtaining warrant
- * Date/time received/filed
- * Operator ID#
- * Date served

2. Criminal Summonses: Will be received, documented and handled in the same manner as arrest warrants.

3. Officers/Court Summonses

I. Policy

- A. It is the policy of the Pocomoke City Police Department to ensure that all officers receive their court summonses in a timely manner and to ensure accountability by making the individual officers responsible for their own court schedule.

II. Procedures

- A. Court summonses are e-mailed by the courts to the Pocomoke City Police Department and received by an Administrative Assistant.
- B. Once received, an Administrative Assistant will stamp the summonses with the received date and will e-mail the information to each officer along with a hard copy of the summonses in the officers mail box in the roll call room.
- C. An Administrative Assistant will maintain a master file of court summonses organized by officer.
- D. Officers must check their e-mail and mail box daily.

- E. It is the individual officer=s responsibility to keep track of their court dates and attend when required. Officers will see an Administrative Assistant and sign for case file with the date and time in and out.
- F. Failure to comply with this policy will result in activation of the disciplinary matrix.

4. Protective Orders/Peace Orders:

Peace orders are primarily handled by the Worcester County Sheriff=s Office, but on occasion allied agencies may forward a peace order/protection order to the Pocomoke City Police Department for service in our jurisdiction. A copy will be made for our records and will be filed in the peace orders book maintained in communications. Once successfully served, a return of service will be faxed back to the originating agency.

5. Access/Control of Criminal Documents

- a. Arrest warrants, criminal summonses, protective orders and peace orders are maintained in the communications center to provide for 24-hour access.
- b. When legal documents are received for service, they will be routed to the appropriate patrol sector for service.
- c. Each attempt of service will be documented in the departmental computer system utilizing one card per shift. The dispatcher is responsible for referencing the attempted service cards back to the original case number.
- d. When the document is served, the dispatcher shall forward a copy of the record of service report to the Criminal Records Manager. In instances where it pertains to MILES/NCIC, a copy of this report shall also be forwarded to the Administrative Assistant.
- e. In the event the document is not served, it will be non-est by the officer. If non-est, the document is then returned to the issuing court unless sufficient identifying factors exist (i.e., first, last name, sex, race, and DOB) to enter the document into the MILES and NCIC computer. (*NOTE: only arrest warrants will be entered in the computer, criminal summonses that are non-est will be returned to the issuing court).
- f. If the document is an arrest warrant that is not returned to the issuing court it will be maintained in an alphabetical file system in the Communications Center.
- g. In those cases where warrants are held by our agency, those persons will be entered in the MILES System and/or NCIC as a wanted person. (If a question arises about misdemeanor warrants should be entered into the NCIC System, the State's Attorney's Office should be contacted). Only

those persons whose extradition has been authorized by the State's Attorney, Deputy State's Attorney or other attorney assigned to that office will be entered as a wanted person in NCIC. The document authorizing extradition must be signed by the State's Attorney as directed above and a copy of this authorization must also be attached to the warrant entry packet.

- h. Arrest warrants will be maintained in the alphabetical file system until served or recalled by the court. When the warrants are returned to the court they will be canceled from the MILES/NCIC System and marked AREMOVED@ from the departmental computer system. A copy of this clearance must be forwarded to the Administrative Assistant and also to the Records Clerk.
- i. Felony warrants will be retained until served or nol-prossed by the State's Attorney.

6. Execution of Criminal Documents

- a. Maryland law and departmental policy govern the execution of criminal documents to include:
 - 1) Types of warrants to be executed - see paragraph (b) below;
 - 2) Territorial limitations upon execution - see mutual aid map of City limits;
 - 3) Time requirements for execution;
 - 4) Summoning aid;
 - 5) Issuance of summons in lieu of arrest;
 - 6) Use of force;
 - 7) Immunity from arrest.
- b. Arrest warrants (misdemeanor and felony), bench warrants, peace and protective orders will be served by sworn law enforcement officers only.
- c. Officers will make every effort to execute criminal documents assigned for service during their tour of duty.
- d. Normally, criminal documents will not be served between the hours of 0001 - 0600 hours except in the following cases:
 - 1) Felony warrants shall be served at any time the defendant can be located;
 - 2) Priority attention will be given to arrest warrants issued due to a defendant's failure to appear in court. Quick action in serving such warrants can significantly increase the likelihood of apprehension;
 - 3) If there is reason to believe that an individual for whom there is an outstanding warrant, or detention order, may be a danger to himself or others, or may flee from the jurisdiction (i.e., fail to appear), execution shall be made

when individual is located, regardless of the hour; and

4) Officer makes an on-site arrest- statement of charges will be completed and executed immediately.

e. Information pertaining to unsuccessful attempts to serve a criminal document will be listed on attached warrant service card and include:

- 1) Location where service was attempted;
- 2) Date;
- 3) Time; and
- 4) Officer.

The dispatcher must attach copies of each attempt to serve report to the warrant entry packet.

7. Misdemeanor and Felony Warrants

When an officer applies for an application of criminal charges on a person and the District Court Commissioner issues a warrant on a person the officer should take the following into account:

1. For persons that are charged with misdemeanor crimes that reside within city limits, the officer will take possession of the misdemeanor warrant for entering it into NCIC and service.
2. For persons that are charged with misdemeanor crimes that reside outside of city limits, the officer will advise the District Court Commissioner to send this misdemeanor warrant to the Worcester County Sheriff's Office for entering into it NCIC and service, due to possible extradition issues.
3. For persons that are charged with felony crimes that either reside within or outside city limits, the officer will advise the District Court Commissioner to send this felony warrant to the Worcester County Sheriff's Office for entering it into NCIC and service, due to possible extradition issues.

8. Validation

- a. A designee will, on a quarterly basis, validate criminal documents.
- b. Criminal documents will be validated on or about:
 - 1) January 1st;
 - 2) April 1st;
 - 3) July 1st; and
 - 4) October 1st.
 - 5) As required by MILES/NCIC

30.1.1 CIVIL PROCESS

A. SERVICE OF CIVIL PROCESS DOCUMENTS

The Pocomoke City Police Department's involvement in the civil process is the service of Peace and Protective orders on a limited basis, or to conduct a domestic escort.

B. CIVIL ARREST OR SEIZURE OF REAL/PERSONAL PROPERTY

The Pocomoke City Police Department does not become involved in the execution of orders for civil arrest or writs requiring the seizure of real or personal property.

30.1.2 PROPERTY

ALL PROPERTY ACQUIRED THROUGH THE CIVIL PROCESS FUNCTION BY THE DEPARTMENT IS ACCOUNTED FOR IN AGENCY RECORDS

If the department obtains property through asset forfeiture proceedings through the civil process, the property shall

RECORDS

The directives in this chapter relate to record functions that are basic to meeting the management, operation, and information needs of the agency.

An objective of this directive is to provide the members of the Pocomoke City Police Department with a comprehensive method for completing a Case File Folder.

Having written police reports and written documentation concerning police activities is essential in meeting the management, operational, and informational needs of the Pocomoke City Police Department. All employees of the Pocomoke City Police Department must be aware of and properly complete all required reports and paperwork as prescribed.

31.1 ADMINISTRATION

31.1.1 RETENTION, PRIVACY, SECURITY AND DISSEMINATION

1. The State of Maryland and the Department of Criminal Justice Information Services have adopted, both statutory law and rules and regulations which govern the security, privacy and dissemination of adult and juvenile arrest record information. These laws, rules, and regulations also pertain to the physical area where record information is collected, processed and stored. The Pocomoke City Police Department will, at all times, comply with these laws, rules, and regulations. It is imperative that all personnel, especially those assigned to the Record's Component, understand and comply with these codes, rules, and regulations.

2. Definitions:

- a. "Criminal Justice Agency" means a court or any other governmental agency or subunit which as its principal function performs the administration of criminal justice and any other agency or subunit of which performs criminal justice activities.
- b. "Central Records" means that repository in this State, operated by the Maryland State Police, which receives, identifies and maintains individual criminal history records from criminal justice agencies throughout the state.
- c. "Criminal History Records Information" means records and data collected by criminal justice agencies on adult and individuals consisting of identifiable descriptions and notations of arrests, detentions, indictments, information, or other formal charges, and any disposition arising therefrom. The term shall NOT include juvenile record information, criminal justice intelligence information, criminal justice investigative information, or correctional status information.

- d. "Conviction Data" means information in the custody of any criminal justice agency relating to a judgment of conviction, and the consequences arising therefrom, in any court.
 - e. "Dissemination" means any transfer of information, whether orally, in writing, or by electronic means. The term does not include access to the information by officers or employees of a criminal justice agency maintaining the information who have both a need and right to the information.
 - f. "Expunge" means removal of specific criminal history information, as defined by a court order from public inspection or access.
 - g. "Public Service Company" shall include gas, pipeline, electric light, heat, power and water supply companies, sewer companies, telephone companies, telegraph companies, and all persons authorized to transport passengers or property as a common carrier and shall exclude all municipal corporations, other political subdivisions, and public institutions owned or controlled by the State.
 - h. "Purge" means removal by a court order from public inspection or access.
 - i. "Seal" means to physically secure to prevent inspection, except where specified by court order.
 - j. "Criminal History Record Information Area" means any area in which criminal history record information is collected, stored, processed, or disseminated.
3. Responsibilities:
- a. Persons authorized to release Criminal History Record Information (Records Manager, Administration, CID, Squad Commanders and PCO's) shall be responsible for completing a Criminal History Information Form whenever any such information is disseminated to any person.
 - b. Supervisors shall ensure that security measures are followed to provide maximum security of criminal history record information. Unauthorized persons will not be allowed to enter areas where such information is stored, collected, or processed.
 - c. The Administrative Commander shall ensure that:
 - (1) Criminal History Record inquiries are processed in accordance with state laws and rules and regulations; and
 - (2) Dissemination Record file is maintained and updated.

4. Juveniles

- a. Juvenile arrest records are separated from adult criminal records; collected,

disseminated, retained, and disposed of in accordance with state law.

- b. Fingerprints and photographs may be taken of a juvenile regardless of age in those cases where an adult would have been fingerprinted and photographed.
 - c. Other physical samples may be taken from a juvenile for identification purposes only after the officer has conferred with the State's Attorney for advice and assistance as to the legalities and proper procedure for obtaining such samples. Samples felt necessary might include, but are not limited to: hair, blood, urine, nails, breath, stomach contents, handwriting, etc.
 - d. Maryland State law requires that all law enforcement agencies take special precautions to ensure that law enforcement records concerning a child are protected against disclosure to any unauthorized person.
 - e. Police Officers may release, upon request to one another and to other local state or federal law enforcement officers, current information on juvenile arrests, limited to name, address, physical description, date of arrest, and charge for which the arrest was made. Such information may only be used for current investigation and not for creation of new individual files or records.
 - f. Juveniles reaching adulthood will be charged as adults and their juvenile file is closed and remains as a closed, confidential file in juvenile records.
 - g. Expungement - the Administrative Assistant may perform an expungement when ordered by the court system via a Final Order.
 - h. For release of juvenile information to the media, Refer to Chapter 27.
5. Security:
- a. Access to the Department's Records section where criminal history record information is collected, stored, processed, and disseminated shall be limited to authorized persons to include:
 - (1) Records Manager;
 - (2) Administrative Assistants
 - (3) CID;
 - (4) All officers of command rank and acting commanders; and
 - (5) Chief of Police.
 - b. Whenever the records section is left unattended, the door shall be locked, regardless of the brevity of the unattended period.

- c. In the event our MILES terminal (with Criminal History Record Information (CHRI) inquiry capability) has to be left unattended, a message must be sent to State Police Headquarters requesting that the terminal be rendered inoperative for that period of time.
- d. All information stored on Hard Drives, DASD, Diskettes, etc. . . , which are owned by the Pocomoke City Police Department is to be considered confidential. Information stored on these devices is the property of the Pocomoke City Police Department and will only be released in accordance to the Department's Written Directives. All data may be accessed or inspected by the Chief of Police or his designee.

All devices and terminals which are not owned by the Pocomoke City Police Department, yet are attached or interfaced with Pocomoke City Police Department's equipment will follow this Security Policy:

- (1) All data is assumed confidential and information received from computer files which are owned, controlled or managed by POCOMOKE CITY POLICE DEPARTMENT will not be released to anyone who is outside POCOMOKE CITY POLICE DEPARTMENT's Written Directive scope of receiving this information.
- (2) No one will use or attempt to use the user ID and password of another person. This is a violation of Maryland State Law.
- (3) No one will intentionally and/or willfully access (or attempt to) information which they are not allowed to access.
- (4) No one may intentionally, willfully, or without authorization identify or attempt to identify any valid access code or distribute any valid access to anyone except for individuals who are assigned this code.
- (5) Anyone that is not employed by the Pocomoke City Police Department will not operate any of the computers, devices, terminals, etc., as listed above. Exceptions to this rule will be individuals authorized by this department to operate the above listed equipment and agrees to adhere to this policy. EX. IT personnel. Authorization to non - Pocomoke City Police Department Employees can only be granted by the Chief of Police or his designee. It is the responsibility of anyone who has signed this policy to report violations.
- (6) No one will willfully and/or intentionally allow someone who is not authorized, access to any hardware or software which falls under this policy. No one will remove data from the Pocomoke City Police Department, unless authorized by departmental policy or with permission of the Chief of Police.

6. Retention of Arrest Information:

Adult arrest records are retained on a permanent basis or until confirmation of the death of the arrestee, unless otherwise ordered by the court.

Juvenile arrest records are retained and disposed of in accordance with state law.

31.1.2 RECORDS RETENTION SCHEDULE

The Pocomoke City Police Department utilizes the following preprinted report formats and the following retention periods for field operation reporting. Reports will be destroyed at the end of the retention period.

1. Criminal reports which will be kept for 10 years.
2. Supplement reports are to be filed with the associated offense/incident report and will be kept for 10 years.
3. ACRS reports will be kept until purged by MSP.
4. Arrest reports will be kept permanently and filed along with the charging document.
5. Civil, Juvenile, and criminal citations will be kept for 5 years.
6. Emergency petition forms will be kept for 1 year along with associated incident reports.
7. Property/evidence reports will be kept for 5 years.
8. Handwritten motor vehicle warnings will be kept for one year; E-tix will be kept until purged by E-tix MSP.
9. All other record forms will be kept for 5 years.
10. Case folder sign out sheets will be maintained and kept for a minimum of 3 years.

31.1.3 UNIFORM CRIME REPORTING

1. The Pocomoke City Police Department is an active participant in the National Uniform Crime Reporting Program.
2. Crime data is collected and reports are prepared and submitted on standard report forms as specified in the UCR manual.
3. Final reports are mailed to State Police Headquarters, Pikesville (UCR state repository) and must be received in Pikesville by the 7th of each month.

31.1.4 RECORDS FUNCTION/ACCESSIBILITY

1. The Records function of the Pocomoke City Police Department, under the supervision of the Administrative Commander and Command Staff, serves as the agency's central records repository. Centralization of records within the department reduces duplication of work and increases efficiency. The Records Manager will normally handle all requests directed to the Records section.
2. Central records information is accessible by both physical availability or technology to operations personnel at all times.

31.1.5 STATUS REPORT SYSTEM

The original of all reports along with follow-up reports under the original complaint number will be maintained in the Pocomoke City Police Department Records section.

Once a Report has been assigned to an officer for follow-up investigation, all additional information will be documented via Supplement Report(s).

31.1.6 ANNUAL AUDIT, CENTRAL RECORDS COMPUTER SYSTEM, FOR VERIFICATION OF ALL PASSWORDS, ACCESS CODES, OR ACCESS VIOLATIONS

Authorized employees are issued a user name (access code) and a password to access the department's computer network.

The authorized employees will be required to sign and abide by the department's Computer Security and Access Application which lists the department's security policy.

An Administrative Assistant will conduct an annual password audit. If any violations are detected, measures will immediately be made to maintain the integrity of the system.

31.1.7 POLICY FOR THE INTRODUCTION OF OUTSIDE COMPUTER SOFTWARE AND DISKS INTO THE COMPUTER SYSTEMS OR WORKSTATIONS

All disks or software shall be inspected for virus infection prior to introduction into the department computer system, laptops, or stand-alone computers (work stations). All programs used by the department are properly licensed to the Pocomoke City Police Department.

Only approved software and data disks will be introduced into departmental computer systems. Approval is granted at the discretion of the Command Staff. Only the Administrative Assistant or other individual as appointed by the Command Staff may introduce new computer software and data disks into departmental computer systems.

An Administrative Assistant functions as the Department's IT coordinator and is authorized by the Command Staff to introduce and manipulate software as needed.

System
required.

However, the Records Manager acts as the Department's Records Management (RMS) Manager and maintains authorization to alter this system as required.

31.1.8 PROCEDURES FOR CENTRAL RECORDS COMPUTER FILES, BACK-UP, AND STORAGE

The police department central records computer is on an automatic instantaneous and continual back-up system which encrypts the information and stores it for retrieval on site. Should a failure occur in the central records server, all information stored is retrieved through an encryption code which is stored by the records manager in a locked secure area accessible only by administrative personnel.

31.1.9 SECURITY PROTOCOL FOR ACCESS AND RELEASE OF CRIMINAL HISTORY RECORDS

Employees authorized for access and release of criminal history records are NCIC certified by the State of Maryland based upon the successful completion of training by the Maryland State Police. An employee's level of certification (security) is based upon his/her position and area of responsibility. The training received is tailored to meet the employee's level of security. For example, a patrol officer of the department is authorized to access only the following information through an NCIC inquiry: wanted subjects, stolen motor vehicles and motor vehicle license and registration verification.

Employees authorized to release criminal history checks do so in conformance with applicable state and federal law(s). Records disseminated are documented by log entry which is maintained in the Communications Center.

Violations are monitored by the State of Maryland and an audit of the department's record system is made by the State of Maryland on an annual basis.

31.1.10 FIELD REPORTING AND MANAGEMENT

FIELD REPORTING SYSTEM

1. Complaint/Service
 - a. Normally a complaint/service entry will be first, and in some cases, only record of police action taken.
 - b. Requirements for entries by Communications, include, at a minimum:
 - (1) Date and time of initial report of incident/activity;
 - (2) Name/address/phone number of citizen requesting service, victim or complainant;
 - (3) Nature of incident; and

(4) Nature, date, and time of action taken by officer.

2. In lieu of making a complete incident report, the following system will be utilized:
 - a. When a call for service is received, communication personnel will record the time the call was received, the time of arrival on the scene; and the time of return to service. This information will be entered in the departmental computer system.
 - b. On occasions, a miscellaneous incident may necessitate a complete incident report. This will be necessary when the action taken cannot be adequately explained as outlined above or for other reasons, such as, keeping statistics or records. Whenever a memorandum is issued requiring incident reports for specific incidents, an incident report will be completed, until the order requiring the report is rescinded. Whenever an officer is in doubt, an incident report will be completed and the supervisor will make the decision as to whether or not the report is necessary.
3. Report Preparation:

Normally, reports will be computer generated. In emergency situations, power failure, etc., all entries on the reports shall be legibly written, unless printing is preferred.
4. Case Report
 - a. The Offense Report has been designed to accomplish the following:
 - (1) To provide a means whereby officers can conduct and record a preliminary investigation of a criminal offense;
 - (2) To provide complete and accurate information for follow-up investigation and prosecution;
 - (3) To provide the officer and commanders with certain decision-making information which will measure follow-up investigative needs;
 - (4) To improve control of the report flow process within the department thereby improving report access and statistical recording while reducing the need to type or reproduce offense reports; and
 - (5) To aid the Patrol Commander in the collection of data relating to crime types, patterns, suspect information, etc.
 - b. The Case Report may be scrutinized by police administrative personnel, attorneys, judges, and may be used in court as evidence. The following characteristics should be developed.

- (1) Take pride in writing good reports;
- (2) Survey the facts before you begin writing;
- (3) Be a stickler for accuracy and details; and
- (4) Use the dictionary when you are not sure of the correct spelling of a word.

c. Guard against the following common errors in report writing:

- (1) Incorrect spelling;
- (2) Bad grammar and punctuation;
- (3) Mistakes in addresses and telephone numbers;
- (4) Failure to fully identify witnesses;
- (5) Exaggerated value of property;
- (6) Incorrect offense classification; and
- (7) Incompleteness.

5. Supplemental Report

a. The Supplemental Report has been designed to accomplish the following:

- (1) To provide a means of adding investigative information to a preliminary report;
- (2) To provide a means of recording follow-up investigative data in an ongoing investigation; and
- (3) To record data concerning an offense incident not releasable to the news media.

6. Case File Trial Report - Disposition

After court, the charging officer must return the entire folder to the Records Manager sign the folder in by completing the appropriate columns on the "Case File Records" sign out sheet.

a. For recording purposes, "Sentence" means the following:

- (1) The verdict;
- (2) The length of sentence; and

- (3) The amount of fine.

The Records Manager will file the Case File Folder in numerical sequence according to Open/Close status indicated on "Case File Records.@ If PSI Column is checked, Case File Folder will remain in the Open file. Periodically the Records Manager will contact the State's Attorney's Office and obtain the disposition.

After the first of January annually, the Criminal Case Folders closed prior to the year just completed, are removed from the file cabinets and placed into storage areas. Case file folders are filed by incident number.

7. Pocomoke City Police Department Forms

Refer to the Pocomoke City Police Department Master Form List in the Shares Folder.

31.1.11 INCIDENT REPORTING SYSTEM

Reporting: Written police records, on appropriate forms and/or computer entries, are required in all of the following:

1. Citizen Complaints;
2. Citizen reports of crime;
3. Follow-up investigations;
4. Incidents involving arrests, citations, or summons;
5. All situations where an officer is dispatched or assigned;
6. All situations where an officer is assigned to take action at a later time; and
7. Criminal and noncriminal cases initiated by officers.

31.1.12 CASE NUMBERING SYSTEM

1. All offense/incident reports initiated by the department will be assigned a complaint number by requesting the next available number from Communications.
2. The report numbering system utilized by the Pocomoke City Police Department ensures that no two cases will be assigned identical numbers.

31.1.13 SUPERVISORY REVIEW OF REPORT

The Squad Supervisor on duty will be directly responsible for ensuring that specific procedures are being followed, and;

1. Ensure that there is a Case Report for each Complaint number;

2. Check all Case Reports for accuracy, completeness and content;
3. Take necessary action to ensure inaccurate or incomplete reports are corrected in a timely manner;
4. Ensure that all crimes reported contain the necessary elements specified by the Annotated Code of Maryland; and
5. If cases qualify for immediate follow-up (by Patrol or Criminal Investigation Division personnel) ensure that they are forwarded to the Patrol Commander or the oncoming supervisor.

31.1.14 DISTRIBUTION OF REPORTS AND RECORDS

1. Case Reports are vital documents to the citizens as well as the Police Department. The documents describe the occurrences, permit assignments for investigation and serve a variety of other purposes. The flow of the case reports to their proper destinations should be smooth and properly handled. Distribution of all reports is a Command responsibility.

It shall be the policy of the Pocomoke City Police Department that whenever a person is charged by a member of this Department a Case File Folder will be completed.

2. Completed Case Reports and Supplement Reports will be submitted to the reporting officer's immediate supervisor for approval prior to the end of the reporting officer's tour of duty. If the officer's immediate supervisor is not available, the on-coming supervisor will perform the above function.
3. The Patrol Commander/Supervisor will daily determine which reports require follow-up investigation, assign them and forward to the Records Manager. The Records Manager will log and secure the Reports as necessary.
4. The original report will be forwarded to Records for filing.
5. If the reporting officer investigates and clears the Case Report, a photocopy may be made for the Case File.
6. Copies of traffic accident reports are not released to those involved by the officer, but may later be purchased by parties involved and/or insurance companies upon their request at the Records component of the Police Department.
7. If information from a case report is needed by an individual or an insurance company, the Records Manager can verify whether a report has been filed. If the individual requests additional information, the Records Manager can refer the individual to the investigating officer.
8. Media: Departmental procedures in reference to release of information to the media are found in Chapter 27, Media Relations.

31.1.15 REPORTS BY PHONE

Calls for service that may be handled over the telephone include, but are not limited to:

1. Missing persons where it is not feasible for the reporting person to respond to this jurisdiction;
2. In cases of minor misdemeanors such as theft of a bicycle, etc.; and
3. In rare incidents where an officer is not immediately available for a report in person.

31.1.16 RECORDS

INDEX FILES

1. The department maintains an alphabetical name index in its computer system.
2. The records component maintains a master name index that serves as a cross reference to reports in which a person has been named.
3. Names listed in the master name index file include victims, complainants, suspects, witnesses, arrested persons, persons issued traffic citations, and Field Interview Reports, etc.
4. The departmental computer system maintains records to include, but not limited to the following:
 - \$ service calls and crimes by type;
 - \$ service calls and crimes by location; and
 - \$ stolen, found, recovered and evidentiary property files.

31.1.17 TRAFFIC RECORDS SYSTEM

1. A goal of the Pocomoke City Police Department traffic information system is to reduce the number of motor vehicle crashes in Pocomoke City by having valid crash and enforcement data which is made available regularly to provide the Patrol Commander, public works department and other highway safety-related groups with useful, adequate and timely information on which to base accident prevention efforts and preventive programs. The traffic records analysis system shall contain information on all crash and traffic enforcement measures taken within the City.

The Pocomoke City Police traffic records system includes the following:

- a. Traffic crash data-computerized information system and manual files of all crash reports, reflecting the results of crash investigations, locations, etc.:

- b. Traffic enforcement data-computerized information system and manual files of all Maryland Uniform Summons issued for traffic infractions/violations. Data as to dispositions can be obtained from the Clerks of the District Courts or JIS;
 - c. Roadway hazard reports - officers noting hazards or defects call these in for prompt reporting to appropriate maintenance services. Contractors, builders, etc., call the police department with information as to hazards necessary in their work; this information is relayed by dispatchers to officers and other emergency services;
 - d. Traffic safety evaluation, reports-periodic statistical and problem analyses are provided to the Chief of Police and others for use in traffic safety education news releases or meetings; and
 - e. Traffic volume data and traffic volume and distribution reports are available by contacting the Worcester County Office of the State Highway Administration.
 - f. Traffic enforcement activity reports are prepared for the Commander Patrol Division to direct and evaluate patrol activity in support of accident prevention programs.
2. Handling of Funds by Records Personnel
- a. The City Clerks are the only ones authorized and frequently called upon to perform monetary transactions for the department.
 - b. Monetary transactions for which clerks may accept payment are limited to photo-copies of crash reports and subpoenaed records.
 - c. The City Clerks will issue receipts to persons making payments in person. Receipts may be sent by mail upon request.
 - d. Money received as payments by the City Clerks will be securely maintained in City Hall.
 - e. An Administrative Assistant will conduct quarterly audits to ensure that total amounts resulting from payment received match deposits made with the clerks at City Hall.

31.1.18 PREPARATION/PROCESSING/MAINTENANCE OF TRAFFIC CITATIONS, ARREST/ SUPPLEMENTAL REPORTS

- 1. The E-tix citation will be completed for all violations of traffic laws charged by members of the Department. The E-tix citation:
 - a. Provides a uniform method of submitting information to the courts;
 - b. Provides an orderly method of collecting and compiling statistical

information concerning this department's enforcement activities; and

- c. Serves as a record for the officer concerning arrests made.

31.1.19 E-TIX CITATIONS

Pocomoke City Police Department has entered into an agreement with the Maryland State Police and the Maryland District Court to participate in the E-tix Program. The program enables officers to issue citations, warnings and Safety Equipment Repair Orders for violations of Maryland Traffic Law via an electronic system managed by the Maryland State Police.

Definitions:

- A. E-TIX Scanner: Piece of equipment used to scan the printed bar code on a driver's license and/or registration card.
- B. Thermal Printer: Mobile printer which uses thermal paper to print the operator's copy of an ECitation, EWarning or ESafety Equipment Repair Order.
- C. E-TIX Administrator: Administrative Assistant or designee.
- D. E-TIX: Electronic Traffic Information Exchange.

Hardware:

The hardware used in conjunction with the E-TIX software is called a "Slick Ticket" and consists of an over-the seat style carrier. This carrier has an integrated optical scanner and a thermal printer. The unit requires D/C connection for power and one USB computer connection.

The "Slick Ticket" is the only hardware authorized to be used with E-TIX. It may not be disassembled or altered in any way. The paper used with these units meets with strict specifications set by the District Court of Maryland. Therefore, only thermal paper issued by the agency will be used.

E-Tix Use:

- A. The E-TIX system enables the user to issue traffic citations, warnings and Safety Equipment Repair Orders. A signature from the violator is not required when issuing a citation using E-TIX.
- B. Officers are required to fill out all mandatory fields before issuing citations. The software will provide a prompt for you to indicate whether the violation contributed to an accident. It will also ask if the stop is a "reportable stop" referring to the data required to be reported for racial profiling reporting.
- C. When issuing any Must Appear citation(s), the officers will print out the Must Appear and all associated citations and a copy is to be turned in prior to the end of

their tour of duty. The copy will be mailed to the District Court for Worcester County by records staff.

- D. When the officer closes out the Delta Plus program at the end of their shift they will ensure when prompted to check the appropriate box reference a search being conducted for each non radar/laser stop. In completing this step it will capture your Traffic Stop Data.
- E. If an officer has cause to believe a license needs to be re-examined, he/she will complete a MVA eReferral Entry within the Delta Plus program. While logged into the Delta Plus program, the officer will locate the MVA eReferral Entry by clicking the "Reporting" box next to the "E-TIX" box. The officer will then click on the third tab from the left labeled "Data Entry", after which he/she will click on the "MVA Driver Re-Examination" box. After clicking on the "MVA Driver Re-Examination" box, the electronic MVA eReferral Entry page will open. The officer will check all appropriate boxes for Indicators on the right half of the page and be as detailed as possible within the Summary section. When the officer has completed the entire page, he/she will click on the "Submit eReferral" box which sends the referral to the Motor Vehicle Administration electronically. An officer can also access and complete a MVA eReferral while completing a State of Maryland Automated Crash Reporting System (ACRS) electronic accident report within the E-TIX section of the Delta Plus program.
- F. If an officer has not yet received training in the E-TIX system, he/she will complete the Reportable Stop Data Entry. While logged into the Delta Plus program, the officer will locate the Reportable Stop Data Entry by clicking the "Reporting" box next to the "E-TIX" box. The officer will then click on the third tab from the left labeled "Data Entry", after which he/she will click on the "Traffic Stop Data Collection" box. After clicking on the "Traffic Stop Data Collection" box, the electronic Reportable Stop Data Entry page opens. When the officer has completed the entire page, he/she will click the "Submit" box on the bottom right of the page, which sends the entry to the Maryland State Police electronically.

Training

- A. Only those personnel who have attended a three-hour training program presented by the Maryland State Police are authorized to utilize E-TIX equipment. Upon completion of the training, the officer must issue fifty traffic warnings utilizing the E-TIX equipment before they will be authorized to issue traffic citations.
- B. Upon completion of training and issuance of the fifty (50) warnings, the officer will contact the E-TIX administrator. The administrator will arrange to have the employee authorized to issue citations. The authorization process, which is managed by the Maryland State Police, can take up to a week to be completed.

Maryland Uniform Complaint and Citation Books

- A. All officers will utilize the E-tix program. In case of problems arising with the E-tix program the use of handwritten Maryland Uniform Complaint and Citation Books will be provided to the officers by the Records Manager and implemented until the officer is able to use the E-tix program.

- B. The Records Manager will issue/manage all Maryland Uniform Complaint and Citation Books as well as follow all of the proper protocol relating to these citations.
- C. Officers using Maryland Uniform Complaint and Citation Books will complete these citations correctly and will follow all the proper protocol relating to these citations.
- D. When issuing handwritten Maryland Uniform Complaint Citations the officer will also be required to manually fill out the racial profiling form as well.

31.1.20 RECORDS REPOSITORY

- 1. A central repository of records is securely maintained in the Records Section to include:
 - a. Case reports;
 - b. Arrest reports;
 - c. Traffic accident reports;
 - d. Adult arrest records;
 - e. Juvenile arrest records (kept separate from adults);
 - f. Traffic summons;
 - g. Other administrative files as directed by the Chief of Police.
- 2. Case files are maintained by CID and patrol officers in accordance with this Directive then submitted to Records Manager following case closure.

31.1.21 RECORDING ARREST INFORMATION

- 1. Refer to 35.1.10-Field Reporting System
- 2. Fingerprinting/Photographing
- 3. Live Scan/Fingerprint Cards

The primary process to obtain fingerprints from a person is through the Live Scan Fingerprints machine. If the Live Scan Fingerprint machine is inoperable then the officers will have to use the ink and fingerprint cards to obtain fingerprints. When fingerprinting an applicant the proper fingerprint cards will be used for obtaining these fingerprints.

- 4. Juvenile Fingerprinting

5. Quality of Fingerprints

Officers are responsible for the quality of those fingerprints that they have taken. Officers will ensure that both they and the arrestee have signed the fingerprint cards. Supervisors will inspect fingerprint cards submitted by officers.

6. Palm Prints and Major Case Prints

Palm prints and major case prints will be taken at the direction of an investigator or supervisor and need not be taken from those persons routinely arrested.

7. Photographs

Persons arrested for the first time and persons previously arrested, but not photographed within one year will be photographed at the time of arrest using the computer-based imaging system. Persons arrested on motor vehicle charges not previously enumerated need not be photographed.

8. Juvenile Photographs

9. Fingerprinting and Photographing Intoxicated Subjects

If an arrestee is too intoxicated or uncooperative to fingerprint and photograph, it will be the responsibility of the arresting officer to notify the supervisor of the oncoming shift. An arrest report will be completed at the time of arrest, and the fingerprint cards label from the statement of charges attached to a MSP fingerprint card. The supervisor will have periodic checks made at the jail to determine when the arrestee can be printed. In any event, the arrestee should be fingerprinted and photographed before his/her release. Should the arrestee be released before processing, a MSP fingerprint card with all information entered, but devoid of prints may be submitted to CJIS/CR.

31.1.22 WARRANT/WANTED PERSONS FILE

1. The warrant/wanted persons file consists of components to include:

- a. Document file - warrants, criminal summonses, etc., are filed alphabetically by suspect's last name and recorded on the warrant/criminal summons log maintained in communications;
- b. Active MILES/NCIC wanted person entry file; and
- c. 24 hour access to the warrant section is maintained in communications.

2. Receipt of warrants and criminal summonses, service attempts, and successful service shall be recorded in the original report or as a follow-up referenced to the original case number.

3. Wanted persons are normally entered into MILES/NCIC by communications personnel. Criteria and guidelines as listed in the MILES and NCIC manuals will be followed when making such entries.

4. Prior to approving any wanted person entry into the NCIC system, the officer will consult with a State's Attorney in reference to the extradition/transportation of the subject, if located.
5. MILES/NCIC manual guidelines will also be followed when verifying and canceling wanted person information.
6. The Pocomoke City Police Department does not enter warrants and wanted persons for other agencies.

31.1.23 USE OF COMPUTERS

The Pocomoke City Police Department is committed to providing an atmosphere that encourages the use of computers and electronic information to support the goals of the department. It is the responsibility of each employee to ensure that this technology is used for the proper business purposes and in a manner that does not compromise the confidentiality of proprietary, protected, restricted or other sensitive information.

GENERAL

- A. All computer equipment, systems and software owned, maintained or used by the Pocomoke City Police Department are for official use only. No employee shall use or cause to be used any computer system for personal gain or benefit of any sort.
- B. Software and/or hardware must not be installed, moved, and/or modified on any computer system owned, maintained or used by the Pocomoke City Police Department without approval from the Department's IT Coordinator.
- C. The Department reserves the right to monitor its computer systems at its discretion in the ordinary course of business and to examine any system at any time.

REGULATIONS

- A. The Department's IT Coordinator shall have administrative control of all computers.
- B. Computer hardware shall not be moved or modified in any way without prior approval from the Department's IT Coordinator.
- C. Employees shall not copy software from a Department computer for use on their personally owned computers.
- D. All thumb drives must be scanned by an approved, fully updated anti-virus utility prior to being introduced to any computer equipment owned by the City of Pocomoke City.
- E. Software shall not be installed on any computer system without obtaining approval from the Department's IT Coordinator.
- F. All products that are created on or added to a computer system are considered to be owned by the City of Pocomoke City.

E-MAIL PROCEDURES

- A. All e-mail correspondence is the property of the City of Pocomoke City.
- B. Employee e-mail communications are not considered private despite any such designation either by the sender or the recipient.
- C. Messages sent to the recipients outside the City Government, if sent over the Internet and not encrypted, are not secure.
- D. The Department reserves the right to monitor its e-mail system-including an employee's mailbox-at its discretion in the ordinary course of business. In certain situations, the Department may be compelled to access and disclose messages sent over its e-mail system.
- E. The existence of passwords and message delete functions do not restrict or eliminate the Department's ability or right to access electronic communications.
- F. Employees shall not share an e-mail password, provide e-mail access to an unauthorized user, or access another user's e-mail box without authorization. This provision does not preclude or prohibit the computer systems administrator from accessing e-mail boxes as part of the regular monitoring of these communications.
- G. Employee's shall not post, display or make easily available any access information, including, but not limited to, passwords.
- H. Offensive, demeaning or disruptive messages are prohibited. This includes, but is not limited to, messages that are inconsistent with the Department's and the City's policies concerning Equal Employment Opportunity and Sexual Harassment.

SOFTWARE PROCEDURES

- A. All employees will use all software in accordance with the software license agreements.
- B. No employee will make unauthorized copies of any software under any circumstances. Anyone found copying software is subject to appropriate discipline.
- C. The department will not tolerate the use of any unauthorized copies of software within this organization. Any person reproducing unauthorized copies of software can be subject to civil and criminal penalties including fines and imprisonment. Anyone who makes, uses or otherwise acquires unauthorized copies of software licensed to the City or who places or uses unauthorized software on City premises or equipment shall be appropriately disciplined, which may include termination of employment.
- D. No employee shall provide copies of software licensed to the City to anyone not employed by the City of Pocomoke City including clients, customers, and others, without prior written permission of the Department's IT Coordinator.
- E. No employee shall accept donated software for City use without proper software license agreements and approval of the Department's IT Coordinator.

F. Any employee who believes that there may be a misuse of software within the Department should notify the Department's IT Coordinator immediately.

INTERNET PROCEDURES

A. Internet messages should be treated as non-confidential. Anything sent through the Internet passes through a number of different computer systems, all with different levels of security. The confidentiality of messages may be compromised at any point along the way, unless the messages are encrypted.

B. Because postings placed on the Internet may display the Department or the City's address, make certain before posting information on the Internet that the information reflects the standards and policies of the Department and City. Under no circumstances shall information of a confidential, sensitive or otherwise proprietary nature be placed on the Internet.

C. Subscriptions to news groups and mailing lists are permitted when the subscription is for a work-related purpose. Any other subscriptions are prohibited.

D. Information posted or viewed on the Internet may constitute published material. Therefore, reproduction of posted information or otherwise available information on the Internet may be done only by express permission from the author or copyright holder.

E. Unless prior approval of the Department's IT Coordinator has been obtained, users may not establish Internet or other external network connections that could allow unauthorized persons to gain access to the City's computer systems or related information. These connections include the establishment of hosts with public modem dial-ins, World Wide Web home pages and File Transfer Protocol (FTP).

F. All files downloaded from the Internet must be checked for possible computer viruses. Before downloading, do not forget to store the downloaded files in a temporary directory and run a virus check.

G. Certain Internet sites contain information that is not appropriate for City use and should not knowingly be accessed. This material includes, but is not limited to, adult forums, hate/violence and pornography.

VIOLATIONS

Any employee who is found in violation of this General Order shall be subject to disciplinary action, up to and including termination of employment.

EVIDENCE COLLECTION

Collection, proper documentation, preservation and submission of physical evidence to forensic laboratories may provide key ingredients of any investigation. The crime scene is usually the starting point of a criminal investigation. Through evidence located at the scene, suspects are developed or eliminated, investigative leads are established, and theories concerning the crime are substantiated or disapproved. The officer or Crime Scene Technician will be prepared to collect, identify and package the evidence so that it will not be changed in form and value when it reaches the Property Unit. Maintenance of the chain of custody of the evidence in order to ensure that it is presented to the court professionally and in compliance with the law is of paramount importance.

32.1 General

Physical evidence includes anything, which is found at the crime scene, which tends to assist in determining the truth of a matter or provides proof of a fact. This includes anything left at the scene by the suspect, or any instrument used to commit the crime. The proper collection, preservation and documentation of physical evidence found at the crime scene often are the deciding factors when a criminal case is brought before a judge and jury. It is imperative, therefore, that officers and Crime Scene Technicians exercise proper care and follow procedures during the processing of crime scenes in order to avoid changing the evidence in any way and to prevent the contamination or destruction of items of evidence.

32.1.1 Responsibilities

- A. First officer responding to a crime scene will:
 - 1. Respond to the scene promptly and safely;
 - 2. Protect the scene to prevent the destruction or contamination of evidence;
 - a. The first officer on the scene will establish a perimeter around the scene and direct assisting officers to help secure the scene.
 - b. Crime scenes may be secured by officers, barriers (barricades, rope, or barrier tape), signs used to control access, or other law enforcement officers.
 - c. The first officer will be aware and note specifics about the scene upon his/her arrival (body positions, location of evidence, lights on or off, etc.).
 - 3. Ensure the scene is secured until the Crime Scene Technician arrives;

4. Conduct crime scene processing if the Crime Scene Technician is not utilized, and;
 5. Document observations and findings in the original Offense/Incident Report.
- B. Shift Supervisor
- When the services of a Crime Scene Technician are required it will be the responsibility of the Shift Supervisor to ensure notification is made to the Maryland State Police.
- C. Criminal Investigations Division (CID) Investigator(s)
- If an investigator from the CID responds, that individual will assume the investigation.

32.1.2 Crime Scene Technician

- A. Crime Scene Technicians are available on a twenty-four hour (24) basis to process a crime scene, through the Maryland State Police.
- B. While at the crime scene, the Crime Scene Technician will be in charge of the evidence collection process.

Equipment

- A. Officers are issued the necessary equipment to process most crime scenes to include at minimum:
 1. Various size evidence bags
 2. Fingerprint kit
 3. Disposable gloves
 4. Crime scene tape
- B. Employees are required to keep equipment in proper working order and to ensure supplies are well-stocked.

32.1.3 Photographing the Scene

- A. Overall photographs will be taken at the end of the preliminary scene survey before anything is disturbed, if possible.
- B. Photograph the scene from all angles as it is found.
- C. Locate and mark physical evidence, then photograph the scene again.
- D. Photograph each piece of individual evidence as it is collected.

- E. The Crime Scene Technician or officer taking the photographs will submit the photographic evidence via Property Record Form which will include the following information:
 - 1. Location where photographs were taken;
 - 2. Date and time photographs were taken;
 - 3. Case Number;
 - 4. Identity of photographer (if other than the submitting person);
 - 5. Type of case/complaint.
- F. Procedures for photographs are the same regardless of format.

Digital cameras are available to officers to use while on patrol. Officers can use the cameras to take photographs of evidence or of property damage. By the end of the officer's shift they will load these photographs into the photograph computer in the Officer's Room. Next to the photograph computer are directions for loading the photographs into the computer for safekeeping.

32.1.4 Crime Scene Sketches

Detailed crime scene sketches normally are prepared only in major crimes. Minimum detail to be contained in the sketch includes, but is not limited to:

- A. Time and date of preparation
- B. Location of offense
- C. Location of items of evidence at the scene
- D. Locations and names of witnesses, victims, and suspects, if applicable
- E. Relationship of crime scene to other rooms, buildings, or roads
- F. Name of person preparing sketch
- G. Direction of north
- H. What lights were on/off
- I. What windows were open
- J. Radio/television, on/off
- K. Any other information which is pertinent to the case or which may be needed for a detailed drawing at a later date
- L. Overall measurements.
 - 1. The obtaining of wall, room, and building measurements is one of the last operations to be performed in the processing of the crime scene.
 - 2. The overall measurements are vital in the production of the final crime scene sketch, but must be obtained last so as not to damage or destroy items of evidence.
 - 3. Take measurements by use of triangulation or coordinate method so that later one can exactly place the item of evidence at the scene.

32.1.5 Collecting Evidence

- A. Evidence collection will be performed in a logical manner and in accordance with agency policies and methods taught in training.
- B. Evidence and property will be packaged, marked, and submitted in accordance with policy.
- C. Fingerprinting

All non-moveable items at a scene should be processed using the agency supplied fingerprint kit. Small transportable items may be collected and submitted to the Crime Lab for processing if they are unable to be processed at the scene.

- D. Collection of DNA Evidence

DNA (deoxyribonucleic acid) casework involves both cases in which a suspect has been arrested and is being prosecuted as well as cases in which there is no suspect. A DNA match is a major factor in solving cases where the identity of the offender is not known. If a case arises in which there is no suspect, the evidence will still be submitted so a profile can be obtained and entered into the CODIS (Combined DNA Index System) database. CODIS enables federal, state, and local crime labs to exchange and compare DNA profiles electronically, thereby linking crimes to each other and to convicted offenders.

1. First Responders Responsibilities and Precautions

- a. All members of the agency are to treat all samples and possible samples of DNA as infectious.
- b. Disposable gloves will be worn when preserving DNA evidence or possible DNA evidence.
- c. Primary Unit(s) on a scene must inform the responding Crime Scene Technician(s) (CST) of any obvious DNA samples upon their arrival at the scene.

2. Collection, Storage, Submission and Transportation of DNA Evidence

- a. A crime scene technician of the Maryland State Police will be primarily responsible for the collection of DNA evidence from crime scenes.
- b. Further DNA collection, preservation, and transportation procedures are detailed in the Crime Lab Standard Operating Procedure.
- c. All requests for DNA analysis will be coordinated through the crime lab. The crime scene tech assigned to a case having sources of potential DNA will collect this evidence and package it to be sent to the Maryland State Police Crime Lab for further examination.
- d. MSP form 67 and MSP transmittals will be completed by the assigned CST. DNA evidence will be submitted for analysis in coordination with the property unit. DNA examination results will be returned to the crime

lab and copies will be distributed to the records section and the investigating officer.

- e. Criteria for DNA submissions are often based on known facts such as knowing for certain a suspect has handled an item of evidence. This can often be ascertained through video surveillance, victim or witness information or items left by a suspect at a crime scene. Known DNA standards (samples) from a suspect(s) and or an elimination standard from a victim(s) may also be required.

E. Seizure of Computer Equipment

Computer equipment can be severely damaged or data lost due to improper shutdown procedures; therefore, members collecting computers or computer related equipment, as evidence will adhere to the following procedures:

1. Computer equipment that is in operation should be shutdown properly before unplugging and removing from the crime scene. Some computers can be pre-programmed to destroy data if proper procedures are not followed.
2. Only personnel skilled in computer operations should attempt to restart computer equipment that is already shutdown.

The Maryland State Police Computer Crimes Unit may also be contacted through CID to provide instruction or guidance whenever computer related equipment is being collected as part of an investigation.

3. All equipment should be handled with care when being transported and must be properly stored. Computer hardware and software may be damaged when exposed to extreme temperatures.
 - a. Main Computer Unit - If placing in a vehicle, place upright where it will not receive serious physical shocks. Transport on the floor rather than on the seat. The seat may cause excessive vibration or bouncing. Keep away from magnetic sources (loudspeakers, heated seats and windows, police radios, etc.)
 - b. Monitors - Transport screen down on rear seat, belted in.
 - c. Hard Disks and Circuit Boards - Protect from magnetic fields, package in anti-static or heavy paper bags.
 - d. Floppy Disks, Jaz and Zip Cartridges - Protect from magnetic fields, do not fold or bend, do not place labels directly onto floppy disks.
 - e. Compact Disks, CDRs, and CD/RWs - Protect from extremes of heat and cold, do not fold or bend, do not place labels directly on disks, prevent scratching.
 - f. Other Considerations

Preserve the equipment for fingerprint examination, if applicable. Do not use aluminum fingerprint powders, as these can conduct high voltages to the outside of the equipment.

Store computers and computer equipment in normal humidity and temperature conditions. Do not store in conditions of excessive heat,

cold, dampness or humidity.

4. What to seize?

a. For reconstruction of the computer system:

- (1) main unit (usually the box to which the monitor and keyboard are attached), unless computer is a "laptop";
- (2) monitor;
- (3) keyboard and mouse;
- (4) all power cables;
- (5) power supply units;
- (6) hard drives not fitted inside the computer;
- (7) dongles (small connectors plugged into the back of the machine, usually in the socket marked PRINTER or LPT1;
- (8) modems (some contain telephone numbers);
- (9) external drives and other external devices; and
- (10) printers

b. For retrieval of evidence:

- (1) floppy discs;
- (2) DAT tapes;
- (3) Jaz / Zip cartridges;
- (4) CDs, CDRs, CD/RWs;
- (5) hard drives not connected to the computer; and
- (6) PCMCIA cards

c. To assist in the examination of the equipment:

- (1) manuals of computer and software;
- (2) paper documents from computer area with passwords, etc. written on them;
- (3) circuit boards; and
- (4) keys

5. Computer equipment will be packaged, labeled, and submitted in accordance with policy.

6. Computers and equipment to be transferred to the Maryland State Police Crime Lab/Computer Crimes Unit for analysis will be packaged by the crime scene technicians from the Maryland State Police with the coordination of the investigating officer in accordance with procedures described in the Maryland State Police "Guidelines for Submitting Physical Evidence" Manual, and submitted to MSP with a completed Maryland State Police "Request for Laboratory Examination" (MSP Form #67)

7. Collection Procedures

a. Secure and take control of area containing the equipment.

- b. Call for assistance/expertise if necessary.
- c. If target computer is a business computer linked to a network server or is otherwise a networked computer, secure the scene and consult a specialist.
- d. Photograph the computer "set-up" to include front, back, and surrounding area.
- e. Ascertain if computer is on or off.

If computer is off, unplug the power cord from the back of the computer. If computer is a laptop, unplug power cord from the unit and remove battery (do not return it or store in laptop).

If computer is on, check for remote connectivity. Disconnect from back of computer. Unplug power to router or modem. (Do not disconnect power to computer yet)
- f. Ascertain if anything is displayed on the monitor. If yes, photograph anything displayed on the monitor.
- g. Ascertain if a potentially destructive program is running. Whether yes or no, proceed with next step.
- h. Unplug the power cord from the back of the computer.
- i. Sketch layout of the system.
- j. Diagram and label all cords and ports, matching cords to ports. For ports with no cords, mark as such.
- k. Continue photographing as necessary to document computer "set-up".
- l. Photograph after all labeling has been completed.
- m. Disconnect all connection cables.
- n. Record all serial numbers for each component.
- o. Package components, routers, modem.
- p. Package all disks, drives, etc.
- q. Collect all instruction manuals, documentation, notepads, and notes.
- r. Collect and package additional storage media and peripheral devices (cell phones, PDAs, or anything else which might be used to conceal passwords)
- s. Carefully search area for clandestine areas of concealment for passwords.

(i.e. under desks, chairs, table; in drawers, under keyboard, etc.)

- t. Ask owner/user for passwords.
- u. Transport and securely store the evidence.

G. During the course of an investigation, the officer may be required to obtain evidence from different types of records, to include, but not limited to, health records, bank records, employment records, etc. These records can be obtained using an Administrative Subpoena issued by the State's Attorney's Office. The officer will need to provide, at a minimum, the following information:

1. Name and address of the custodian of the records.
2. The description, with as much detail as possible, of the records sought, to include the name of the individual whose records you are seeking, any account numbers for the records or date and times of admission to the hospital.
3. The time frame to respond to the subpoena and to whose custody they are to be released (usually the investigating officer).
4. The criminal complaint number.
5. Any other information as required by the State's Attorney's Office.

Note: Officers are reminded that the Health Insurance Portability and Accountability Act (HIPAA) applies to all disclosures of "protected health information" and that officers should seek the guidance of the State's Attorney's Office and the Code of Federal Regulations Parts 160 and 164, to ensure that their request falls within the exceptions for Law Enforcement Access.

32.1.6 Recovered Vehicles

- A. If a stolen vehicle, a vehicle used without the authority of the owner, or a vehicle used in connection with a criminal offense is recovered, the investigating officer will:
 1. If necessary and feasible, arrange for the vehicle to be processed at the scene for evidence.
 2. If there is no reason for holding the vehicle, release the vehicle to an authorized person.
 3. Be sure to document date and time in the original case report when the owner was notified the vehicle was to be released.
 4. If the owner of the vehicle is not available, and there is no reason for holding the vehicle, request the nearest approved tow service for removal and storage.
- B. If the vehicle must be retained as evidence or for further processing, it is removed to the Pocomoke City Police Department for indoor processing, and kept secure at that location until such time as it is no longer needed as evidence. Prior approval for such removal will be approved by the investigating officer.

1. Whenever possible, a vehicle to be retained as evidence or for further processing is driven from its place of recovery to the vehicle compound by the investigating officer to provide for the proper safeguarding and chain of custody of evidence.
2. When it is not possible to drive the vehicle from its place of recovery to the vehicle compound, the investigating officer will arrange for such removal by a dispatched tow vehicle. The officer will secure the vehicle prior to towing and follow the vehicle as it is being towed to its destination to provide for the proper safeguarding and chain of custody of evidence.
3. When a vehicle is being towed to the vehicle compound to be retained as evidence or for further processing, the investigating officer remains in constructive custody of the vehicle. In addition, the tow truck operator will be advised the agency will assume the towing cost upon submission of an invoice, in triplicate.
4. Recovered vehicles are to be towed and vehicle inventories must be done in accordance with the Vehicle Towing Policy.

32.1.7 Request for Crime Lab Examination

- A. Responsibility for requesting lab examination:
 1. Under normal circumstances, the officer/Crime Scene Technician who actually processed the scene and took custody of the evidence is responsible for the submission and request for lab exam.
 2. If more than one officer/Crime Scene Technician processed the scene, one will take custody of all evidence collected and be responsible for the submission of same to the forensic laboratory for analysis.
- B. When an officer/Crime Scene Technician investigating an incident recovers evidence which requires processing or examination, that officer/Crime Scene Technician will:
 1. Complete a Maryland State Police 67 Form for the property record. Check the appropriate block on the MSP 67 Form indicating the type of examination being requested.
 2. Mark, package and submit evidence in accordance with the Policy.

32.1.8 Required Reports

The officer or Crime Scene Technician investigating an incident will submit the appropriate report(s) as required by Policy.

- A. The report(s) will document the elements of the crime scene to include:
 1. the Complaint Control Number and/or Crime Lab Report Number;

2. the date and time the Crime Scene Technician arrived on the scene;
 3. location of the crime;
 4. the names and addresses of victims, witnesses, and suspects (if known);
 5. a listing and location of recovered evidence;
 - a. the number of photographs; and
 - b. whether or not measurements were taken.
- B. A crime scene log will be completed under the following conditions when a crime scene has been established and the CID detective(s) are responding.
1. The first officer on the scene will complete the log until otherwise directed by a supervisor.
 2. The officer assigned to complete the log will not allow any persons or employees, regardless of position or rank, to enter the crime scene without approval of the detective/officer in command of the investigation.
 3. Completed logs will be attached to the Offense/Incident Report.

32.1.9 Training

- A. Newly hired officers receive training in crime and accident scene processing. Such training is mandated by the Maryland Police Training and Standards Commissions (MPTSC) and is taught by all certified police academies in the State. The training includes, but is not limited to:
1. Rules of evidence
 2. Identification of evidence
 3. Crime scene searches
 4. Preliminary investigations
 5. Collection and preservation of evidence
 6. Chain of custody
 7. Traffic accident scene management and investigation

EXTRADITION POLICY

33.1 Contents:

- I. Authority to Extradite
- II. Considerations in Weighing Extradition
- III. Waiver or Refusal of Extradition
- IV. Overview of Extradition Guideline

33.2 Authority to Extradite

Extradition is a process used in returning wanted persons to Maryland from out-of-state Jurisdictions. The decision to extradite is determined by the State's Attorney's Office, however the Pocomoke City Police Department may enter into CJIS a warrant for extradition once authorization has been received by the State's Attorney's Office.

In most cases, the Pocomoke City Police Department will determine extradition status and/or the distance of extradition at the time of computer entry with the ultimate authority resting with the State's Attorney's Office. All cases involving individuals serving sentences in out-of-state jurisdictions should be referred to the State's Attorney's Office to initiate the Interstate Agreement on Detainers.

33.2.1 Considerations in Weighing Extradition

- A. The following factors, suggested by the Secretary of State's Extradition Manual, will be evaluated when determining whether to extradite:
 - 1. Circumstances of the case
 - 2. Character of the offense
 - 3. Magnitude of the offense
 - 4. Amount and/or strength of evidence that may provide proof in a criminal case
 - 5. Number of prior convictions and nature of the crimes
 - 6. Probability of the subject committing similar crimes in other communities
 - 7. Probable length of time of incarceration
 - 8. Financial cost of returning the subject
 - 9. Probability of a warrant of rendition (return of subject) being authorized by the governor of the asylum state (state in which subject is located).
 - 10. Effect of a refusal (of the asylum state to issue a warrant) on those who may contemplate commission of a crime in the community.

- B. Extradition will not be used as a collection process (i.e., to recoup money, property, or to make restitution). All pertinent facts will be investigated before making a recommendation or request for extradition.

33.2.2 Waiver or Refusal of Extradition

- A. An individual may waive the extradition process and consent to voluntary return to the demanding state. This decision may be made by the accused at any time during the extradition process. The officer must ensure the decision is made in writing and executed before a judge of a court of record. Failure to meet this requirement may result in the law enforcement officer being charged with a misdemeanor and fined up to \$1,000 and/or six months imprisonment.
- B. A refusal to waive the extradition process would result in the State's Attorney's Office making a request for the issuance of a Governor's Warrant.

33.2.3 Overview of Extradition Guidelines

NOTE: The following are guidelines only and may be modified on a case-by-case basis in consultation with the State's Attorney's Office.

- A. On behalf of the Pocomoke City Police Department, Worcester County Sheriff's Department will extradite from anywhere in the U.S. or its territories for the following crimes:
 - 1. Abduction; first degree arson; kidnapping; manslaughter; murder; rape; robbery; robbery with a deadly weapon; carjacking or armed carjacking; first degree sexual offense; use of a handgun in the commission of a felony or other crime of violence; an attempt to commit any of the aforesaid offenses; first degree assault; and assault with intent to commit murder, rape, robbery, first degree sex offense or second degree sex offense
 - 2. Vehicular homicide
 - 3. Child abuse
 - 4. Violations of probation with at least five years back-up time
- B. Extradition decisions for the following crimes are made on a case-by-case basis:
 - 1. CDS offenses and their conspiracies
 - 2. Felony storehouse burglaries
 - 3. Felony residential burglaries
 - 4. Forgery, uttering, and felony theft
 - 5. Auto theft (involving auto theft rings)
 - 6. Violation of probation with three years back-up time
 - 7. Family child abductions
 - 8. All other extraditable felonies and misdemeanors

- C. On behalf of the Pocomoke City Police Department, Worcester County Sheriff's will also extradite from the D.C. Metropolitan Area, Delaware, Virginia, West Virginia, Pennsylvania and New Jersey for the following crimes:
1. Felony theft
 2. Auto theft (does not include unauthorized use or auto theft rings)
 3. Failure to register as a sex offender (outside of the D.C. Metropolitan Area on a case-by-case basis)
- D. Any charging document requesting or involving a future extradition should be forwarded and filed in the Pocomoke City Police Department so that it is available should extradition proceedings be activated/initiated.

COMMUNICATIONS

34.1 Communications Function/Communications Procedures

The Communications function of the department is incorporated with the Administration Division. The department's communication function is not shared or provided by a multi-jurisdictional entity. **"Police Communications Operator" (PCO)** will be the term used for the dispatcher, or persons operating the communications equipment. The PCO must know the capabilities and limitations of the communications system that he or she is authorized to operate. The PCO must be familiar with the organization of the agency so as to be able to route communication traffic properly, and be knowledgeable of the equipment and resources available to this agency. The PCO must be familiar with the applicable rules and regulations of the **Federal Communications Commission (FCC)**. He or she has the authority to dispatch cars to calls and control officers in and out of service. Certain police emergencies, which will be defined, will be directed by the squad commander or in his absence, a squad supervisor.

If you have not previously used **In-Synch RMS**, you will be instructed on this method of public safety dispatching. You can't break the computer by pressing the wrong button. If you do make a mistake, it can be fixed. The RMS system affords all terminal users quick access to a countless number of computer listed files. Users can query the status of all calls from any terminal in the system. One can also view and/or print out a history of any incident. The search function within RMS is a vital tool for data entry and retrieval. RMS requires users to search the database for existing records prior to creating new entries. This search function reduces the possibility of duplicate data populating the database.

The term "call-taker/Dispatcher" (PCO) refers to the individual who receives the call from the reporting party, extracting thorough and accurate information for the proper allocation of resources. The PCO by use of the police radio, allocates departmental resources predicated on the information received from the call or field personnel. Your role as a public safety dispatcher in the communications division is the vital link between the public we serve and our field services personnel. It takes a special kind of person to be able to perform the jobs of call taking and dispatching accurately and responsibly.

Your job requires a positive demeanor, which will assist you to consistently function under pressure. Dexterity is needed to operate the various computers located at the communications console. The ability to make quick decisions and take the necessary actions to follow through on an incident is critical. A prime requirement is the ability to quickly comprehend what is read or heard, process that information, make quick and accurate decisions, and verbally relay that information in a clear and concise manner.

The telephone is the most available, and therefore the most important, means of access the citizen has of obtaining the services of a public safety department. It is the primary link between them and the help they need. When you answer the telephone, you are about to meet someone and engage in a conversation as important as a face-to-face contact. The

call-taker/dispatcher is the voice of the law enforcement agency. In the eyes of the public they are the link between someone who needs help and the public safety officers who can supply the needed assistance. The impression made on each caller will have a direct impact on the overall effectiveness of the department. As a member of the communications division, you are part of a total public safety service team. You will be providing vital support functions while working toward the larger goals and objectives of the department. Upon accepting the responsibilities and challenges of the position, you will experience a level of personal satisfaction and achievement seldom encountered in a routine work environment. You have the right, and should take pride in a job well done.

34.1.1 Use of the Training Manual

The communications training program is carefully planned and structured in such a way the new employee is exposed to a span of public safety communications experience as much as possible during the training period. This training manual has been designed so that information is in small chapters, or phases, that coincide with the actual dispatch position. Several persons can become involved in your training without duplication or gaps, ensuring standardization of the training process. It also provides a standard by which trainees can be measured as they progress through the program. The training manual is to be used in conjunction with the training Guide. As the information in the training manual is completed, the training officer and the trainee will sign off the corresponding section(s) of the training guide. At the completion of your training, the training guide will be placed in your training file in the office of Administration. The training manual is yours to keep for future reference. Each chapter contains information pertinent to the listed topic. Only after completion of the training manual, will you be considered competent in that specific topic. Remember, you hold the key to your success – be alert and assertive. Actively participate in the process. Ask questions. As the trainee it is your responsibility to solicit further clarification from the trainer on any materials or procedures contained in this manual, or given verbally during the training process, which you may not fully understand. It is the responsibility of the trainee, while on duty, to possess and maintain this training manual at all times during the training period and to present it for inspection upon the request of any authorized trainer or supervisor.

34.1.2 Your Training Program

Your training officer is the first person you should contact for questions and/or direction. They have been specially chosen for their knowledge and experience. Although your trainer has a responsibility to teach, the ultimate responsibility to learn will be yours. To be successful, you must make a commitment to learning that may seem uncommonly intense for the first few weeks. The training program has been designed to maximize your exposure to the information, tasks, and equipment you will be expected to master. Your training officer will train you on a one-to-one basis. Adequate time will be allotted for you to learn and develop the skills needed to proficiently perform your job tasks. The mastery of specific tasks and information is not a set period of time, but rather a steady and gradual demonstration of progress. Individuals learn at varying rates depending upon a number of variables, including past experience and time spent studying materials. Previous experience has demonstrated you should be comfortably able to assume a shift, with minimal supervision, after you have completed the training program. The purpose of the training program is to assist you to become a consistently competent employee.

Initially, you will undergo a brief orientation. The essentials of dispatching are best learned through hands-on experience. As you progress through the various phases of training, you will begin to perform more of the actual work, while the trainer assumes more of a coaching role. Part of your training may consist of a ride-along with police officers. Once trained you will be part of a professional and knowledgeable team that is the vital link between the **Pocomoke City Police Department** and the public they serve.

34.1.3 Performance Standards

Performance standards are an important aspect of the training process. Your overall evaluation as a PCO will include areas that directly relate to standards of performance. These standards are vital to effective and efficient operations within the police department.

Performance – the trainee is able to express her/himself clearly, both verbally and in writing. They show initiative and retain information. They have the ability to adapt to new situations and make sound decisions, even under stress. The trainee is able to comprehend and retain information received. They will be able to transmit information via the radio in a clear, understandable and professional manner, maintaining officer safety as the highest priority.

Interpersonal Skills – the trainee exhibits good customer service skills, relating to others with professionalism, courtesy and empathy. They tactfully control conversations. They are positive and cooperative, with respect shown to supervision, co-workers and the public.

Job Knowledge – the trainee uses the policies, knowledge and information presented with applied common sense. They know how and where to access information from written references. The trainee utilizes references independently and has a good working knowledge of the communications equipment.

Job Readiness – the trainee reports to work promptly. They maintain their health and minimize sick time usage. They accept responsibility to perform and complete the duties assigned, and are available for overtime or extra shifts when necessary. The trainee has the willingness to accept all work assigned and perform the menial as well as the more challenging functions in an equally efficient manner.

34.2 Pocomoke City Police Department

Civilian personnel will be deployed throughout the department to perform a variety of functions as directed by the Command Staff. The mission of Pocomoke City Police Department is to provide police and environmental safety to the Pocomoke City community. The Department recognizes that specific programs aimed at encouraging community participation will be most successful when fostered within a climate of mutual community trust. This is most likely to occur as a result of frequent, free, and open contact among Department members, the public at large and community representatives.

34.2.1 Goals

Provide for the protection of persons and property against criminal acts, conduct investigations, and provide a wide range of public services. Promote personal, occupational and environmental safety through awareness and prevention efforts. Provide programs and services that purposefully respond to current and emerging safety needs of

the community. Foster specific programs which encourage dialogue between the Department and citizens, representatives of the community, and interested groups. Realizing that immediate law enforcement needs come first, encourage the expansion of individual Departmental member's interpersonal contacts within the community and among its diverse elements.

34.2.2 Statement of Services

Police operations functions to serve and respond to the needs of a diverse community with fairness and mutual respect in a spirit of caring for the community, recognizing the special responsibility we have toward victims of crime and those who are injured. Police services provides the following services:

Crime Prevention information programs and service to systematically detour, deny, and detect criminal opportunity.

- A. Round-the-Clock response to emergency and non-emergency situations relating to the safety and security of people and property of Pocomoke City.
- B. Documentation of criminal activity and certain defined noncriminal incidents as required by law and administrative policy, and follow-up where deemed worthwhile or necessary.
- C. Preventive and directed uniform patrol by vehicle or foot to lessen criminal activity and to assist people generally.
- D. Making arrests, collecting evidence, writing citations or tickets, providing information for prosecution and testifying in court.

34.2.3 Major Emergency

This category is defined by extraordinary events which demand police presence to maintain order, or police expertise to investigate and coordinate. Some of the situations which call for police response in this area include, but not limited to, political or issue related demonstrations, hazardous material spills, fires, floods, suicides, homicides, or a series of unsolved serious crimes.

- A. Participation in the development and testing of plans designed to preserve life and property in the event of a major emergency or disaster;
- B. Provide communications equipment, support systems and technical skills to assist in the coordination of the various agencies involved;
- C. Provide systems for access to a variety of resources, including equipment and personnel by call-out procedures, depending on the needs of the emergency;
- D. Investigative follow-up to define the criminal or noncriminal nature of an incident and to arrive at conclusions as to the cause;
- E. Maintenance of order through crowd and traffic control in situations where threatened by demonstrations or disrupted by accidental or natural disaster.

34.2.4 Advisory

The Pocomoke City Police Department serves to keep the public informed of matters of joint concern that are threats to the Pocomoke City community. Offer instruction through classes or meetings in crime/safety trends and suggested actions which may tend to reduce or prevent specific crimes/incidents, such as sex assaults and burglaries. Routinely supply the media with information within the legal right of the public to possess and, in the event of special circumstances, inform the community of conditions and hazards. Develop and offer statistics concerning crimes and safety incidents affecting decisions relating to criminal activity and administrative policy.

34.2.5 Special Events

A special event is a planned or sanctioned function in which the police become involved at the request of the sponsor or on their own initiative to promote safety and order during the event. Examples of special events include concerts, parties, athletic events, occasionally V.I.P.'s or controversial speakers and any other activities that police presence is requested or needed.

- A. Participate in the planning of large, complex events and assume responsibility for providing adequate police and security staffing;
- B. Deployment of police for purposes of crowd and traffic control;
- C. Upon approved request, assign officers to money guard, money escort and peacekeeping duties;
- D. Collect background information where applicable and coordinate with other law enforcement agencies to ensure the safety of V.I.P. visitors or controversial personalities.

34.2.6 The Communications Center

The Pocomoke City Police Department Communication Center is staffed 24 hours a day, 7 days a week by PCO's. It is the central hub of all police calls for service. PCO's maintain constant contact with officers and any other field units. The communication center is charged with providing excellent customer service to our community, outside community contacts, those within our agency, and between our agency and outside agencies. PCO's are expected to handle multiple tasks at the same time. PCO's have access to a great deal of confidential information such as criminal activities, arrests, surveillances, criminal histories and investigations. **This information is not to be shared with the public.**

The communications center monitors the radio activity of the police department. Worcester Central and/or MSP may make requests either by radio or telephone for our departments' assistance in handling calls or for man power. All communications will be made by the PCO on duty, or whenever necessary, the on-duty supervisor/commander. No officer of any rank will interfere with the dispatching of calls.

1. If a commander has a request or wants an officer, he will not break into a radio broadcast. He will relay his message to the unit through the PCO. The only exception to this rule is if an emergency or unusual occurrence exists. In that

event, the commander will direct the police operation. But, in no event will he interfere with the normal operation of communications. In summary, all communications will be handled by the PCO, under the supervision of the commander on-duty.

All calls for service and traffic stops must be entered into the computer system (RMS). The PCO will dispatch an officer to all calls for service. Any questions regarding the call will be directed to the on-duty commander. PCO's are responsible for monitoring all operational frequencies. PCO's are considered essential personnel. During a city office emergency (closing for inclement weather, holidays, etc.), PCO's are required to report for duty. PCO's are not permitted to leave the communications center unless sufficient staff is available.

34.2.7 Accountability

- A. Arriving Late – the dispatcher must notify the communication center if arriving late is unavoidable. All late arrivals will be documented. Be ready to take over dispatch by no later than **10 minutes to the hour before your shift begins** (i.e. 0750, 1550 and 2350). This means you are ready to **sit down and take over the radio** and not putting away or getting things in order.
- B. Calling out Sick – the dispatcher must contact the communications center and communications supervisor a minimum of **4 hours** before scheduled shift if calling off sick. The **4 hour** notice provides adequate time to locate a replacement.
- C. Cleanliness – it is the responsibility of each dispatcher to clean up after themselves. Cleaning supplies are available in the station at various locations or in storage room. It shall be the responsibility of each PCO to maintain the communication center in a clean manner and to report to the duty commander any deficiencies found. Also, if you cook in the kitchen, you are responsible for cleaning up your own mess.
- D. Personal Calls – the dedicated telephone line may be used for personal calls. This line is recorded. All personal calls should be brief. Long distance personal calls are not allowed. Personal long-distance phone calls charged to the department may be cause for disciplinary action or termination.

34.2.8 Beginning and End of Shift Duties:

- A. Obtain pass-on information from the previous shift. This may include calls for service in progress, pending messages, locations and dispositions of officers and other employees and anything relevant to the shift.
- B. Log on to all pertinent programs and websites.
- C. Check email this department uses email to communicate. Also check the Communications email account. You will obtain an email account, keep the program running throughout your shift or log in and check periodically.
- D. Check the fax machine, make sure it is working and there is plenty of paper loaded in it.

- E. Check bulletin board for any new or updated messages that may be there.
- F. Read RMS cards from previous shift.
- G. Check current weather reports, if bad weather is forecasted for this area.

34.2.9 End of Shift Duties

- A. Clean all common work areas and remove personal items.
- B. Pass on information given to oncoming shift.
- C. Log off from programs and computers.

34.2.10 Terminology

- A. Call Taker – a telecommunicator who processes incoming calls through the analyzing, prioritizing, and disseminating of information to aid in the safety of the public and responders.
- B. Dispatcher/PCO – person employed by a Public Safety Agency qualified to send first responder and track their activities to emergency and non-emergency situations.
- C. Telecommunicator – person employed by a Public Safety Agency qualified to answer incoming emergency telephone calls and provide for the appropriate emergency response either directly or through communication with the appropriate agency. Includes both call takers and dispatchers.
- D. Reporting Party – a person who is reporting a crime or other incident, such as an accident.
- E. Suspect – a person thought to be responsible for a crime or offense.
- F. Victim – a person harmed, injured, negatively impacted or killed as a result of a crime, accident or other event.

34.3 General Information

The following pages are information you will need to function as a valued member of this team. It includes the many codes, criminal justice material and other information that will help acclimate you to the police environment. This chapter is intended to be a resource for you in your on-going training and not a chapter of information to be memorized verbatim.

In order to communicate the greatest amount of information in the least amount of radio time, law enforcement has developed codes. We have codes for the alphabet, codes for crimes and police activities, and a myriad of abbreviations and acronyms that must be learned to make sense of our day-to-day operations. You are truly learning another language. Don't be discouraged at the amount you have to learn. Some must be memorized, but many will be picked up just by sitting and listening. Radio call signs (officer's numbers) for the department remain semi-constant. Sometimes they may change because of personnel changes.

34.3.1 Codes

Radio Brevity Codes are lists of short coded messages which are used in voice radio communications to shorten transmissions, obscure meaning from the general public and to provide users with a convenient dictionary of messages.

1. CODE 1 – Routine response
2. CODE 2 – Urgent, expedite but follow all traffic laws
3. CODE 3 – Emergency, respond with lights and sirens
4. SIGNAL 13 – Officer needs assistance ASAP; also used for officer down

Caution Codes:

A – Armed	H – Armed/Resists
B- Dangerous	I – Dangerous/Resists
C – Mental	J – Mental/Resists
D – Armed/Mental	K – Suicidal/Resists
E – Suicidal	L – Approach With Caution
F – Armed/Suicidal	M – Assaults Police
G – Resists Arrest	N – Drug User/Seller

Phonetic Alphabet. This alphabet should be memorized and practiced daily until you are able to think in this alphabet without having to translate.

A – Adam	H – Henry	O – Ocean	V – Victor
B – Boy	I – Ida	P – Paul	W – William
C – Charles	J – John	Q – Queen	X – X-Ray
D – David	K – King	R – Robert	Y – Young
E – Edward	L – Lincoln	S – Sam	Z – Zebra
F – Frank	M – Mary	T – Tom	
G – George	N – Nora	U – Union	

State Codes:

AL – Alabama	KS - Kansas	NM – New Mexico	VA – Virginia
AK - Alaska	KY - Kentucky	NY – New York	WA – Washington

AZ – Arizona **LA** - Louisiana **NC**– North Carolina **WV** – West Virginia
AR – Arkansas **ME** - Maine **ND** – North Dakota **WI**– Wisconsin
CA – California **MD** - Maryland **OH** - Ohio **WY**– Wyoming
CO – Colorado **MA** - Massachusetts **OK** - Oklahoma
CT – Connecticut **MI** - Michigan **OR**– Oregon
DE – Delaware **MN** - Minnesota **PA** - Pennsylvania
DC – District of Columbia **MS** - Mississippi **RI** – Rhode Island
FL – Florida **MO** - Missouri **SC** – South Carolina
GA – Georgia **MT** - Montana **SD** – South Dakota
HI – Hawaii **NB** - Nebraska **TN**– Tennessee
ID – Idaho **NV** - Nevada **TX**– Texas
IL – Illinois **NH** – New Hampshire **UT** - Utah
IN – Indiana **NJ** – New Jersey **VT** - Vermont
IA - Iowa

34.3.2 Computer Programs

RMS effectively manages resources, responses and all dispatching activities for any and all events. Efficiently managing and tracking all information in an incident including the responding units and their status, insuring the officer's safety by making information available such as location history.

Master Name – database to maintain individuals contacted by the Police Department, this may include officer safety and various other information.

Call Notes – this field is used to record more pertinent information for the call and/or times of arrest, notified EMS, etc.

Date/Time Reported – is when the call was received. This time is computer generated but it can be changed if necessary.

Time Dispatched – is the time that PCO gives officer the call. This time is computer generated but can be changed if necessary.

Time Arrived – this is the time that the officer arrives on the scene

Time Cleared – this is the time that the officer completes the activity on scene

Dispatch Location – this is where the officer needs to respond to, maybe different from the complainant's address.

Complainant/Contact Information – this is the person who called the complaint into the department.

Responding Officer – this is the officer that is handling the call. Also, you can add officers who assisted on the call

Reassignment of a call can occur when an officer is already enroute to a call, or arrived on the scene of the call. This is initiated when a dispatcher redirects the officer to a higher priority call. In this case, if officer was already on the scene, under the call notes section the PCO would note the time that officer was sent to another call. Then when officer returns to original call it would be noted under call notes. If officer never arrived on the scene of the original call, when he does arrive the time would be noted in the time arrived area.

34.3.3 Release of Information

All requests for records must be submitted to the Records Clerk. The request for records will be completed as soon as possible, but generally fulfilled in seven to ten business days. The dispatcher may need to explain that a report taken by the officer must be completed and then approved by the patrol supervisor prior to being released to the record clerk. The record clerk will document dissemination of information in the case file. All information that is to be released to the news media **must** be approved by the Command Staff.

CBI/CET – no information from CBI/CET will be disseminated to any non-law enforcement personnel, unless approved by the Command Staff.

34.3.4 Call-Taking

The vital and specialized support role of the Public Safety Telecommunicator dictates the need for highly dedicated and self-motivated persons to be responsible for this critical position. Professional demeanor and a strong personal desire to provide effective service must be the primary job goal of the men and women who provide the critical communications link between the needs of the community and the resources of the law enforcement agency.

The job requirements of the call-taker/PCO are exacting. There is an expectation that a high standard of proficiency be achieved as knowledge gained through training, on-going experience, and natural abilities all come together to enhance overall performance. As the required level of proficiency is attained, you will earn the confidence of co-workers, field personnel, and supervisors. They are aware of the contribution you make to their respective duties, the department's image, and public safety.

As a public safety call taker (PCO) handling incoming calls for service, it is your responsibility to screen these calls to determine their priority. It is also your responsibility to convey a positive image of the department, and your position, by displaying a courteous and professional demeanor during all telephone contacts. To obtain accurate and complete information, proper questioning and listening techniques must be utilized at all times.

For further assistance in call taking Guide Cards are located in the communications office. These Guide cards will assist a police communications operator to make sure all of the proper questions are asked to provide the police officers responding with as much accurate

information as possible. These Guide Cards cover all types of complaints. The police communication operators will use these Guide Cards as reference when taking calls for service.

34.3.5 Liability

Liability is the quality or state of being legally obligated; responsible. Liability means that you are ultimately responsible for your actions. Liability is related to negligence. After negligence is proven in court, liability is assigned to an individual. You and/or this agency can be held liable for damages that may occur as a direct result of negligent actions, practices or conduct.

Negligence – defined as “failure to act or perform in a particular situation as any other reasonable, prudent person would under the same or similar circumstances”.

Simple Negligence – negligent conduct that was not purposeful or due to malicious intent.

Gross Negligence – negligent action that was undertaken with malicious intent or with willful disregard for the safety of persons and/or property.

To prove negligence, the court must determine four (4) things:

1. **Duty** – is the responsibility to act or perform according to an established standard of care. The duty to act relationship begins when the call taker/PCO receives a call via the telephone or radio.
2. **Breach of Duty** – the court must show that there was a breach of duty. That is, you did not perform your duty.
3. **Injury/Damages** – the court must prove that injury was done to the victim. The type and amount of injury determines the amount of damages awarded to the victim.
4. **Proximate Cause** – a determination of causation means that the court must show that there is a relationship between the action taken by the call-taker and the injury to the victim.

Standard of care is established by comparing other agencies of the same size and in the same area to determine the standard that should be used by the local community. The four measures of conduct to determine standard of care are:

1. The Police Communications Operator behavior and conduct is judged in comparison to others with similar training and experience.
2. The Police Communications Operator behavior and conduct is judged in comparison to the agency’s policies and procedures manual and the call handler’s training records.
3. The Police Communications Operator behavior and conduct is judged in comparison to local and state statutes, local ordinances, case law or administrative orders that address the standard of care.
4. The Police Communications Operator behavior and conduct is judged in comparison to professional standards published by organizations involved in the development of emergency service standards.

Examples of Negligence:

1. Sending responders to the wrong location or sending the wrong units.
2. Failure to send responders.
3. Incorrect prioritization of a call.
4. Delayed dispatch due to belief that the call is not an emergency.

34.3.6 Telephone Operations

Telephones will be answered in a prompt and courteous manner at all times. The Pocomoke City Police Department phone lines are recorded. The PCO will know the basic operating features of each phone (answer, place on hold, transfer, etc). Answer the basic phone lines (1600-1603) as “**Pocomoke Police, PCO _____, may I help you**”. The 911 emergency line should be answered as “**Pocomoke Police Emergency Line, where’s your emergency?**”.

34.3.7 Professionalism and Courtesy

Public Relations. Do you realize you are one of the top public relations people in the department? When someone calls, you are the Pocomoke City Police Department. If you present a cheerful, knowledgeable and interested demeanor, their behavior toward the department will generally be positive.

Identify Yourself. In the interests of professionalism and saving time, tell the caller immediately, “Pocomoke Police Department, PCO_____”. The caller should never have to ask which agency or office they have reached.

Answer Quickly. No one likes to be kept waiting, especially on the phone. Make a real effort to answer every call before the second ring. The incoming call you have kept waiting could well be a life in danger. Every second counts. Remember, an emergency call could come in on any telephone line. Also, a person who was kept on hold too long could have had a pleasant demeanor to begin with, but is now irate and difficult to handle.

If you have to leave a caller on hold, try to pick up the line and let them know you will be with them shortly.

Legal Jargon. Utilize plain, everyday language with the public. They don’t understand legal jargon or radio codes. Remember the last time you attempted to talk to an attorney or mechanic and you felt alienated or irritated because you had to continually ask them for a layman’s term translation? Never attempt to educate the public in law enforcement terminology. For example, don’t waste time by explaining the legal difference between a robbery and a burglary. They don’t care, and you may have alienated a person who only wants to be a good citizen and report an incident.

Personal Conduct. Remember, you are always on tape. Develop good telephone habits. You should be dignified without sounding aloof, friendly without becoming familiar, and sincerely interested in the caller. Keep your conversation level in the room to a minimum as voices can be picked up on tape (and over the phone) even when you are not on the telephone. Make personal calls outside of the communications room, when at all possible. You must always be careful not to do or say anything that may be construed as disparaging of any race, creed or class of people. If the caller is making disparaging remarks about an

ethnic group, ignore it. Don't fall into the trap of becoming argumentative or defensive, even if you are personally offended. Be professional at all times, but use your sense of humor when it is appropriate. It can help the caller get through a difficult and/or stressful time and will certainly leave you feeling better. People respond to a smile in the voice and it may help them feel that you are genuinely interested in their problem. Avoid unprofessional expressions. Never appear flirtatious. Again, remember you are being recorded. Never say anything that you would not want your supervisor to hear or would not want aired in a courtroom. The crux of this matter is knowledge and sincerity. The public can spot a phony, and your rapport with the caller could be gone before you realize it.

34.3.8 Communication Barriers

You will be frequently dealing with emotional persons. When a caller requests assistance from a police department, an element of emotion, in greater or lesser degree, is always present. You will eventually develop your own style, but you must become proficient in communication properly and effectively with callers who are:

Talking Too Fast. When excited, most people speak far more rapidly than they do in normal situations. They may talk with such speed that words run together and comprehension of what they are saying becomes difficult. You probably can't type as fast as they are talking. Always use a calm, confident sounding voice. Be compassionate, but not personal. Explain to them what is taking place (i.e. sending officers) and how the officers will be handling the call (i.e. searching the area first before making contact, etc.). Avoid unnecessary questions about "details" of the crime. If time allows, explain why it is necessary for you to ask the questions you are asking. The questions are important. Your choice of words and phrases can inflame or calm a situation. Help the caller realize you and the responding officers will help them.

Hostile. Hostility is contagious. Treat hostility with courtesy, as it is also contagious. With uncooperative or evasive callers, a greater attempt must be made to control the conversation. If they are yelling, do not yell back. Speak in a soft voice and they will normally quiet down to hear you. Never place your personal and professional reputation in jeopardy by responding to profanity with profanity of your own, regardless of provocation.

Angry. Realize that most callers who are angry are not angry with you and have a genuine reason, at least to them, to be angry. Be sympathetic. Sometimes a good ear is all they need to dissipate their anger and become a good reporting party.

Hysterical. Calm the hysterical caller. It is the only way you can get the information you need. Explain the need for them to calm down. Assist them in doing so by suggesting a couple of deep, slow breaths before they attempt to talk.

Intoxicated. Don't assume that because a caller is intoxicated you have an excuse to be rude or discourteous. Do not hang up on a drunken caller before evaluating their request. This may be the time service is truly necessary. If, after questioning, it is determined or suspected the caller is inebriated, be sure to include that information in the call to advise the officer(s) of the caller's condition.

Mentally Unstable. Mentally unbalanced callers are the most difficult type of caller. Listen to what is being said, and if the caller can keep one train of thought. Evaluate these calls carefully. Chronic callers can, and do, make bona fide calls for service. Be sure to include your suspicions in the call.

Limited English Skills. The situation with a limited or non-English speaking caller may have to be more thoroughly probed to determine the exact nature of the situation. Specifically, the barrier is the difficulty to say in words what a situation is because of unfamiliarity, or lack of knowledge, of words necessary to effectively communicate. Make a concerted effort. Try to get a call back number. You may find a translation service useful.

Children. If no adult is available and you must talk with a child, extract as much information as possible. Treat the calls from children very seriously. Don't assume the child is simply playing on the phone. And remember, children are very suggestible. For example, if they are describing a car and you ask for a color, they may hesitate trying to remember and/or find the language to describe it. If you say, "Was it red?" they may agree it was red just because you are the authority figure. Do not talk down to children, but rather ensure your vocabulary matches the comprehension level of the child. Calls from children may take more time or patience.

Elderly. Treat senile and/or confused caller with empathy and respect. Take control of the conversation without seeming impatient or frustrated. Even though they may be calling for a non-police matter, you may consider sending an officer to check on their welfare.

Evasive Callers. The reasons for callers to withhold information or give false information are as varied as the callers. Be aware the person may be a suspect who will attempt to report a crime as a victim in order to cover a crime they have committed. Callers may be in a situation that is civil in nature, however they hope the officers' presence will threaten the other party. The reporting party may embellish the story in an attempt to have a unit respond. A caller may have a valid complaint, yet is trying to get the units to respond more quickly by exaggerating. Juveniles, pranksters or persons who are upset with police will make false reports for harassment.

Anonymity. A reporting party may wish to remain anonymous by either refusing all information pertaining to their name, address and phone number, or by giving you the information and requesting that we not contact them, release the information to the offender or include the information in a report. The violator may be a friend and/or neighbor of the reporting party and the reporting party may not want the offender prosecuted. Most often the primary concern is that peace and tranquility be restored without undue and unnecessary legal proceedings, which could ultimately create additional hostility and/or future police problems. In many instances, disclosure of the reporting party's identity could lead to further complications and retaliation by the offender. If the reporting party requests anonymity, and does not wish to be contacted by the officers, that should be noted in the call. However, reporting party information may be placed in the officer's report. If the incident becomes an arrest, the arrestee's attorney may request a copy of the report. They will then have access to the name, address and telephone number of the caller. If a caller asks if they must give their name, you must be honest and tell them it may not be required (depending on the incident), or that it's for our records.

Liars. If you feel the caller is giving you false information, check the callback number. Check for contradictions in names, numbers and locations. Ask them to repeat certain information later in the call. Don't be afraid to question the caller as to the validity of their information. Listen for unusual noises or conversations in the background.

Complaints Against Officers. In the event a communications employee receives a complaint from the public regarding a police officer, transfer the call to the Patrol Commander.

Commander. If the Patrol Commander is unavailable, transfer the call to their voicemail. Don't take the complaint and do not give your opinion of the incident.

Complaints Against Communicators. Transfer the call to the Administrative Commander. Again, don't ask for details of the event and do not give your opinion. If you feel you are going to have someone complain about you, notify your supervisor immediately. It is much easier to have a rational conversation with a person making a complaint when the supervisor is aware of the incident.

Requests for Home Phone Numbers. You will not give the home address or phone number of any sworn officer or non-sworn civilian to anyone outside of current police personnel. There are no exceptions. Make sure you know to whom you are speaking and that they are entitled to the information. If a person who is not a member of this department indicates an emergency exists, offer to take the name and phone number of the calling party and then make the emergency call to the employee yourself.

34.3.9 Control the Conversation

In order to ascertain the urgency of the problem and assist in prioritizing calls, the PCO must take control of the conversation. After the initial exchange and you sense the need of the calling party, cut off superfluous verbiage by leading the call into meaningful context by asking questions. Be courteous, but firm. If it appears the person calling does not have complete information, or is getting information from someone nearby, ask to talk to the most knowledgeable party. Remember you may only have seconds to obtain critical information for the citizens welfare and officer safety. The caller may only have a few seconds to talk. The right questions must be asked first.

Callers may panic, become irate or hang up if you do not appear organized in your questioning or confident in your work. The PCO must receive the information as quickly as possible to properly deploy sufficient units. Try to imagine how far a suspect can run or drive within the time it takes you to process the call? Officers must be provided with as much information as possible prior to arrival. Other citizens attempting to report emergencies may be forced to wait if you are wasting time with a citizen who is rambling or until you take control of the conversation to obtain the necessary information.

Once the reporting party has made the decision to call, found a phone and dialed the correct number, they must still explain the situation to you. The caller usually knows what they want to report, but they rarely know how to report it. In emergency situations, a person may be under such stress that they have difficulty communicating quickly and

clearly. Proper questioning and control of the conversation by the PCO can increase the quality and effectiveness of the information.

For this reason, the PCO must take control of the conversation in a courteous, yet professional manner and ask these direct questions:

1. Callers name and call back number
2. Where did the incident occur? Remember jurisdictional boundaries. Do not waste the time to take the call if another agency is going to handle the incident.
3. What type of incident? You need to know this immediately to properly prioritize the call.
4. When did the incident occur? The time element greatly impacts the priority of the call. Quickly ascertain if the crime is in progress, just occurred, or has a longer time element. From the above information, you should be able to determine if this is a high priority (emergency/urgent), a secondary priority, or a routine call.

34.3.10 Call Screening and Prioritization

The purpose of screening calls for service is to sort out those calls that require an emergency response (lights and sirens), an immediate response, a routine response or no response. Because all PCO's are required to handle multiple incoming telephone lines and subjects who may come into the station, a clear understanding of the prioritization of these calls is vital.

High Priority Calls – the highest priority calls are those in which physical well-being of a person is in jeopardy. Examples would include injury traffic accidents, suicide attempts, domestic disputes, any call involving the use of weapons, including fights and robberies. Also included in priority calls, but to a lesser degree, are calls in which property is in jeopardy, i.e. burglaries, thefts or malicious damage, where the crime is in progress or where the crime just occurred and the suspects are still in the area.

The procedure for high priority calls is as follows:

1. Determine the nature of the problem.
2. Determine the location of the problem. It may not be within our jurisdiction to handle. Ask the reporting party for their name and a call back number. Confirm that where the reporting party is calling from is the same as the location where the incident occurred or not.
3. Dispatch the call immediately with the partial information and then return to the caller for further details. Update the responding officer(s) as new information is received.
4. Ascertain if anyone is injured as soon as possible. Keep the party on the line, if possible. Update the responding officer(s) if there is an injury involved so that the determination to notify EMS can be made.
5. Obtain vehicle description, license plate number and State, color, make/model, body style (2 or 4 door, SUV, etc.), and year.
6. Direction of travel, whether on foot or in a vehicle, and toward what street or landmark.
7. Weapon(s) used, if any – never assume anything. Just because no weapon was mentioned does not mean no weapon was involved. Be sure the caller observed the

weapon and didn't just assume the suspect(s) had one because they were talking about it. Also ascertain description of the weapon (knife, gun, baseball bat, etc.).

8. Number of suspects. Description of suspect(s), sex, race, age, height, weight/build, hair/eye color, identifying features, clothing description.

Secondary Priority Calls – these calls for service do not require an immediate response, but should be dealt with as quickly as possible. However, a situation such as a combative shoplifter in custody could fall within the priority 1 classification. All calls of this type must be carefully and accurately evaluated by the PCO to ensure no person is in immediate danger. The procedure would be the same as a high priority call, except you need not dispatch officers while speaking with the reporting party and you do not need to remain on the phone with the reporting party.

Routine Calls – the majority of calls received fall into this category. They are informational in nature, or the time element dictates that no person or property is in jeopardy. Calls in this category are handled in the order in which they are received and/or according to the circumstances of the individual incident.

Questioning – by carefully questioning and listening, the PCO should be able to clearly identify the critical from the non-critical call for service. Once this has been established, there are specific questions and information that should be obtained, other than the WHO, WHAT, WHERE and WHEN. It is imperative to provide as much necessary information to the officer as possible.

Transferring Calls – only transfer calls when necessary. None of us likes the proverbial “run around”. In time, you will become proficient in answering many questions, but you will never be able to handle them all. When it is necessary to transfer, tell the caller what you are going to do. Make sure the transfer is to the proper person. Never give the caller misinformation and never guess. Rather refer them to the appropriate person and/or agency. Always preannounce a transferred call unless it is going to a voice mail.

Placing Call on Hold. Offer patience and tolerance. Regardless of how busy you are, the caller should never be treated with impatience. Explain when it is necessary to put any caller on hold, such as “Hold on please, I have another line ringing”. When you put a caller on hold, try not to leave the caller for more than 60 seconds. Remember the information already provided and don't make the caller start over each time you come back on the line. Don't be afraid to ask for help from others should you become overburdened with calls or if you have left lines on hold and are in the middle of a potentially lengthy phone conversation or an emergency call. A caller should never be put on hold while you are on a personal call, unless it is to terminate that personal call.

Terminating a Call. Often a “thank you for calling” will go a long way towards building a positive rapport that would not exist otherwise.

34.4 Dispatching

During this portion, you will learn the mechanics of the radio and begin to develop your “radio ear”. This is where you will learn how to use the police radio codes correctly and accurately. You will be relied upon heavily to assist and anticipate the needs of the primary dispatcher. You will also be the primary

telecommunications operator for the officers in the field. In this phase, you will be expected to become more involved in the actual calls and take the lead when directed by your trainer. You must be able to put into action the information you have received thus far in your training. If you do not understand a topic area fully, ask for clarification from your trainer.

Communications Network

The radios are capable of working with any other agency in Worcester County. This is a trunked radio system and consists of Talk Groups. The system allows users automatic assignment to an available channel within their area of operation. The system shares talk groups with a large number of users. Any number of users can be on a talk group. It can be as small as two radio users or as large as every radio in the system. Pocomoke City Police Department will be occupying two talk groups. Channel 1 (POC-LAW/POC PD) is our primary talk group for dispatching and is the channel which will be monitored. Channel 2 is an alternate channel that we can utilize. Dispatch and/or OIC will assign users to a talk group for special activities or emergency operations.

Hardware

Radio communications to the Police officer is by way of an 800 MHz base unit. The base unit broadcasts with a mic and by pushing the transmit button. There is a hand held radio also located in the dispatch area for use by PCO's when they are away from the console. Hand held radios have a duress button or emergency button (red in color) that when pushed will send an emergency signal to Worcester County 911 dispatch center, that will take precedence over other communications in progress. The County's console will display the radio sending the emergency alarm. If Worcester is able to make contact with the officer and determines the officer is not in trouble and the response is acceptable, they will advise the officer to reset the radio. If Worcester cannot contact the officer or are not certain the officer is in trouble, they will call Pocomoke City Police Department dispatch and advise which Pocomoke City Police Department officer has activated their duress button. The PCO will immediately put **POC-LAW/POC PD (10-3)** status and dispatch police officers to the last known location of the officer in need of assistance. The radio alerting the emergency will only receive and transmit on POC-LAW/POC PD. The PCO will then contact the radio with the alarm, and ask the officer if they are OK. The officer's reply should only be "yes" or "no", Worcester will only clear the emergency if a verbal OK from the officer is received. Once contact has been made with the officer in need of assistance, and the situation has been resolved, the PCO must clear the Code 3 (10-3) from the radio to resume regular transmissions.

Emergency Calls for Service

Disturbances is any act causing annoyance, disquiet, agitation, or derangement to another, or interrupting his peace, or interfering with him in the pursuit of a lawful and appropriate occupation. These can be anything from loud noise to fights or domestic arguments.

Vehicle Pursuits are the chase of a suspect by officer(s) in a vehicle where the suspect(s) should be aware that they are being chased yet does not stop. The officer initially provides dispatch and participating vehicles with the location, direction of travel, speed, suspect vehicle description, and grounds for the pursuit. If the pursuit leaves the city limits, the

officer shall immediately notify dispatch. Pursuits will be terminated by the officer if the risk to life or danger to the community or officers becomes greater than the need to apprehend the suspects, or if a supervisor has ordered the pursuit discontinued.

Foot Pursuits is the chase of a suspect(s) by officer(s) on foot. The officer initially provides dispatch and participating officers of the location, direction of travel, suspect description, and if possible the grounds for the foot pursuit.

For Vehicle/Foot pursuits the PCO will repeat significant radio traffic during the pursuit, such as suspect information, speeds (for vehicle), direction of travel, etc. The PCO will run NCIC queries on any vehicle/person information given. Also, dispatch will immediately eliminate non-emergency radio traffic from Ch. 1, if the need arises the PCO can call a “(10-3)” status. If the pursuit leaves our channel 1, the PCO will monitor the appropriate radio channel, via portable radio, and record all information, including times, into RMS, using the screen that was originally used before the pursuit. If a pursuit is terminated, the PCO needs to record location of the Pocomoke City Police Department unit at time of termination. After termination of a pursuit, the PCO will clear the “(10-3)” status on channel 1.

Panic/Burglar Alarms the main difference between a burglary and robbery call is that when a burglary alarm goes off it is assumed no one is in the area except the offender. When a robbery alarm goes off, it is assumed that an employee or bystander is being accosted by the offender. Obtain all pertinent information from the calling party, such as location the alarm is coming from, any responder information, suspect information. If calling party is witness to incident make sure to obtain their information and call back number.

Non-Emergency Calls for Service

Some of these are parking complaints, assist motorist, money escort, safety escort, and lost and found. The Pocomoke City Police Department **does not** open locked vehicles, unless there is a safety issue (vehicle running, child and/or animal inside). Animal complaints, provide the caller with number to animal control. If caller states animal is aggressive, send an officer and contact animal control. For dead animals contact city maintenance (public works) or State Highway.

Calls Holding

Police supervisors, include the lieutenants and sergeants, will be dispatched if they are the only officers on duty, if there is a priority one or two call and there are no other available officers. If a lower priority call has been on hold for more than 20 minutes, or if the reporting party requests a supervisor.

Airing Information

Officer safety is of the utmost importance. **Radio transmissions take priority over phone calls and requests from office personnel.** Officers calling in must be answered first. Treat all radio calls as if they were potential emergencies and downgrade as necessary. Radio usage is brief, clear, professional and concise. Efficient communications with field units incorporates the use of limited radio codes and plain speech. PCO's need to know the phonetic alphabet, call signs of field units, the codes this department uses for

situations, and various commonly used law enforcement codes. Before transmitting, compose the message to keep it clear and brief. Base your radio transmissions on facts of the call.

Lengthy transmissions, the PCO will pause throughout the transmission to give other officers a chance to call out emergency traffic. The PCO needs to find an appropriate place during a broadcast in which to state, “Break”, pause for about three seconds, the air, “Continuing”, and continue with your information.

Status checks are done to assist with officer safety, contact with units in the field must be maintained. Status checks are performed frequently, at least at five minute intervals, on officers during high risk situations. These will continue until the officer clears or they advise that they are OK until further.

Failure to Respond, if an officer does not respond immediately to a status check, the PCO will repeat the status check two more times, at 2 minute intervals. If the status checks continue to yield negative results, immediately dispatch a second officer to locate the non-responding employee from the unit’s last known location. If no other officer is available to respond, contact Worcester Central and request they conduct a status check of the non-responding officer on their channel. If the officer still does not respond, dispatch will request a Worcester County Sheriff unit to respond to assist in locating the non-responding officer, beginning at the last known location. Once contact is made, make sure all involved are OK and record all times on the card.

Vehicle Stops

Vehicle stops can pose a serious threat to officer safety and need to be handled accurately and promptly.

If a hit comes back on the plate, vehicle or person, the PCO will go into airing of hits procedure as follows:

PCO: Pocomoke to 6150, secure radio

Wait for response from officer, then transmit information. **Most important information during a traffic stop is the officer’s location!**

Warrants

Prior to airing warrant/officer safety information ensure that the officer is clear (secure radio) and prepared to copy the information. Pertinent warrant information is to advise the officer whether the warrant is a District or Circuit Court warrant. Include the party’s name, date of birth, issuing agency, and original charge. If the officer confirms they are with the subject, send back up and confirm the warrant. For NCIC hits confirm with the YQ function. If the warrant can be served by our agency, have the issuing agency fax copy of warrant. If warrant cannot be served by our agency, have issuing agency fax a copy of the warrant for our records. Make any calls necessary for the pick-up of the prisoner, or make calls to commissioners’ office for subject to be seen. Perform a locate once the subject is at the station and in custody using the LW function. Make sure to print copies of all paper work and give to the officer for the file.

Sometimes when doing a wanted check on a person you will receive an Information Hit. This may include protection orders, Parole & Probation status, gang affiliation, etc. Notify the officer, “Information only, no wants” and include the pertinent information from the hit.

Do Not Transmit

Do not air over Channel 1 any alarm codes or passcodes, employee information such as phone numbers, and any information that is of a personal nature (i.e. work schedules). Have the requesting officer call the station to get the information.

Be On the Lookout (BOLO) or Attempt to Locate (ATL)

Give out information that is received from other agencies or is initiated by Pocomoke City Police Department. Make sure to note time and date given on the BOLO or ATL form.

34.5 Critical Incidents

Definitions

Active Assailant/Shooter – one or more subjects participating in a random or systematic incident demonstrating the intent to continuously harm others and who might be armed with other deadly weapons (knife, club, crossbow, explosives, etc.) while systematically or randomly inflicting death or serious bodily injury on people. In addition, the subject’s specific objective appearing to be that of mass murder, rather than of other forcible felonies, such as robbery, hostage-taking, etc.

Areas of Refuge – an area in which building occupants can seek shelter during an active assailant/shooter event. A preferred area of refuge is a fortified room with a door that will lock. The room should have minimal windows and be equipped with a phone and first aid equipment.

Casualty Collection Point (CCP) – an area of refuge inside the Warm (Indirect Threat) Zone that is secured by law enforcement. The CCP is the primary location to temporarily collect localized casualties from the Hot (Direct Threat) Zone. Actions in the CCP are generally limited to addressing major life threats (hemorrhage control, basic airway management, chest trauma, etc.) rapid evaluation of casualties, and tactical evacuation of the injured to the Triage area for the determination of treatment and transport needs.

Civil Disturbances – includes riots, disorders, and violence arising from dissent gatherings and marches, concerts, and arguments between neighbors.

Cold (Secured) Zone – area where law enforcement personnel do not reasonably anticipate a significant danger or threat to the providers or patients either by geography or after the area has been secured by responders. The secured nature of this area may vary throughout the incident depending on the dynamics of the threat. This area should be considered an Indirect Threat Zone in addition to the Warm Zone with the understanding that the threat could reemerge at any time. Command assets, staged non-operational personnel, and apparatus should be located in the cold zone.

Concealment – an object that hides your body from observation.

Contact/Entry (STAR) Team – is comprised of members of WCSO. Having long guns at front and rear points is ideal cover. This team will make entry and attempt to locate and contain the suspect(s).

Cover – a concealment that will stop bullets, fragments, shrapnel, etc.

Critical Incidents – extraordinary events that place lives and property in danger and require the commitment and coordination of numerous resources to bring about a successful solution.

Direct Threat – the law enforcement tactic at active assailant events where the first arriving police officers quickly advance to the perpetrator to neutralize him/her and stop the violent rampage.

Disasters – a natural or man-made occurrence, which may cause or threaten to cause serious damage, injury, mass injury or fatalities affecting the general public. Examples of disasters may include, but are not limited to floods, earthquakes, explosions, tornados, hurricanes and any similar event.

Emergency Coordinator – is responsible for planning, training and executing the Emergency Plan.

Emergency Management System – in the event of an emergency or a disaster that may occur, several community emergency agencies may respond. Responding agencies may include medical, police, firefighters, and hazardous materials (HAZMAT) teams. The activities of all responding agencies are coordinated through a central chain of command headed by one person. Except for police emergencies, the person in command is usually the highest-ranking firefighter at the scene. That person is known as the Incident Site Commander. The ISC will be positioned at the Incident Site Command Center. This is a location outside the area of danger where primary command, communications, and control are usually located.

Emergency Operations Center – located in Snow Hill at the Circuit Court House, lower level.

Evacuation – the act of a person removing themselves from the structure or from immediate danger. This is based upon the person being capable of removing themselves without the assistance of responders.

Explosive Device – a device capable of producing damage to property or injury/death to persons when intentionally or accidentally detonated or ignited and may be classified as incendiary or explosive.

Extraction – the act of physically removing an occupant/casualty from the structure of immediate danger who cannot remove themselves.

Hot (Direct Threat) Zone – the area directly adjacent to the threat. In this area, the threat of violence is occurring or is anticipated to occur. Personnel should be aware that the Hot Zone parameters are constantly subject to change depending upon the location of the threat.

Incident Commander – responsible for directing on-scene emergency response and coordination.

Incident Command System (ICS) – an effective method of organizing and coordinating police services, and facilitating the objective of scene management, personnel safety, control, as well as the systematic protection of life and property in an efficient and professional manner.

National Incident Management System (NIMS) – this system is intended to provide a consistent nationwide approach for federal, state, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

Parallel Action – is a call to outside agencies and parties for assistance. These include additional on-site personnel and/or outside emergency agencies. Parallel action also refers to information and other resources that aid all affected parties.

Rescue Team – this team will enter the structure with the following goals in mind; locate victims, extract victims to safe area, notify medical personnel, act as a contact team and engage suspect(s), if encountered, through control and arrest, containment, or deadly force.

Warm (Indirect Threat) Zone – area where law enforcement has done a rapid primary search but there is a potential hostile threat to persons or providers that is not direct and immediate. This area can be considered stable but not secure. It is an environment in which personnel are not actively under attack by hostile forces, but yet there is a constant threat of engagement or reengagement with hostile forces.

Active Shooter

Active shooter incidents and their response pose several concerns for all facets of public safety. There are numerous issues that make responding to an active shooter incident more complex than other armed subject calls or violent incidents. In addition, these types of incidents have historically garnered extensive media coverage and public scrutiny and have become a pertinent threat to public safety. It is important to remember active shooter incidents are dynamic in nature, each situation will be different. PCO's should use their best judgement when dealing with callers and dispatching units. There are five (5) phases to the development of an active shooter incident. These phases progress from the “fantasy” phase where the perpetrator dreams of carrying out the act, through the “implementation” phase when the act is carried out.

1. **Fantasy Phase** – during this phase the perpetrator fantasizes about performing the act; about the headlines the act will receive, and about the media attention. The perpetrator may draw pictures of the event, draft writings about the act or similar acts or even post writings on the internet regarding the act. Many times perpetrators in this phase will discuss their desires with friends and family and possibly approach other potential accomplices they feel may wish to be “included” in the attack.
2. **Planning Phase** – in this phase, the perpetrator will be determining the details and logistics of the act; the “who, what, when, where and how”. Planning may be made in writing and further discussions with others may take place. The planning may include researching the time and location to ensure the greatest impact and most casualties or how to target specific victims. Options regarding weapon type, access and concealment will also be studied.

3. **Preparation Phase** – during this phase the perpetrator will be gathering supplies to possibly include weapons, ammunition, and components for explosive devices. there may also be some prepositioning of equipment and material for the event. It is usually during this phase that the perpetrator may begin drafting suicide or explanation notes either written or recorded.
4. **Approach Phase** – this phase is considered the most dangerous phase for public safety. The perpetrator has planned the course of action, decided to act and will be enroute to the desired location with the intended weapons. The danger in this phase for public safety is contact made with the perpetrator for reasons other than the pending active shooter incident. A “routine” traffic stop or call of a suspicious person may require contact with the perpetrator by an unsuspecting law enforcement officer.
5. **Implementation Phase** – this is the final phase of the incident and begins with the first shots fired and ends with incident resolution.

Call Taking

Obtain the exact location of the active threat and the caller and their information including a call back number, if possible. Be as detailed and specific as possible. Obtain a detailed description of the active threat including a description of the weapon, implements, or devices. If they are unable to provide a description ask them what it sounded like. Find out when they last heard the noise or gun fire. Ask the caller if they heard or hear anything else such as explosions, the suspect yelling, alarms, etc. Find out if they are injured or if anyone with them is injured. Log the location of the injured in the RMS call notes area. If the caller is in need of immediate medical attention, transfer to 911 or contact Worcester Central by phone/radio and advise them of injuries.

If the caller is able to give you updated information as to the suspects whereabouts, keep them on the line otherwise disconnect. If the caller is reluctant to disconnect, explain to them other calls are coming in that may have information as to the location of the suspect and you will be able to get help to them faster if we can locate the suspect. After information is gathered from a caller and it is determined that he or she is out of harm's way (evacuated from the building/area and safe from the threat), call taker's may disconnect. This will allow the call taker the ability to answer further reports of the incident, which are likely to occur. **Do not** give callers advice as to whether they should stay inside the building or leave. Advise callers they need to do whatever makes them feel safest. If you know the threat is outside, such as a sniper, it would be acceptable to tell callers to stay inside the building and away from doors and windows.

Dispatching

Upon receipt of an active threat, announce there is a report of an active shooter, give the location, advise all units to respond. The first units arriving on the scene will form the contact team and will immediately move towards any known suspect(s). The primary focus of units arriving on scene will be to stop the threat. They will continue past victims and/or an unexploded device to confront any active suspect(s). The subsequent arriving units will form a command unit, set up the perimeter and form a rescue team. After a command unit has been established, all assignments and radio traffic will go through that one person.

Police dispatchers will give only vital information to the contact team, including accurate suspect descriptions and the location of the shooter. It is important for information to be accurate and to keep radio traffic to a minimum. The fire department will be dispatched to a safe location to stage, they will only take an active role in treating victims. Recalling of off duty PCOs should be considered by the Communications Supervisor, and also any available off duty police officer should be recalled. When available the PCO will notify area hospitals of the possibility of mass casualties and update them when patient counts are received. PCO will perform intelligence checks (vehicle registration, warrant checks, driver's license and criminal histories) as soon as the information is available that is required to do so. The results of these intelligence checks will be relayed to the OIC (Officer In Charge). Pending calls for service which are priority two or below will be held for dispatch until such time as enough Officers are available, or when there is a return to standard operations.

Bomb Threat

A message delivered by any means that warns of, or claims the presence of, one or more bombs. The bomb threat may or may not specify the location of the bomb, the time the bomb is to detonate or the type of bomb. Additionally, the message may or may not contain the reason the bomb was placed or any demands or ultimatums related to the concealment of the bomb. Due to the many variations of explosive devices and detonators, it is necessary to respond to bomb incidents with great caution on the alert for secondary devices. Because some explosive devices may be set off by radio waves, officers will advise the PCO that they are in the area prior to arrival. Also, cellular/mobile phones, are radios and should be treated as such. At all times while within a building with a suspected explosive device and, otherwise, while within 500 feet of a suspected explosive device, officers should turn off their radios until the situation has been stabilized. All persons should be instructed not to touch or move any objects. In the event a suspected or actual device is located, the officer will assume command of the scene until the arrival of a supervisor. Necessary evacuation will be undertaken and a Bomb Disposal Unit will remove the item. A perimeter will be established until the nature of the device has been established. Persons will be kept at least 100 yards from the scene. Vehicle bomb threats should be treated in the same manner as a building bomb threat. The decision to evacuate in the event of a bomb threat shall be made by the senior supervisor on duty at the time of the incident.

Suicidal Callers

So, what should you do when you have a suicidal person on the phone? The PCO should remember several things. The first thing is that many of us have been trained all our careers to control the call. The problem is the suicidal caller may not be a call that you have control of. Many of us have been told that when a suicidal person calls they are looking for help. That is not always the case. There are a certain amount of suicidal persons who will call for no other reason than to make sure that their bodies are found after their suicide. During their call to 911 or the police, they will leave no chance of intervention. The important thing to remember is that you may not be in control, the person calling may not be looking for help. Do not set yourself up for a fall.

The first step in the intervention process many times is going to be risk assessment. Risk assessment involves not only assessing the risk of suicide for the caller but the risk for responders. Risk assessment for the callers begins with determining if the caller has a suicidal plan. A suicidal plan contains the following: method, time, details and availability of means. Method is how the person will kill himself or herself. Firearms are the most lethal means of suicide followed by hanging and then overdose. Any suicide attempt involving one of these three methods should be treated as a high-risk situation. If the attempt is in progress you have a high-risk situation no matter what the method of suicide is. If you have an attempt that may take place in a few hours or sometime in the future it is lower risk. The next step is the details of the suicide plan. One example is if the caller tells you they will commit suicide on Friday at a certain time by use of a firearm. The suicide plan is very detailed and the risk is very high even if it's Monday. The last part of the suicide plan is availability of means. If the person says they are going to kill themselves by overdose but they are going to have to stockpile medicine for a week the risk is less than a person who has the pills available.

The second part to risk assessment is to determine the risk to responders. As communications professionals, we have a responsibility not only to the caller but also to people who are responding to the scene. Are there weapons involved or present? What are the actions of the suicidal person? Has the suicidal person made any statements currently or in the past that may lead you to believe that they may be a danger to responders? You must also be aware of suicide by cop. Suicide by cop is officially defined as "an outrageous act designed to provoke a police response." It is believed that 10-15% of all subjects killed by police wanted to be killed. It has been estimated that in 56% of suicide by cop incidents, the lives of police or bystanders were directly threatened. A PCO needs to be aware of callers who may want to be killed by an officer.

Many times, when we get a suicidal person on the phone they do not just come out and tell us that they are going to kill themselves. Many times, the suicidal person will be talking about how bad life is and how they do not know how to go on. If you do not know if a person is suicidal, ask them are you thinking about killing yourself? Once you have determined that you are talking to a suicidal person assure them that you are glad they called, calm yourself and modulate your voice. Keep the caller talking, be personable and explore the caller's situation. You want to determine what the current stressor is but you do not want to focus on it. You do not want to focus on the caller's troubles. You want to focus the caller on the positive aspects of life. You want to find a way to remind the caller that there are other solutions than suicide. You want to give the caller a sense of acceptance and support. Once you have been able to establish a rapport with the caller you want to begin to move them to a successful conclusion. The conclusion can be as easy as have the person walk to the front door and meet with responding officers. The conclusion may be after hours of hard negotiations by you and others. Always be patient and remember to use empathy for the caller.

Media Relations

All press releases will be authorized by the Chief of Police. If the Chief is not available notify his designee.

Aftermath of Critical Incidents

The impact of a critical incident will be tremendous, both psychologically and physically. As one of the key components to these types of incidents and any emergency, public safety telecommunicators must be prepared for this impact and be educated to address these issues adequately. Active Shooter, Officer involved injury/death, are incidents obviously that can be a great source of critical incident stress. Critical Incident Stress Debriefing (CISD) or Critical Incident Stress Management (CISM) is a process some agencies use to help employees get through highly stressful, traumatic times. The CISD process is designed to lessen the overall impact of an event and accelerate recovery in normal people who are having normal reactions to abnormal events. A team of trained individuals guides employees through the process. Individuals may second guess themselves or think they could have done something different that would have changed the terrible outcome. The CISD team works with individuals and groups, helping everyone to find emotional closure to the incident.

A debriefing session or incident critique should be held as soon after the incident as possible. The session should involve all the responders involved in the incident including telecommunicators and investigating agencies. Different from a critical incident stress debriefing, these sessions will help in determining what was done and how to do it better next time (what worked and what didn't). The lessons learned from these sessions should be recorded and shared with others in the public safety community so everyone will learn from them. This information and that gained from others that may experience such an incident should be incorporated into agency procedures.

Stress Management

Unresolved and untreated stress has a number of negative manifestations, including Compassion Fatigue, Burn Out, and in its most serious form, Post-Traumatic Stress Disorder. How can you tell if stress has become destructive? There are a number of red flags that could indicate that stress is having a negative impact on your life. They can manifest in six different areas of our lives.

1. **Physical:** fatigue, headaches, back pain, insomnia, nausea, indigestion, cramps, fainting, constipation, diarrhea, sweatiness, sleeping too much or too little.
2. **Mental:** forgetfulness, poor concentration, boredom, paranoia, poor teamwork, perfectionism.
3. **Emotional:** irritability, depression, anxiety, anger, fear, mood swings, apathy, increased sensitivity to criticism.
4. **Relational:** loneliness, withdrawal, intolerance, relationship problems.
5. **Behavioral:** substance abuse, eating problems, risk-taking, hyperactivity, overwork, procrastination, missed deadlines, anti-social behavior.
6. **Spiritual:** emptiness, loss of beliefs and sense of meaning, cynicism, compassion fatigue.

Coping With Stress

Sensible eating – do not use alcohol or drugs to cope. Drugs, and particularly alcohol, are powerful reaction suppressers, they numb the pain but they don't solve the problem. Talk it out, work through the problem, don't medicate it. Diet is an important factor in reducing

the negative effects of stress. Even though you may not feel hungry, eat something and make sure it's healthy food. Refined sugars, fats and excessive salt elevate stress levels. Avoid anything with caffeine in it, caffeine is a stimulant and elevates blood pressure and heart rate and creates an increased need for oxygen, it stimulates the cardiac muscle and central nervous system. It causes nervousness, sleeplessness and irritability. Drink water. Stress dehydrates and dehydration can increase feelings of anxiety and stress.

Time to Enjoy Life – you must take care of yourself. Take time for leisure activities, active ones are particularly helpful. If the incident happened at work, and if you are traumatized, it may be necessary to take time off from work; working while being emotionally vulnerable puts you at risk for an acute stress reaction. On the other hand, you may be someone who finds that being back on the job is just what is needed. Assess your situation carefully. If you feel ready for action, return to work. If you feel vulnerable, request time off but seek professional help.

Rest and Relaxation – if we don't sleep we can actually develop psychotic symptoms. Everything seems worse when we are not sleeping well; if your sleep is affected seek advice from your doctor and implement healthy sleeping techniques. Most of us breathe from our upper chest and don't breathe deeply; deep breathing is one of the most effective relaxation techniques for emergency personnel. It can be performed anywhere anytime.

Exercise and Education – exercise is critical to cleansing the body of the negative consequences of stress. Get some good exercise within 24 hours of the incident. Keep up regular activity, whether it's a tennis game, a run, or a brisk walk. Expect the incident to bother you; take comfort in knowing that the incident is unlikely to bother you forever. Though you will never actually totally forget the incident, remembering it does not have to cause extreme emotional distress. Your goal should not be to totally forget the incident, but rather it should be to heal. You know you are healed when you are able to think of or talk about the incident without profound emotion.

Social Support of Family, Colleagues and Friends – many people react to psychological trauma by keeping it inside. Often the trauma may seem so great that life seems meaningless. By withdrawing, you keep yourself in the dark causing the incident to become larger than life. Though you may need some time alone, eventually start talking with someone.

Satisfying Expression of Self and Spirituality – do things that you love to do and find ways of fulfilling your feelings of self-worth outside of the job. Balance home life, recreation and work. Care for yourself and your family, your spouse, children, and your friends. Seek your spiritual center; talk to spiritual leaders and seek guidance.

Facility Security

The Pocomoke City Police Department is a locked secure facility that requires an approved access card to make entry into this building. The employees of the Pocomoke City Police Department are issued access cards with their photograph on them. These access cards allow employees to make entry into an otherwise locked secure facility by swiping these cards on the pads of the entry points into the building.

Security: Limited access to the Communications Center

In order to enhance street officer safety and minimize PCO/Squad Supervisor distraction, access to the Communication Center will be limited to authorized personnel to include:

- A. PCO/Relief PCO;
- B. Squad Commander/Acting Squad Supervisor;
- C. Squad Supervisor;
- D. Administrative Commander;
- E. Administrative/Records Personnel as necessary (i.e., inspection, fax, etc.)
- F. Chief of Police; and
- G. Equipment Service Technicians.
- H. No personal visitors are to be inside the dispatch area at anytime.

Measures taken to protect PCO/Squad Supervisors and communication equipment include:

- A. All entry to the building is monitored by closed circuit video monitoring ;
- B. Glass window at the public information/complaint window;
- C. Closed/Locked door restricting public access to the Pocomoke City Police Department (all divisions) located at 1500 Market Street, Pocomoke City, MD 21851.;
- D. Back-up power sources for Communications Console and recorder;
- E. Transmission lines located in locked area in the Police Department building; and
- F. Antenna locations throughout the City are secured and monitored by officers and private contractors associated with the communications system.

Unauthorized equipment in the Communications Center includes, but is not limited to, the following:

- (1) DVD or VHS players
- (2) Personal cell phones
- (3) Game system

A television is provided in the Communication Center. However, it may only be used between the hours of 1600 and 0600. It may not be utilized between the hours of 0700 and 1600. The television and any other authorized equipment may only be used as long as it does not interfere with the duties and responsibilities of the Police Communications Operator (PCO). Volume is to be muted when on the telephone and when transmitting on the radio. Authorized equipment such as the television is a privilege and may be rescinded at any time. This is specifically mandated to reduce the interference and inattention to duty required by all Communications personnel. Full time and attention should be placed upon official police equipment, computers, monitors, etc. which require constant vigilance. Any violation of this procedure may result in disciplinary action.

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In the event no one is available to monitor the radio while a Police Communications Operator needs to use the restroom, then the Police Communications Operator will take the portable police radio with them and notify the officers of the same.

34.6 Resources

Department General Orders – the General Orders contains our department’s expectations of each individual employee along with specific procedures for the various functions and tasks of your job. Although many of the procedures in this book are for the sworn officer, they will directly impact your day-to-day duties. Violating a general order can be punishable up to, and including, termination from your job with the police department. You will be held responsible for knowing these orders as they apply to your job.

Schedule Binder – the schedule binder contains the projected schedule for the PCO’s. The officer’s schedules are on the clipboard.

Tow & Repo Computer Log – contains the numbers to the wrecker services that are used and also who is the next available. Also record of repo’s that are called in to dispatch.

Message/Criminal History Log Book – used to obtain the next available number for the month when sending a message on the State computer. Also, when a criminal history is ran for a certain month/officer, it gets recorded in this book.

Call Out Info/Phone Numbers – this is for Public Works numbers and their on- call schedule for after- hours/weekends/holidays. City phone numbers, miscellaneous phone numbers, and some memos.

No Trespass Letter Book – has any trespass letters in it for certain businesses, residences, churches and apartments.

Protective/Peace Order Book – contains protective/peace orders that are on file.

Bike Registration Book – contains numbers and information of people who have their bicycles registered with the police department.

NCIC Entry Forms Book- has all the forms that are needed when doing an entry for stolen items that are entered into NCIC.

NCIC Operating Manual- contains all of the codes and explanations for the National Crime Information Center.

CJIS Reference Manual- contains all of the codes and explanations for the Criminal Justice Information System.

Emergency Operations Plan- this plan identifies departments and individuals that are responsible for emergency response and critical support services, as well as providing a management structure for coordinating and deploying essential resources.

DISPATCH TRAINING MANUAL

This Training Manual is the property of the **Pocomoke City Police Department**. The material contained herein may not be duplicated or reproduced, in whole or in part, without the direct written permission of the Chief of Police.

I, the undersigned, have been informed and understand, due to the sensitive and confidential nature of the information contained herein; this manual must be returned, in its entirety, to the Pocomoke City Police Department upon my termination or resignation from the Police Department or issuance of a new manual.

Employee Signature

Date

Supervisor Signature

Date

Date Manual Received _____

Initials _____

Date Manual Returned _____

Initials _____

CANINE (K9) UNIT

The directives in this chapter is to establish procedures and regulations governing the deployment, training, evaluation, care, and use of canine teams and define authority, circumstances, and responsibility for their use.

35.1 POLICY

1. The use of properly trained dogs represents a highly cost efficient police tool by employing the canine's acute sense of smell and hearing for detection purposes and for the psychological deterrence of their presence. Trained dogs also offer protection to the handler and accompanying law enforcement personnel in volatile and/or unknown situations. At the same time, it must be remembered that canines, as a selective enforcement unit, cannot be expected to solve all crimes or eliminate all problems.
2. The policy of this Department shall be to actively use canines to aid in the detection of criminal violators as well as the recovery of lost or missing persons and items. Any use of a dog outside of these areas shall be with restraint and in the best interests of the Department and the City. The canine, as part of the team, must be present at all times when the handler is on duty. Should the canine be unable to be present for a tour of duty due to an excusable absence, the handler will notify the Office of the Chief of Police (or his/her designee) in writing of the excused absence at a minimum of four (4) hours before the tour of duty (except for emergency circumstances).
3. The approved K9 officer uniform is the uniform of the day. The K9 officer will not be allowed to wear or substitute personal gear, unless written authorization has been given through the Chief of Police.

35.1.1 PROCEDURES

1. Organization and Function
 - A. The Canine Unit is an organizational subdivision of the Patrol Division. The Patrol Commander shall be responsible for the general supervision of the K9 teams when on-duty and available.
 - B. The Canine Unit is appointed by the Chief of Police who will through his designee:
 - 1) Ensure that all handler and training equipment are in proper working condition, including replacement of any narcotics used in training.
 - 2) Schedule all activities, including daily work schedules, training, special assignments and public relations assignments. The

Canine Unit will receive input from the Patrol Commander concerning operations as appropriate.

- 3) Coordinate all training from each team, ensuring proper documentation. Maintain all training records and paperwork relating to the unit, including legal updates. Ensure that documentation is forwarded to the Administrative Assistant for filing.
 - 4) Coordinate in-service training in use of and coordination with canine teams as needed/requested for this agency or requesting agency upon approval of the Chief of Police.
 - 5) Complete performance evaluations of the teams with input from shift supervisors.
- C. The Canine Unit consists of canine teams comprising of one (1) dog and one (1) handler per team. The team will patrol in modified specially equipped vehicles designated for canine patrol and clearly marked as canine vehicles.

2. Qualifications and Selection of Handlers

A. Requirements

- 1) Officers must have at least three (3) years of police service with satisfactory work performance, disciplinary, and medical leave records.
- 2) Only volunteers will be considered.
- 3) New canine handlers must complete the prescribed canine training course(s) as determined by the Chief of Police, and successfully meet all course requirements.
- 4) The applicant=s residence must be capable of housing the canine and/or have adequate space for the construction of a kennel since the officer will be required to keep the dog at his/her residence. In the event the officer does not own the property, the officer must obtain written permission from the property owner for housing the canine.
- 5) Any officer selected for the position of canine handler will be required to remain in the unit for a minimum of five (5) years, with the exception of promotion.
- 6) The applicant=s spouse and family members will be interviewed by the Chief of Police or his designee for their concerns and interests in housing a full service K-9 within the atmosphere.

B. Selection of Handlers

- 1) Openings in the canine unit will be announced by a memorandum from the Chief of Police. This notice will be posted in various locations accessible to all personnel.
- 2) Interested officers should submit a written request, accompanied by a current resume, through the chain of command to the Chief of Police. This request will contain endorsements from each member of the officers' chain of command, if available, containing that supervisor's comments and opinions concerning the applicant's request.
- 3) Applicant's will be assigned to a canine team for a minimum of eight (8) hours duty time. The handler will explain in detail the advantages and disadvantages of being a canine officer. The applicant may withdraw their application if he/she changes their mind.
- 4) The Chief of Police or his/her designee and a handler will interview the applicant's family (if applicable) at the officer's residence. This accomplishes the double objective of getting the family's opinion and inspecting the residence for ability to support the dog. A report of findings will be made and forwarded to the Chief of Police.
- 5) An oral interview board will interview the applicants. The board will include a Division Commander, a canine handler, and a canine supervisor from a nearby agency and any other member(s) appointed by the Chief of Police. The board will submit their recommendation to the Chief of Police who will make the final decision.

3. Ownership of Assigned Canine(s)

- A. The dog(s) assigned to the canine unit are the property of the Pocomoke City Police Department.
- B. The dog(s) commissioned in the program will not be used for purposes other than in their official police duties.
- C. No dog(s) will be used for Astud@ purposes.
- D. Any/all registrations into canine organizations or societies will be requested in writing for approval by the Chief of Police.
- E. Should the canine be retired, injured, or relieved of duty for any reason, the canine officer will have the option to personally purchase the dog.

4. Care and Maintenance

Canine handlers are personally responsible for the daily care and feeding of their animal to include, but not limited to, the following:

- A. Maintenance and cleaning of the kennel and yard area where the canine is housed.
- B. Provision of food, water, and general diet maintenance as described by the Departmentally authorized veterinarian.
- C. Grooming on a daily basis.
- D. Daily exercise.
- E. General medical attention and maintenance of health care records to include periodic check-ups with the Departmentally authorized veterinarian.
- F. Any illness or injury of a non-emergency nature will be reported to the Chief of Police through the chain of command. If it is determined that the dog should be taken to the Departmental veterinarian, the handler will make the necessary recommendations.
- G. In an emergency situation, the handler will ensure that the dog receives immediate medical attention. The handler will submit a report through the chain of command concerning the emergency health problem and outcome.
- H. The handler is also responsible for the safe administration of any medication as prescribed by the veterinarian.
- I. The handler will ensure that the dog is licensed in accordance with any and all local and state laws.
- J. The handler will ensure that the canine receives a physical examination semiannually.
- K. Preparing and maintaining written records regarding the activity, use, veterinary care, and training associated with their dog.
- L. Purchasing food rations and equipment as needed and forwarding all related bills to the Administrative Assistant.
- M. Equipment provided to the handler includes, but is not limited to, the following:
 - 1. One (1) food dish
 - 2. One (1) water dish

3. One (1) six (6) foot leash
 4. One (1) tracking lead
 5. One (1) tracking harness
 6. One (1) choke chain
 7. One (1) muzzle
 8. One (1) brush
5. Canine Assigned Vehicle
- A. The canine handler will be assigned a marked patrol unit equipped (special equipment may include window tinting, cage, etc.) to ensure safe transportation of the canine and safety for personnel and citizens.
 - B. Canine unit vehicle(s) will only be opened by the handler unless an officer is requested to move the vehicle when the canine is not present in the vehicle.
 - C. In the event another unit is available, the canine unit will not be used to transport prisoners.
 - D. The handler is responsible for maintenance and cleanliness of the police vehicle.
 - E. The canine vehicle will carry the applicable equipment found in regular patrol cars along with the training gear and/or refreshments for the dog.
6. Requests for Canine Unit(s) Service
- A. Requests for assistance by Pocomoke City Police personnel for on-duty canine unit will be made directly from the officer requesting the unit via the Communications Center, subject to cancellation by the on duty supervisor.
 - B. Off Duty Call-Out
 - 1) Off duty call-out of the unit must be approved by the Chief of Police or his designee for off duty usage for the Pocomoke Police or allied agencies.
 - 2) Communications will telephone, or if needed, page the on-call canine unit, explain the situation, and request an estimated time arrival (ETA).
 - 3) Communications will notify the shift supervisor of the ETA.

- 4) Based upon the situation and the ETA, the shift supervisor may choose to cancel the call-out.

7. Public Service Demonstrations

- A. The canine unit may be deployed and used for public demonstrations only with the approval of the Chief of Police or his designee, and with the concurrence of the canine officer that the situation does not pose a threat to the public or the canine.
- B. The canine officer must carefully evaluate each request for a public demonstration to ensure that the dog is never put in a position to become a risk to the health or safety of the public or the animal.
- C. At no time will the police canine be left alone with department or civilian personnel without the handler being present.

8. Training

- A. The canine unit will participate in a maintenance training program that consists of a minimum of four (4) hours of regular shift training per week.
- B. In-service training will be conducted by the canine handler as an on-going procedure to ensure the ability of the canine to perform to the standards and proficiency set forth by the Pocomoke City Police Department.
- C. Requests for additional training will be forwarded to the Patrol Commander for approval.

9. Incapacitated Handler/Other Canine Emergencies and Handler Unavailable

A. Canine Handler Injured or Killed

- 1) In the event the canine handler is injured or killed and it becomes necessary to remove the canine from the scene, the shift supervisor will evaluate the situation and determine the best method of removing the canine.

B. Canine Bites and Injuries

- 1) When a canine bites or in any way injures an individual, whether or not in the line of duty, the handler will:
 - a) Render immediate medical attention to the person bitten or injured;
 - b) Examine the affected area to determine the extent of the injury;

- c) Obtain emergency medical treatment for the person, if necessary;
- d) Notify the Duty Officer;
- e) Take photographs of the affected area if possible prior to and following medical treatment;
- f) Detain the person bitten or injured if/when appropriate;
- g) Complete a general report form whenever it has been alleged that a canine has bitten or otherwise injured an individual;
- h) Complete the Worcester County Animal Bite Report if/when appropriate;
- i) The police canine is exempt from a veterinary exam and the check dates as mandated by the Worcester County Department of Animal Control.;
- j) Report the health of the biting animal to the Worcester County Department of Animal and Rabies Control on the first (1st) and tenth (10th) days following the bite: and
- k) Forward copies of all reports through the chain of command to the Chief of Police prior to the end of the current tour of duty.

C. Handler Unavailable

- 1) Whenever the handler is unable to perform his/her duties due to illness, injury, vacation, or special leave:
 - a) The handler and canine are a certified team. No other handler can utilize the canine. Care for the canine must be taken over by the spouse or trainer;
 - b) The canine may be housed in a departmentally approved kennel when the handler is unavailable;
 - c) Under no circumstances will the dog be shot or injured;
 - d) Keep the public clear of the area and remove unneeded members from the scene;
 - e) Any attempt to handle the dog should be done only by the spouse or K9 trainer;
 - f) If the dog is confined:

- (1) Maintain confinement;
 - (2) Attempt to get a household member of the handler to the scene, preferably the spouse;
 - (3) The spouse will gain control of the dog and take custody of the dog;
 - (4) If a household member is unavailable, have the nearest canine handler respond. The handler can remove the dog so that the vehicle can be moved from the scene.
- g) If the dog is loose:
- (1) Attempt to confine the dog within a cordon of officers or fenced area;
 - (2) Attempt to get a household member of the handler to the scene, preferably the spouse;
 - (3) The household member will gain control of the dog and take custody of the dog;
 - (4) If a household member is unavailable, have the nearest canine handler respond. The handler can remove the dog so that the vehicle can be moved from the scene.
 - (5) If no household member or handler is available, or under extreme circumstances, another department member may attempt to gain control of the dog with permission of the shift supervisor;
 - (6) The dog is to be brought to the handler's residence. If this is not possible, the dog will be brought to the station and placed in the impound area until the dog can be brought to the residence;
 - (7) When all other circumstances fail and a potential hazard exists, a veterinarian should be contacted to tranquilize the dog. No attempt will be made to tranquilize a dog while confined in the canine vehicle.

10. Canine Unit Use in General

A. The use of the police canine unit is authorized when the following conditions have been met:

- 1) The canine handler will review the circumstances of each situation

and make a determination as to whether or not the canine unit should be used. The canine handler is the best qualified individual to determine when and how his/her canine should be deployed.

- 2) When the canine handler determines the canine should not be deployed, he will explain the reason to the shift supervisor.
 - 3) If agreement cannot be reached concerning the canine's use, the Duty Officer will be contacted to resolve the problem.
 - 4) A record of any difference of opinion regarding the tactical deployment of the canine will be entered into the handler's log.
 - 5) The canine handler and department will maintain accurate records that document the use and the proficiency of individual canine officers and others who may need it to seek a warrant.
- B. The canine unit will not be the primary unit involved in any pursuit. If the canine unit is the initiating vehicle in pursuit, it will relinquish the position to the first marked unit available.
- C. At no time will the handler take the dog away from home other than on duty or call out, training, or as approved by the Patrol Commander.
- D. Teasing, agitating, or rough-housing with the police canine is strictly prohibited unless performed as part of a training exercise.
- E. Handlers will not permit anyone to pet or hug their canine without permission and immediate supervision. Should a civilian express a desire to do so, he/she should be informed that the police canines are serious working dogs and are trained to protect their handler and that they can be dangerous if improperly approached.
- F. The canine will primarily be housed in the inside of the handler's residence at all times.
- G. Handlers should make every effort to socialize their dog with department and family members and are reminded to exercise due regard for the safety of all persons during these times.
- H. Canine teams shall be deployed at times and locations that provide optimal response throughout the City of Pocomoke.
- I. In order for the canine program to function properly, teams should not normally be assigned a zone or calls which may generate lengthy report writing and detain the teams from road patrol functions unless absolutely necessary. When calls for service are backlogged, teams may be assigned calls to ease the load of patrol officers. Shift supervisors will be prepared to articulate justification for such use of canine teams when making zone or call assignments.

- J. On-duty canine teams shall respond to crime in progress without specific dispatch and shall be primary back-up patrol officers in traffic stops whenever practical.
- K. Shift supervisors may establish the order of priority for team response to multiple calls.
- L. Duties of Patrol Officers include, but are not limited to, the following:

In order to achieve maximum effective use of the canine team, patrol officers should:

 - 1) Maintain a perimeter of any area or building to be searched by a canine team. Patrol units should be moved in coordination with the team's track;
 - 2) Avoid contaminating the search area prior to the completion of the canine's search;
 - 3) Make the handler aware of any contamination of a scene to be searched by the canine team;
 - 4) Ensure the removal of all people known to be in the search area prior to the start of the search;
 - 5) Be prepared to accompany the handler and provide backup protection to the team during a search or track;
 - 6) Not interfere with the training phases of any team;
 - 7) Not reach into the canine vehicle while the dog is inside;
 - 8) Not agitate the dog; and
 - 9) Not approach the dog without the handler's permission.
- M. Duties of Members Working in Communications include, but are not limited to, the following:
 - 1) In coordination with the shift supervisor, ensure that there are enough units dispatched to secure a perimeter;
 - 2) Maintain telephone contact with the complainant so that additional information may be obtained for responding units. Telecommunications should gather full details and relay them to the canine handler so that information is current and the dog's energies are not squandered needlessly as they walk the area;
 - 3) Attempt to determine if the person calling is any danger. If not,

the telecommunicator should advise them to stay in the location and await the arrival of the canine team. If the caller is in danger, the telecommunicator will relay this information to responding units;

- 4) Clear a channel for canine unit use upon arrival of the team. The radio will be cleared for emergency transmissions from the handler. Direction of flight by and description of a suspect needs to be updated; and,
- 5) Be prepared to contact the department veterinarian should the dog become injured. Telecommunicators should advise the veterinarian of the problem and estimated time of arrival at the office.

N. Department members will:

- 1) Heed the directions of the handler when a canine team is involved in a specific situation relating to an incident or investigation;
- 2) Not tease or harass the dog unless directed to do so by a handler in a training situation;
- 3) Not pet or attempt to pet the dog without the handler=s permission. Approach the dog in a calm, friendly manner; and
- 4) Not feed the dog without the handler=s permission.

35.1.2 Specific Explosives Detection Canine Procedures

The Pocomoke City Police Department does not currently have an Explosives Detection Canine.

35.1.3 Specific Narcotics Detection Canine Procedures

1. General Use

A. Building, vehicle, and area search for illegal drugs which the K-9 has been certified for to include, but not limited to, the following:

- 1) Traffic stops;
- 2) Search warrants;
- 3) Schools;
- 4) Public service demonstrations;

- 5) Drug interdiction; and
- 6) Agency assist.

2. Deployment

A. If a canine team is on duty it should respond to the following, if so trained:

- 1) All crimes where the suspect has fled on foot and a possible tracking exercise could develop;
- 2) Missing children/elderly person calls;
- 3) Narcotic searches where the team is certified for the drug being sought; and
- 4) Any other call where the supervisor believes that the canine team would be an asset as backup or primary unit.

B. Searches (for items and persons)

- 1) The handler is in charge of scenes to be searched for the placement of perimeter security and entrance into the area to be searched until the canine search is ended and clear. Officers should refrain from entering any area which the canine might subsequently search in order to avoid scene contamination. If the area has been contaminated, officers should advise the handler of the contamination and location so that he can make allowances for it in the search.
- 2) During searches, a perimeter should be established by patrol units. This will help contain or lead to the apprehension of a fleeing suspect. During area searches, the perimeter may be mobile, fluctuating as the search continues.

C. Tracking

- 1) The use of canine teams to track and search for missing or endangered persons or suspects makes use of the dog's naturally sensitive sense of smell and can aid in the quick conclusion of a search.
- 2) During tracking exercises, the perimeter will be secured by patrol units while the canine team proceeds with the track. The handler will keep the perimeter units updated concerning his location and direction by radio in order to allow the perimeter units to move accordingly in an effort to keep the perimeter secure.

- 3) Patrol units should not enter the perimeter on foot because this will cause contamination of the search area confusing the dog, lengthening the search, thus endangering the victim or allowing a suspect greater opportunity for escape. If a patrol unit should enter the contamination field, this information needs to be passed to the canine team as soon as possible so that the handler can adjust the canine=s reactions accordingly. The patrol unit should have exited the area before the arrival of the canine team in order to minimize the dog=s confusion.
- 4) Tracking will be done with the handler having positive physical control of the dog by having the dog on a leash.

D. Searches for Drugs

- 1) Without consent, canine searches (sniffs) for drugs are authorized only when there is no reasonable expectation of privacy in the item(s) to be searched. If not specifically addressed in the following guidelines, officers shall use the foregoing principle and the direction of the canine supervisor to determine the permissible scope of canine searches.
- 2) Public Facilities and Places
 - A. Police canines may not be used to sniff luggage and related personal items in the physical possession of (i.e. control of or close proximity to) and individual in a public facility unless:
 - 1) There is reasonable suspicion that the personal possession contains illegal drugs or evidence of a crime; and
 - 2) The time required to conduct the sniff is limited in duration.
 - B. Police canines may be used to sniff luggage or other personal effects of an individual on either a random or selective basis if the items are not in the possession of owner (for example, on conveyor belts, in the possession of the baggage handlers, etc.)
 - C. Whenever possible, exploratory sniffing in public facilities should be conducted with the advance knowledge of the facility manager. It should be conducted without interference or annoyance to the public or interruption of facility operations.

- 3) Exterior of Residences
 - A. Either individual dwellings or the common areas of multiple dwellings are not permitted without a search warrant or as otherwise permitted by the state or federal law.
 - B. The use of drug detection canines in schools is limited to situations where there is reasonable suspicion to believe that illegal drugs are being sold, possessed and/or consumed on the premises. When reasonably possible, the school principal or designated authority should be contacted in advance of the search and the canine search should be limited to inanimate objects where there is no reasonable expectation of privacy.
- 4) Sniffs of Motor Vehicles
 - A. May be conducted when there is reasonable suspicion to believe that the operator or passengers are in possession of illegal narcotics, or
 - B. The canine sniff is limited to the exterior of the vehicle.
- 5) Obtaining Controlled Substances for Canine Training
 - A. The Canine Officer will contact the Drug Enforcement Agency and follow their proper procedures in obtaining training controlled dangerous substance materials, after following the proper chain of command for approval.
 - B. The training controlled dangerous substances will be kept in the approved Drug Enforcement Agency locked file cabinet in the Officer's Room, which is monitored and recorded by a surveillance camera, per Drug Enforcement Agency Rules.

CRIMINAL INVESTIGATION

The directives in this chapter relate to the criminal investigation function as performed by officers assigned to the Criminal Investigation Division (CID) and uniformed officers. The Pocomoke City Police Department will provide personnel to the two county wide investigative units – the Worcester County Bureau of Investigations (CBI) for criminal investigations and the Worcester County Criminal Enforcement team (CET) for drug investigations, pending if staff will allow. At this time the Pocomoke City Police Department will provide personnel to both of these investigative units.

36.1 SERIOUS CRIMES - CID RESPONSE

1. The Pocomoke City Police Department does have one criminal investigator who is assigned to the Worcester County Bureau of Investigations (CBI) to investigate major criminal matters. The Worcester County Bureau of Investigation is comprised of investigators from the Maryland State Police, the Worcester County Sheriff's Office, the Pocomoke City Police Department, the Berlin Police Department, as well as other investigators from other agencies within Worcester County. When an investigator from CBI is needed officers will have communications make contact with Worcester Central to have the on-call supervisor from CBI notified and make contact with the requesting officer. The requesting officer will brief the on-call supervisor from CBI on the details of the case they are asking assistance with. The officer will also make contact with the on-call Duty Officer for the Pocomoke City Police Department to brief them on this matter as well.

The following offenses are of a nature requiring the immediate assignment of an investigator.

1. Deaths
 - a. Homicide Investigation (We will be assisting the MSP Homicide Unit)
 - b. Suspicious Death Investigations
 - c. Suicides
 - d. Plane Crashes
2. Sex Crimes
 - a. Sexual Assault Investigation
 - b. Sexual Child Abuse
 - c. Child Pornography Investigations
 - d. Revenge Pornography
 - e. Prostitution Investigations
3. Crimes Against Citizens
 - a. Burglary with a loss value \$2,500.00 or any firearm
 - b. Serial Burglaries
 - c. Bank Robbery
 - d. Robbery (Armed or Strong Armed)

- e. First Degree Assault (Serious)
 - f. Kidnapping
 - g. Endangered Missing Persons
 - h. Felony Fraud/Theft (Contact WCBI Supervisor for review)
 - i. Embezzlement with a loss value of \$2,500.00
 - j. Industrial Accidents where MOSHA would be contacted
 - k. Bomb Threats
 - l. Serious Child Physical Abuse
- 4. Other
 - a. Impersonating Police Officers
 - b. Threat Against Public Officials
 - c. Threat Assessments
 - d. Vulnerable Adult Abuse
- 2. The Duty Officer will be on 24 hour call as well as a Criminal Investigations Division supervisor and an investigator from the Worcester County Bureau of Investigations.
- 3. If requested by the assigned investigator, the on-scene patrol supervisor will provide patrol personnel as available to assist with protection of crime scene, traffic, crowd control, witness canvasses, etc.
- 4. If there is any question at all as to the response of an investigator, the Duty Officer is to be contacted.

36.1.1 CASE SCREENING/SOLVABILITY FACTORS

- 1. The PatrolCommander is responsible for reviewing all reports and determining which are to be forwarded to CID investigators for follow-up or suspending investigative effort. Factors used in determining the case status include but are not limited to:
 - A. Whether there was a witness to the crime;
 - B. Whether the suspect was named;
 - C. Whether the suspect was located;
 - D. Whether a description of the suspect is available;
 - E. Whether a suspect vehicle was identified;
 - F. Whether a significant modus operandi was present, and
 - G. Other details documented in the report.

36.1.2 INVESTIGATIVE CASE FILE MANAGEMENT

- 1. The Pocomoke City Police Department has a case status control system which records the type of case, the case number, the date assigned and the investigator assigned. The Supervising Criminal Investigator is accountable for the maintenance of assigned reports.
- 2. The Patrol Commander is responsible for case status which will be utilized as appropriate to facilitate case management and control.
- 3. Patrol officers may suggest that a case be suspended when the initial investigation

reveals no significant information (i.e., --vehicle, suspect description, etc.)

4. An investigative case file will be maintained on all cases in which investigative activities are ongoing. Case files provide an immediate information resource to investigators. Under no circumstances should investigative files contain original materials which should be part of other departmental files.
 - A. Case files should contain a copy of preliminary investigative reports, records of statements, results of examinations of physical evidence, case status reports or addendums, and other reports and records needed for investigative purposes.
 - B. When a case is suspended or closed, the investigative case file or report should be sent to Records for filing.
 - C. Each investigator should keep assigned active case files current and as up-to-date as possible, and stored in investigator's assigned Operations area in such a manner that, when off duty, the investigator can find and refer to the case files, if required to do so.
 - D. Once a case has been disposed of by arrest, suspension or other clearance, the written file, as well as computerized records, of that case will be maintained by the Department.

36.2 PROCEDURES TO OBTAIN/DEVELOP INFORMATION

1. Information Development

Basic to the police profession is the obtaining, development and utilization of information. Information is available through witnesses, victims, informants and other sources available to officers. The right information, leads to the successful completion of an investigative matter. Officers must be "information conscious" and develop their skills in the art of interview, interrogation, surveillance and the collection and preservation of physical evidence. In a criminal investigation the officer has an outline readily available as to the type information needed, the elements of the offense. Investigations must develop information which proves the elements of the offense in order to obtain a successful prosecution in court.

2. Witness and Defendant Statements

It is the policy of the Pocomoke City Police Department, in major cases, to take both witness statements and defendants' statement. The department recognizes that it is not always possible to obtain a statement from a defendant. Nevertheless, a statement from a witness is a necessary investigative tool; be "informant conscious," a cooperative witness may be a potential informant.

A witness statement is a prosecutorial and investigative aid. The contents of the statement must be testified to by the witness at the time of the trial.

The statement is a memorandum of recollection for the witness at the time of the trial. The witness is allowed to read the statement to refresh his/her memory. Remember, we depend on the witness to testify many months after the crime has occurred. Therefore, a complete detailed statement is essential.

The Fifth Amendment Right Against Self-Incrimination: Police officer are often

in doubt as to when or if they should advise an individual of their Miranda Warnings. While Miranda deals with in-custody interrogation, the question of when “custody” applies arises. *Escobedo V. Illinois* requires the giving of Miranda Warnings when the investigation focuses on a suspect(s) and the interrogation reaches the accusatory stage. Since these two cases appear to contradict each other a proper guideline for police officers to follow is to advise suspects of their Miranda Warnings in all felony and misdemeanor cases where the arrestee or defendant will be questioned.

- a. In order to achieve uniformity and ensure that individuals receive their Miranda Warnings, police officers, will be issued cards with the Miranda Warnings and Waiver on them. When advising individuals of their rights, the card will be read aloud.
- b. After the Miranda Rights have been read, understood, and the individual wishes to waive them, officers will have them sign the Waiver of Rights form.

The Defendant's Statement: An interrogation is the formal and methodical questioning of a suspect. Many times your job is just beginning when you obtain a statement. You should not depend on the statement alone. The statement should be corroborated, by further investigation. The information in the statement will often provide investigative leads.

The format of the first paragraph of victim, witness and defendant statements is as follows: Sample of Witness Statement:

Statement of Mary Jones, female, 1010 Main Street. Taken at the Pocomoke City Police Department. Interviewed by Officer Henry Smith in the presence of Officer Michael Jones:

Statement begun at 10:00 a.m., March 23, 2000 (Never use military time in a statement).

Q. What is your full name and address?

A.

Q. What is your age and date of birth?

A.

Q. What is the highest grade you completed in school, and what school did you attend?

A.

Q. Can you read and write?

A.

The next question should be in reference to the crime or incident being investigated. Never ask direct questions about the crime being investigated. Direct questions can be considered leading questions. The best approach to use is the open-ended non-directive question.

Q. Did you have an occasion to be in the vicinity of Main and Division Streets on March 23, 2000?

A.

Q. Will you tell me in your own words if anything unusual occurred while you were at this location?

A.

Do not tell the witness what the crime was, who committed it, etc. Let the words come from the witness. Let the witness describe in narrative form exactly what he or she did or observed. Do not interrupt the witness while he or she is talking. After the witness has finished the narrative then the investigator should ask questions for clarification. The investigator, interviewing the witness, should have a thorough knowledge of the crime or incident. After all the questioning is finished, a final question should be asked.

Q. Is there anything else that comes to your mind that you want to tell me about this incident?

A.

The statement can then be closed utilizing the following format:

Q. After you read this statement and find it to contain what you have said, will you sign it as a true statement of fact?

A.

Statement terminated at 10:30 a.m., March 23, 2000.

Witnesses

Signed

_____	_____
_____	_____

All statements will contain the time the statement began, the time the statement ended.

Note: At the discretion of the investigating officer, the statement or a portion thereof, should be read aloud by the defendant to ensure the defendant can, in fact, read.

3. The Interview:

A. The word "interview" was first used in 1514 to indicate a meeting of persons face to face, for the purpose of a formal conference.

B. For police purposes an interview indicates that a police officer is talking with a victim, witness, defendant or an informant. Basically an interview can be organized around two goals.

- (1) The solution of an immediate problem.
 - (2) Recognition of an individual's feelings.
- C. Investigators have a duty to probe the story of each witness thoroughly.
 - (1) Record the story of the witness.
 - (2) The investigator should be able to view the story through the witness' eyes.
 - (3) The witness should have personal knowledge.
 - (4) The interview should be non-suggestive.
 - (5) The witness should not be interfered with or restricted in any way.
 - (6) The witness should be interviewed without delay.
 - (7) Time should not be a factor.
 - (8) Be mindful of pathological lying.
- D. Preliminaries
 - (1) Must be planned and started on a sound footing.
 - (2) Timing.
 - (3) Physical and emotional needs.
 - (4) Preparation
 - (5) Privacy.
 - (6) Eliminate physical barriers.

5. The Interrogation

Interrogation is the formal and methodical questioning of a suspect and the following guidelines are designed to assist the officer.

- A. Never interrogate a suspect alone. If possible, have one officer of the same sex as the person being interrogated.
- B. Never carry a weapon in an interrogation room. Firearms should be locked in a safe place prior to the interrogation.
- C. Keep an accurate chain of custody on suspect from time of arrest until investigation is complete.
 - (1) Where was he arrested?

- (2) Who arrested him?
- (3) What time was he arrested?
- (4) Who transported him?
- (5) What time, and who processed him?
- (6) When was he advised of his rights, what time, and who advised him?
- (7) What time was the statement begun?
- (8) Who was present when statement was taken?
- (9) What time was the statement completed?

6. Background Investigations

Background investigations may also be required of individuals who are not applicants or candidates for employment. Such investigations may be required by state or local codes for specific purposes, such as the background investigation required by City Code of persons who wish to obtain certain permits. When necessary, the specific statute requiring such investigation will determine the purpose of the background investigation.

Procedures similar to those used for applicant background investigation will be followed. The depth of investigation, report format, and use of the information collected will be in accordance with the statute requiring the investigation. Such investigations will be conducted discretely and with special precautions. Record copies of such investigations will be maintained in accordance with federal, state and local requirements for privacy, security, and freedom of information. Background investigation records will be maintained on file for at least three (3) years.

7. Surveillance

- A. The Supervisor of criminal investigations is responsible for controlling surveillance and undercover equipment owned by the Department. Prior to loan of this equipment to any officer of this Department, he will ensure that use is appropriate, legal, part of an approved plan, and that the officer to use the equipment knows how to both use and care for it.
- B. Wire or Oral Intercepts
 1. No Department member may conduct, assist, or participate in the interception of wire or oral communication without express authorization from Command Staff.
 2. All requests for interception of communications, all applications to a court, all court orders, all tapes and recordings, all reports, and

all other records, writings, or information concerning the interception of communications shall be considered strictly confidential by every member of this Department, and all knowledge or information relating thereto shall be restricted to those persons authorized by law or by this procedure on a "need-to-know" basis.

3. Interception of wire or oral communication may only be done for the following crimes:
 - a. Murder
 - b. Kidnaping
 - c. Gambling
 - d. Robbery
 - e. Any felony under the Arson and Burning subheading in the Annotated Code of Maryland Title 6, Subtitle 1, Sections 6-101 thru 6-111.
 - f. Bribery
 - g. Extortion
 - h. Rape, a sexual offense in the 1st or 2nd degree, child abuse
 - i. Dealing in controlled dangerous substances
 - j. Conspiracy to commit any of the above
 - k. Insurance fraud
 - l. For the protection of undercover personnel investigating non-applicable crimes (no recording can be made and conversation cannot be used in evidentiary proceedings). Refer to CJ 10-402.
 - m. Offenses related to destructive devices per Annotated Code of Maryland Title 4, Subtitle 5, Sections 4-501 thru 4-503.
4. All electronic, mechanical, or other devices whose design renders them primarily useful for the purpose of surreptitious interception of wire or oral communication, and other necessary related equipment owned by the Department or a member of the Department, will be registered with the Maryland State Police by the Criminal Investigation Division prior to use.
 - a. The Departmental Investigator is responsible for controlling the Department's equipment used for electronic interception. The equipment will be maintained in a secure area as designated by the Chief of Police. Any use of the equipment must be entered in the log maintained by the Departmental Investigator along with the case number referring to the report concerning its use, maintained in the files.
 - b. The Supervisor of criminal investigations, is responsible for ensuring that the use of the equipment is appropriate, legal, part of an approved plan and the officer using the equipment has been trained in its use and care.

5. This equipment will be under the control of, and maintained by, the Command Staff. This equipment will be made available to members trained in its use as needed, provided proper authorization is present. No member of the Department may use any unregistered equipment to intercept wire or oral communications.
6. A wire or oral intercept may be consensual or court ordered. These terms are defined as follows:
 - Consensual - refers to an intercept in which one of the parties to the conversation has consented to allow the police to intercept that communication. The consenting party may be a police officer or a civilian acting at the direction and under the supervision of a police officer.
 - Court Ordered - refers to an intercept in which none of the persons involved in the communication has consented to allow police to record that information.
7. All wire or oral intercepts will be tape recorded and treated as any other evidence by submitting to the Property Custodian to be stored in the property room. All original tapes will be processed and held as evidence, regardless of their content. Original tapes made pursuant to a court-ordered intercept will be held as the issuing judge directs, and must be retained in any event for no less than ten years. All other original tapes will be held as evidence until the period for appeal of all affected parties has been concluded, unless otherwise ordered by a Circuit Court Judge. Original tapes may be copied for working purposes with the approval of the State's Attorney. Working tapes will be maintained in the investigating officer's case file. Working tapes will be destroyed when they have served their use by order of and in the presence of the States Attorney. Note: No magnets or magnetic materials will be stored with these tapes.
8. A record of all wire or oral intercepts will be maintained by the Criminal Investigator. These records will be maintained with the original tape(s) in the property room. They will be destroyed at the same time and along with the tape(s) to which they pertain. The records include:
 - (a) A copy of all court orders.
 - (b) A copy of all Consensual Monitoring Forms.
 - (c) A copy of the incident/intelligence report, including:
 - (1) Name of consenting party;

- (2) Name of officer assigned; and
- (3) Date of intercept.

C. Consensual Interception

The Duty Commander, and CID personnel will become familiar with, and assure compliance with the following sections of the Courts and Judicial Proceedings, Annotated Code of Maryland prior to authorizing the consensual interception of wire or oral communications:

- 1. Subtitle 4, Sections 10-401 thru 10-405;
- 2. Subtitle 4, Sections 10-407, 10-408 (g) (1), and 10-408 (h); and
- 3. Subtitle 4, Sections 10-410 thru 10-412.

D. Any CID member may request permission to intercept communications if the following conditions have been met:

- 1. The facts of the case must be specific and articulable.
- 2. The initial report must be completed.
- 3. The member must believe that additional evidence will be obtained through the consensual interception of communication.

E. The Supervisor of criminal investigations shall:

- 1. Ensure that the case involves an applicable crime.
- 2. Ensure that the conditions in paragraph 4 above are met.
- 3. Arrange a meeting with the Supervisor criminal investigations, investigating officer, and (if possible) the consenting party in order to review the facts.

F. The Supervisor of criminal investigations shall decide the necessity of the intercept. If he agrees to its use, he shall ensure that a Consensual Monitoring Form, is completed (original and a copy) prior to the intercept.

G. The Commander, shall ensure the equipment use log is completely filled out.

H. Court Ordered Interception

Court ordered interception requires:

- 1. Permission from the Chief of Police.
- 2. A valid court order.

I. The Supervisor of criminal investigations shall:

1. Be totally familiar with Subtitle 4, Sections 10-401 thru 10-408 and 10-410 thru 10-412 of the Courts and Judicial Proceedings, Annotated Code of Maryland.
 2. Maintain complete and accurate records of the investigation.
 3. Ensure liaison between the personnel assigned to the intercept, members of the State's Attorney's Office, and the Judge who signed the order.
- J. Any CID member may request interception of wire or oral communication by submitting a report to his Commanding Officer. The report shall state:
1. The existing evidence in the case.
 2. The additional evidence that would be obtained by an intercept.
 3. What investigative techniques have been used, the results of those techniques, and why each has failed, appears to be unlikely to succeed, or appears to be too dangerous.
- K. If the Duty Command Officer concurs, he shall:
1. Ensure that the case involves an applicable crime.
 2. Prepare a written summary of the facts of the case (original only) along with his recommendation. This shall be kept at the CID office and remain apart of the case file. No copies are to be disseminated.
 3. Notify the Chief of Police or in his absence follow command protocol as listed in Chapter 5.
 4. Arrange a meeting with the Supervisor criminal investigations and a member of the State's Attorney's Office for interception other than consensual.
 5. If the persons at the meeting decide to proceed with the intercept, assign the necessary personnel to cooperate with the State's Attorney's office in drafting the application and affidavit. The State's Attorney will review the application and affidavit and take it before a judge for approval.
- L. Use of Video Surveillance Equipment
1. No Department member may conduct, use, assist, or participate in the use of the video surveillance equipment without the express authorization from the Supervisor criminal investigations or the Chief of Police (or in the absence of the Command Staff). If authorized by the Duty Commander, the Chief will be notified as soon as possible.

2. All requests for the use of video surveillance, all court orders, tapes, reports or other records concerning any use of the video surveillance equipment shall be considered confidential by every member of this Department.
3. The Duty Commander, is responsible for controlling the Department's video equipment. The equipment will be maintained in a secure area as designated by the Chief of Police.
4. The Duty Commander, is responsible for ensuring that the use of the equipment is appropriate, legal, part of an approved plan and the officer using the equipment has been trained in its use and care. The equipment may be used for other than investigative purposes (i.e., training films) with the approval of the Command Staff or the Chief of Police
5. The use of the video equipment during an approved Criminal Investigation will be restricted to locations where the officer using the equipment has a right to be. Examples include but are not limited to: public streets, private property where permission has been obtained from the property owner, or other locations deemed appropriate and legal. In all cases, the location and plan must be approved by the Supervisor criminal investigations. Any questions concerning the legal use of the equipment should be referred to the State's Attorney.
6. The audio portion of the video surveillance will be restricted to the standards set forth for wire and oral intercepts when used during a criminal investigation. In all criminal cases the audio will remain unplugged unless approved by the Commander, any questions concerning the legality of the use of the equipment should be referred to the State's Attorney.
7. The Duty Commander, will assure the use of the equipment is within constitutional guidelines and that any invasion of privacy is minimal except for what evidence is needed to prosecute. Any surreptitious use outside of the guidelines in paragraph 5, shall be by court order only. Prior authorization and assistance by the State's Attorney must be sought according to the guidelines set forth for wire and oral intercepts.
8. Video tapes will be treated as any other evidence by submitting to the Property Custodian to be stored in the property room. They will be maintained until the appeal period of all affected parties has been concluded and, thereafter, will be destroyed upon an order from the State's Attorney.
9. Any member of the Department may request the use of the equipment by submitting a request to the Command Staff and Chief of Police. The Command Staff shall ensure the use of the equipment is appropriate, legal and part of an approved plan. The Supervisor criminal investigations shall provide a trained operator

for the equipment from CID unless the member requesting the use of the equipment has been trained in its use and care to the satisfaction of the Supervisor criminal investigations and Chief of Police.

36.2.1 PRELIMINARY INVESTIGATION

1. The preliminary investigation begins when the first police unit arrives at the scene of a crime, or telephonic information is taken concerning a crime.

An officer's responsibilities in conducting a preliminary investigation will vary according to the nature of the crime being investigated. The officer's responsibilities may include, but are not limited to, the following:

- a. The officer, normally a patrol officer, should respond promptly and safely;
- b. The importance of a prompt but safe response, is particularly significant in incidents of crimes against persons because of injuries to the victim. The response is directly in proportion with the nature of the call and the necessity for the preservation of the crime scene and as directed by the Squad Supervisor;
- c. Provide aid to the injured;
- d. Protect the crime scene to ensure evidence is not lost or contaminated;
- e. Determine if an offense has actually been committed, and if so, the exact nature of the offense. Certain offenses will necessitate calling for investigative units.
- f. Determine the identity of the suspect or suspects, and effect an arrest if it can be accomplished either at the scene or through immediate pursuit;
- g. Furnish other field units, descriptions, method and direction of flight of suspects, and other relevant information concerning wanted suspect, suspects or vehicles;
- h. Note all conditions, events, and remarks;
- i. Locate and identify witnesses;
- j. Interview the complainant, witnesses and suspects, and, if appropriate obtain legally written statements;
- k. Arrange for collection of evidence;
- l. Decide the necessity of some degree of follow-up security of the crime scene, and
- m. Accurately and completely record all pertinent information on the prescribed report forms.

2. As soon as the preliminary investigation is concluded by the Patrol Officer, the initial field report should be completed including all information obtained at the scene of the offense.
3. It shall be the responsibility of the Squad Supervisor to ensure that an adequate and complete preliminary investigation has been made and to review, screen, and approve the officer's report. Screening should include: review of facts stated to ensure all essential information indicating a criminal act are included, legibility, clarity, and completeness. The signature of the supervisor approving the report shall be on each report in the proper space. In the case of those offenses reported directly to and handled completely by investigations, the Departmental Investigator will be responsible for ensuring proper reporting.

36.2.2 FOLLOW-UP INVESTIGATION

1. The follow-up investigation is an extension of the preliminary investigation. The purpose of the follow-up is to provide additional investigation in order to effect the arrest of an offender and/or recover stolen property.
2. Officer or investigator responsibilities of the follow-up investigation include, but are not limited to the following:
 - A. Review and analyze all previous reports conducted in the preliminary investigation and the results of all laboratory examinations;
 - B. Review all pertinent departmental records;
 - C. If appropriate, re interview the complainant, victim(s) and witnesses;
 - D. Conduct additional interviews and interrogations, and obtain information from additional sources such as informants, police officers, etc.;
 - E. Check suspects' criminal histories;
 - F. Identify and apprehend suspects;
 - G. Recover stolen property;
 - H. Planning, organizing, conducting searches, and collecting physical evidence;
 - I. Disseminate information as appropriate;
 - J. Determine suspects' involvement in other crime through review of departmental records concerning similar offenses;
 - K. Arrange for polygraph examinations, if appropriate;
 - L. Record information and prepare supplemental reports as required;
 - M. Detectives assigned follow-up investigations will attempt to contact the victim within 3-5 days of receipt of the case and re-contact within 7-10

days documenting these contacts as followup reports. Based on the type and/or the seriousness of the crime, the detective will maintain contact with the victim as needed. Maintaining contact reflects our genuine concern for the victim and may result in obtaining additional investigative leads. All procedures will follow victim/witness protocol as stated in the MD Constitution, Article 47.

- N. Prepare case folder for court proceedings; and
 - O. Contact States Attorney and assist in prosecution.
3. Assignment of Follow-Up Investigations
- A. Patrol officers will conduct and complete the investigation of all non-criminal calls for service, for misdemeanor or felony crimes committed except as stated in the CBI outline. If the officer can make an arrest or further investigate the incident, CBI will not be contacted.
 - B. Detectives will conduct the follow-up investigations once the case is referred to CBI.
 - (1) The Squad Supervisor will be contacted by and assist officers in determining whether immediate follow-up should be conducted by uniformed personnel or authorize the calling out of an investigator; and
 - (2) The Squad Supervisor shall determine whether investigations by Patrol Officers shall temporarily be suspended until the next tour of duty of the investigating officer or, after consulting with the oncoming Squad Supervisor, a request made for oncoming personnel to continue the investigation.

36.2.3 CRIME CHECK-LISTS

(Extracted from William Dienstein, How to Write a Narrative Report, Charles C. Thomas, 1964)

- 1. General Investigative Questions
 - a. Who is involved?
 - (1) Who is the victim?
 - (2) Who is the suspect?
 - (3) Who is a witness?
 - (4) Who reported the case?
 - b. What happened?
 - (1) What took place?

- (2) What offense was committed?
 - (3) What are the elements of the offense?
 - (4) What was the object of the attack?
- c. When did it happen?
 - (1) When in time did the occurrence take place?
 - (a) At what hour?
 - (b) On what day?
 - (c) In what month?
 - (d) In what year?
 - (2) Was it day or night?
 - (3) Was it clear or cloudy?
 - (4) Was it foggy, misty, raining, smoggy, snowing, hailing, sleeting, etc.?
- d. Where did it happen?
 - (1) Where did the offense occur?
 - (2) Where was the object of the offense?
 - (3) Where is the object of the offense now?
 - (4) Where was the object of the offense found?
 - (5) Where was the perpetrator of the offense?
 - (6) Where is the suspect now?
 - (7) Where was the suspect when apprehended?
 - (8) Over what area did the offense extend?
 - (9) Where were the witnesses in relation to the crime scene?
 - (10) Where are the witnesses now?
- e. How did it happen?
 - (1) How was the offense committed?

- (a) What preparation was made to commit the offense?
- (b) What was done to avoid detection?
- (2) How was the property or person attacked?
 - (a) What method was used to induce the victim to give up his property.
 - (b) What means were used to overcome resistance of the victim?
 - (c) What means or instruments were used in the perpetration of the offense?
- (3) How did the offender act?

What did the victim do in response to the actions of the perpetrator?
- (4) How did the victim act?

What did the victim do in response to the actions of the perpetrator?
- (5) How did the situation assist in the commission of the offense?
- (6) How did the offender enter the crime scene?

What means were used?
- (7) How did the offender leave the crime scene?

What means were used?

2. Offenses Against Persons. Robbery, Assault, Battery, Murder, Kidnaping, Abduction, Mayhem, Sex Offenses, Extortion

- a. How did the perpetrator approach the victim?

What device, trick, ruse, method did the perpetrator use to gain access to the victim?
- b. What did the perpetrator say?

What exact expressions were used?
- c. What, in detail, did the perpetrator do?

How did he act?
- d. What means did he use?

gun seduction razor

knife	promise	chemical
bodily force	blackmail	missile
club	poison	badge
intoxication	scissors	request
		other

e. What preceded the offense?

quarrel	breaking and entering
attack	robbery
accusation	burglary
self-defense	
impersonation	(officer, repairman, inspector, salesman, prospective renter or buyer, canvassers, etc.)

f. What was the victim doing immediately preceding and at the time of the offense?

opening or closing premises
going to the bank
walking
riding in vehicle
at residence
preparing to leave residence
arriving at residence
parking automobile
other

g. Were there accomplices?

Complete personal descriptions

What did the accomplices do?
How did they participate in the crime?
What was said?
How many were there?
Did they arrive with the perpetrator?
Did they leave with the perpetrator?

h. How did the perpetrator arrive and depart?

taxi	on foot
automobile	other

i. What other facts surrounding the occurrence could be used to identify the perpetrator and accomplices?

3. Offenses Against Property. Burglary, Theft, Larceny, Worthless Checks, Embezzlement, Arson.

a. Burglary

Precisely what type of premises were entered?

Where was the point of entry?

What instruments were used to gain entry?

What was done by the investigator to preserve evidence of entry and exit?

What acts were committed by the perpetrator at the scene?

eating
drinking
defecating, urinating
malicious damage
defacing
smoking
use of matches
disturbance of materials
other

Where were the occupants of the premises? (Exact location)

How did perpetrator arrive and depart?

Any facts or acts that can be used to identify the perpetrator?

b. Theft

From what place was property stolen?

automobile		room, specific type
basement		showcase
closet		slot machine
counter	store	
display stand		telephone box
kitchen	toilet	
locker		tool box
lobby		trunk
mail box		vehicle
meter		window
porch: front, back		yard
		other

Were there occupants on the premises?

Where were they?

What means were used to take the property?

carrying away
shoplifting
trick and device
bodily force
other

How did the victim discover the loss?

What means were used to distract attention of victims or persons in the vicinity?

How did perpetrator arrive and depart?

c. Worthless Checks

How were checks written or otherwise prepared?

- pen
- pencil
- typewriter
- check writer
- raised
- rubber stamp
- amount

What type of paper was used?

- printed check form
- printed pay check
- counter check
- money order
- personal check form

How were checks returned?

- not sufficient funds (NSF)
- improper endorsement
- no such account
- forged
- fictitious

What purpose was to be served by check?

- cash, money
- jewelry
- clothing
- merchandise: type
- vehicle
- other

What claim was made by passer to establish authenticity of check?

- making purchase as customer
- impersonating another
- exhibits checkbook, bank deposit book, driver's license, other
- refers to well known person or persons

pretends to live in neighborhood
uses bogus letter of credit
other

Was victim able to note description of check passer?

What caused particular notice?

What did passer say when presenting check to victim?

What time of day was check passed?

How did the check passer arrive and depart?

Other pertinent facts?

d. Embezzlement

What was the subject of the embezzlement?

What was the value of the property?

Who had ownership?

Who had possession at the time of the conversion?

Under what circumstances was the property received or held?

How was the loss discovered?

Where was the property recovered?

Who had possession at the time of recovery?

(Questions under Worthless Checks, Theft or Larceny may be applicable to Embezzlement)

e. Arson

How was the fire reported?

means used: telephone
 fire alarm box
other

Who reported the fire?

name
address
telephone number
occupation
description of person

circumstances causing person to note fire

When was fire discovered?

exact time or inclusive period if exact time not determinable
specify A.M. or P.M.

Who discovered the fire?

name
address
telephone number
occupation
description
other

Under what circumstances was the fire discovered?

Where was the person who discovered the fire?

How did he happen to be there?

What type of structure or property was set on fire?

number of stories
approximate dimensions
approximate number of rooms
construction of building: brick
frame
iron
stucco
fireproof
other

factory
warehouse
mill
dwelling
garage
other

Was the building vacant?

Was a human being in the structure at the time of the fire?

Would an ordinary person have reason to know or suspect the building was inhabited?

Who occupies the building?

What type of business is carried on in the building?

- names
- addresses
- telephone numbers
- descriptions of owners of building

How long has this business been at this location?

- names
- addresses
- telephone number
- business or occupation
- descriptions of all occupants of the building

Who owns the building?

- name
- address
- age
- description
- when acquired building

How was the fire started?

What materials, accelerants, and devices were used?

What was the value of the property destroyed?

What were the findings of the arson investigator, of the fire department, and other agencies?

(Such reports are attached as exhibits)

Was there a burning or charring as distinguished from mere scorching?

What evidence (traces on clothing of suspect or clue materials at the scene) associated the suspect with the scene?

What actions of the suspect offered evidence of criminal intent?

- removal of valuable articles
- substitutions
- ill-feeling
- animosity
- hostility
- hatred toward owner or occupants
- unfriendly relations between suspect and occupants
- absence of any effort to extinguish fire or turn in alarm

36.2.4 ASSIGNMENT OF CID AND PATROL PERSONNEL

In the Pocomoke City Police Department there is rank structure. However it is possible to transfer personnel from patrol to CID (and vice versa) without regard to title, rank or salary schedule.

36.2.5 INVESTIGATORS ATTEND SHIFT BRIEFINGS FOR PATROL OFFICERS

Investigators are encouraged to attend Patrol shift briefings. The purpose of such attendance is to enhance and improve investigator-patrol officer personal relationships and to increase the mutual exchange of information.

36.2.6 TASK FORCE PARTICIPATION

Occasionally, investigators may be assigned to participate with one or more other law enforcement agencies as a member of an investigative task force dealing with major crimes or organized vice crime or intelligence activities. Prior to any such assignment the Chief of Police, or his designee, will have developed a written agreement with the other agencies involved which defines, explains, and clarifies the purpose, authority, responsibilities, accountability, resources available, operational procedures, and evaluation of activity results and their continued necessity. Task force participants will be thoroughly briefed on all these prior to assignment.

36.2.7 POLYGRAPH - DETECTION OF DECEPTION

1. Investigators will schedule, or assist other departmental personnel in scheduling polygraph examinations if appropriate, through the Maryland State Police or other certified and authorized examiner. State Police requirements as to advance notice, cancellation, conduct of the examination, etc., will be honored.
2. Maryland State Police examiners are all properly trained by the Maryland State Police and meet State Police standards as outlined in the Maryland State Police Polygraph Procedural Manual. State Police examiners are governed by all appropriate provisions of the Annotated Code of Maryland in regards to the conduct of polygraph examinations.
3. No aids for the detection of deception other than those of the Maryland State Police or an approved polygraph examiner will be used without the advance case-by-case permission of the Chief of Police.
4. Pursuant to the policy of the State of Maryland as provided in 42 U.S.C. ' 3796gg-8(a), no officer of the Pocomoke City Police Department shall ask or require an adult, youth, or child victim of an alleged sex offense as defined under federal, state, or local law to submit to a polygraph examination or other truth-telling device as a condition for proceeding with the investigation of an offense. As provided in 42 U.S.C. ' 3796gg-8(b), the refusal of a victim to submit to a polygraph or other truth-telling examination shall not prevent the investigation, charging, or prosecution of an alleged sexual offense.

36.2.8 INFORMANTS

It shall be the policy of this Department to encourage the proper development and use of informants by all officers. The proper legal use of an informant can greatly assist the efforts of the

police officer in obtaining vital information that may be used in the furtherance of an investigation.

1. Definition

- A. By definition, an informant is a person who provides information. A citizen giving a police officer information about neighborhood activities is an informant. A person who has been arrested who provides information about other participants in a crime is an informant. A person involved in the criminal element who provides information about who did a particular crime, and who receives money from an officer as payment, is an informant. Information is provided for different reasons by different people.
- B. A police officer should develop a variety of informational sources or informants. In many cases information will flow as a result of friendly, courteous conversations and questioning, by building good rapport, by providing efficient police response, and by just listening. In the process of the legal exercise of police authority officers have an opportunity to develop information sources.
- C. For purposes of this directive, a police informant is defined as an individual who provides useful police information concerning criminal activity, including vice, organized crime, or intelligence information and WHO EXPECTS SOME KIND OF RETURN, and who expects that his/her identities be kept confidential. Return is defined as a payment in money; assistance in dealing with the State's Attorney, or the courts in terms of charges, pleadings, or sentence; or an individual who, on multiple occasions, provides information out of a sense of obligation or personal need to help law enforcement and the community.
- D. All police officers should attempt to develop informants. For the security of the police officer and the informant, a system which provides confidentiality to the informant, identifies transactions, and provides for lawful accountability, is essential and must be maintained.

2. Identity of Police Informants

- A. Officers, uniformed or non-uniformed, who develop an informant as defined in paragraph 1C above, will contact their Supervisor and request the proper forms and prepare a confidential file on the informant as follows:

(1) Upon receiving a request from an officer to document an informant, the Chief of Police or Command Staff member shall assign a control name to the informant and provide the officer with the proper documents for the file, which shall include an informant history form and a conduct instruction form for the informant which is to be completed by the officer. An NCIC check shall be made and placed in the informant's file.

(a) The officer shall complete the informant history form and add any additional biographical and background information as necessary, including a criminal history, aliases, acquaintances and a supplement report including any information the informant has provided or can be expected to provide.

(b) The informant shall be provided with an informant conduct form which is to be signed by the informant (real name) and maintained in the informant file.

(2) The informant file shall be given personally to the Administrative Commander. The Administrative Commander shall be responsible for maintaining a separate secure location for all informant files and for the control and use of the files. An open file on the informant will be maintained in the "active" file section. If no activity is reported from the informant after a period of one year, the file will be designated as "inactive."

(a) Once the informant file has been established, it will be the officer's responsibility to keep the file current by using a supplement report to reflect any transactions including monies paid, including receipts, information supplied or the results derived from assistance rendered by the informant (i.e., number of arrests, amount of property or contraband seized as a result of information supplied by the informant).

3. Utilization of Informants

- A. Police officers will not make any "deals" with individuals relating to charging, pleading, or sentencing. Police officers must consult with the State's Attorney regarding these matters.
- B. Informant information may become the basis for a variety of legal and police processes. The officer should carefully consider possibilities of being required to reveal the identity of the informant and consult with the State's Attorney prior to court if there is any question.
- C. If there is an agreement with the State's Attorney that the informant will testify in court (i.e., informant testifying concerning a purchase of CDS) the Supervisor criminal investigations must be notified prior to consulting with the State's Attorney concerning any arrangements of this nature.
- D. Police officers should deal with informants very carefully, particularly those of the opposite sex or those whose sexual preferences may make an investigator more susceptible to compromise through alleged irregularities. Any personal contact with informants should be documented; i.e., A casual, open contact with an individual leads to an invitation for an

officer to accompany the individual to a secluded area or place of questionable nature. Even though no information of value to this or any other law enforcement agency is received, the officer must be mindful of the implication of such meetings and should, for his/her own protection, document the meeting in keeping with the guidelines provided in this Directive.

- E. Use of juvenile informants is a particularly sensitive area and the obtaining of parental permission as well as the written consent of the State's Attorney for juvenile matters is mandatory, prior to the utilization of a juvenile as an informant.
- F. Officers, prior to using informants in an investigation, will advise their Commander of that fact and also relate the location of any in person contacts, both for the safety of the officer and for the reasons as stated in paragraph 3(D) above.
- G. Funds for the payment of informants, the purchase of stolen property or drugs, etc., shall be obtained from the Supervisor of criminal investigations or his designee. Records of any monetary transactions shall be recorded on an PCPD Informant Cash Receipt Form.

The Supervisor criminal investigations or his designee will meet with the officer requesting payment prior to any payment or promise of payment. Factors to be considered, but not limited to:

- (1) The nature or seriousness of the crime.
- (2) Are there any other monetary rewards already offered or available?
- (3) Is the person giving the information placing themselves in danger?
- (4) What is the reliability of the information/informant?
- (5) Are there past cases where similar information has been received and an informant paid?
- (6) Are there any other factors that are at issue?
- (7) Any payment will be decided on a case-by-case basis.
- (8) The Supervisor of criminal investigations will approve the amount of payment.

4. Informant History

POCOMOKE CITY POLICE DEPARTMENT
INFORMANT HISTORY

Officer:			Date:
Assignment:			
Name:		Alias:	
Address:			Phone No #:
Sex:	Race:	DOB:	Place of Birth:
Height:	Weight:	Hair:	Eyes:
SS #:	Driver's License #:	State:	
Occupation:		Employer:	
Address:			Phone No.:
<u>Criminal Record</u> Yes No If yes, explain:____ _____ _____			
<u>Controlled Dangerous Substance History</u> Addict Distributor Both Neither Length of Addiction Drug(s) Abused_____ Drug Arrest(s) & Disposition(s)_____ _____ _____ _____			
Informant's Signature:			

Informant's Signature: (Control Name)	
Indicate (on reverse side) circumstances under which contact with this individual was initiated. (This information must be made available to the reviewing Commanding Officer.)	
Officer's Signature:	Date:
Supervisor criminal investigations's Signature:	Date:

5. Conduct of Confidential Informant

Pocomoke City POLICE DEPARTMENT

CONDUCT OF CONFIDENTIAL INFORMANT

I, the undersigned understand that while I am cooperating with the

Pocomoke City Police Department, I am forbidden to do any of the following:

- A. Sell or deliver any controlled substance, dangerous drug, marijuana, or any substance purported to be same, to anyone.
- B. Never sell or deliver or cause to be sold or delivered any controlled substance, dangerous drug, marijuana, or any substance purported to be same, to any person who would then in turn sell or deliver said controlled substance, dangerous drug, marijuana, or any substance purported to be same, to any member of the department or any other person.
- C. Never use my sex, sexuality, or sexual activity to induce or persuade any individual to sell or deliver a controlled substance, dangerous drug, marijuana, or any other substance purported to be same to any member of the department.
- D. I further understand that I may never search any suspect, person, house, papers, or personal effects.
- E. I may never become involved in any activities that would constitute entrapment.
- F. I further understand that I may not engage in any illegal or improper conduct so long as I am working with the Pocomoke City Police Department.
- G. Further, I understand that any violations arising from my actions in violation of the above circumstance will result in an investigation of matters and if the charges are substantiated, appropriate action (including the possibility of criminal prosecution will be taken.
- H. I am agreeing to cooperate with the Pocomoke City Police Department of my own free will and accord, and not as a result of any intimidation or threats.

In agreeing to work with the Pocomoke City Police Department, I understand that no police officer may make any explicit or implicit promises or predictions regarding the likely disposition of any criminal proceedings that are pending against me, but that police officer will make their best efforts to arrange a meeting with prosecutorial authorities at which time such matters can be discussed.

TIME: SIGNED:

DATE: WITNESS:

PLACE: WITNESS:

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(Revised 2/92)

6. Juvenile Informant

PARENT PERMISSION FOR JUVENILE TO ASSIST IN INVESTIGATION

I, _____ (Parent, Guardian or Custodian) of
_____ give my permission for said juvenile to assist and
participate in the current investigation into Controlled Dangerous Substance activity in the Pocomoke
City, Maryland area as requested by _____ of the Pocomoke
City Police Department.

(Signature)

(Investigating Officer)

(Date and Time)

(Witness)

PCPD 414

7.

Informant Cash Receipt

Pocomoke City POLICE DEPARTMENT

INFORMANT CASH RECEIPT

I, , hereby acknowledge receipt of the sum of dollars (\$), paid to me by for:	
1. The purpose of making a controlled drug purchase in connection with file number [cc number] \$	
2. The furnishing of information and/or evidence in connection with the investigation of [cc number] \$	
3. Other (specify, giving reference to file name and cc number) \$	
Witness:	Signature/Control Name:
Date:	Date:

PCPD 418

36.2.9 INTERVIEW ROOMS

All Police personnel , uniformed and Plain clothes utilizing the Interview /Interrogation Room will adhere to the following Guidelines;

- a. All weapons will be secured in the weapons storage locker located in the access hallway to the processing area prior to using the interrogation/ interview room.
- b. The Officer conducting the interview/Interrogation will notify dispatch of the interview/interrogation so the Officers status can be checked every fifteen minutes.
- c. Officers using the interview/interrogation room will have their issued portable radio with them at all times while using the interview room and the availability of the Officer Panic Button from radio if a situation should arise.
- d. As a general rule only one officer and one suspect/interviewee will be in the interview room. In some instances where problems are anticipated a second officer may be present for any assistance that may be required.
- e. The only equipment authorized in the interview room would be that equipment needed (writing, voice recording and video recording) to record the audio/video aspects of the Interview/interrogation
- f. Access to restrooms , water and comfort breaks for interviewees(non-custodial) is upon request of the interviewee and for custodial interrogation is at the discretion of the interrogator and always under supervision.

36.2.10 COLD CASES

I. Policy

- A. It is the policy of the Pocomoke City Police Department to re-open cold cases and investigate further if and when new information, evidence, witnesses, etc. has become available to attempt to solve and close cold cases.

II. Definitions

- A. Cold Case - for the purpose of this directive, a cold case may be defined as any case which has not been solved, is not in active investigation and has been suspended for at least one year.

III. Procedures

A. Evaluation Criteria

1. In order for a case to be considered a cold case, the original investigative file must be available and there must be some available evidence which has not previously yielded investigative results.
2. Other criteria that must be considered in cold case investigations should be, but are not limited to the following:

- a. Legal considerations, such as the application or expansion of statutes of limitations;
- b. Technology considerations, such as the nature and conditions of the evidence and the advancement of new technology techniques in solving a crime;
- c. Particular considerations, such as the availability of witnesses in the event DNA profile testing would identify a suspect and lead to an arrest and trial;
- d. Resource considerations, such as time and personnel available for investigation;
- e. The availability of physical evidence and/or witnesses; and
- f. Any previous submissions of the case to prosecutors that have been declined for any reason.

B. Investigator Responsibility

- 1. The actions of the cold case investigation generally includes, but is not limited to:
 - a. Identifying potential unsolved cases according to solvability factors;
 - b. Reviewing case files, evidence logs, laboratory reports and autopsy reports;
 - c. Evaluating case evidence for potential probative DNA sources;
 - d. Consulting with the Worcester County State=s Attorney=s Office; and
 - e. Identifying victims/witnesses who are willing to proceed in prosecution.
- 2. Any action on a cold case will be noted by way of a supplemental report added to the case file. Cold cases may be re-opened, re-assigned or closed by the Patrol Commander.