

<b>Chapter</b>	<b>14</b>
<b>Section</b>	14.01
<b>Title</b>	Miscellaneous
<b>Subject</b>	Telephone Procedures
<b>Effective Date</b>	03/01/1988
<b>Revision Date</b>	02/23/2011
<b>Revised By</b>	Captain Ken Bonson
<b>Authorized By</b>	Chief Jeff Mendenhall

## I. POLICY

It shall be the policy of this Department to handle telephone calls in an efficient and effective manner, utilizing the following procedures.

## II. PROCEDURE

### A. Incoming Calls

1. All incoming calls shall be answered promptly and courteously, with personnel observing proper phone etiquette at all times.
2. Identify yourself by name. Then state your title, office, bureau, station, unit or assignment, whichever is most appropriate. Due to potential urgency 911 calls need not include the operator's name and should be answered according to standing protocols.
3. Complaint Desk.
  - a. Callers dialing the emergency number (911) for business matters shall be told, politely, but firmly, that they are tying up an emergency line, and they should call back on the business line (946-7624).
  - b. Callers on a business line (946-7624) requesting a particular office shall be given the proper extension, asked to remember it, and transferred to the extension by the employee handling the call.
  - c. Situations may arise which will justify exceptions to strict conformance to these procedures. Good judgment applied in these situations will eliminate complaints.
4. All Other Areas
  - a. Personnel shall endeavor to reach a disposition on all incoming calls prior to breaking contact.

b. Callers will be "camped on" to a busy line only twice before being asked if they would prefer to leave a message.

<b>Chapter</b>	<b>14</b>
<b>Section</b>	14.02
<b>Title</b>	Miscellaneous
<b>Subject</b>	Radio Call Signs
<b>Effective Date</b>	03/01/1988
<b>Revision Date</b>	12/18/2019
<b>Revised By</b>	Captain Marcelo A. Blanco
<b>Authorized By</b>	Chief Darren L. Goodman

## **I. POLICY**

Radio call signs will be assigned according to the system shown below.

## **II. PURPOSE**

To implement an orderly and consistent system of call signs for use by all Department personnel.

## **III. RADIO CALL SIGNS**

### **A. Command Staff**

201	Chief of Police
202	Captain with most seniority
203	Captain

### **B. Patrol Division/Detective Bureau**

L	Lieutenants
S	Sergeants
D	Detectives
P	Patrol Units
M	Motor Officers
R	Reserve Officers
N	Narcotics Officers
G	SIU Officers
T	Traffic Unit
Z	Special Assignments / Details

X	Special Assignments
K3	School Resource Officer
E1	Forensic Specialist
E2	Evidence Clerk
P82-P86	Police Services Technicians
K9	Police Service Dog
J	Jail Unit

**C. Administrative Services**

C	Cadets
A	Animal Control
V	Volunteers
K83	Crime Prevention Officer
K	Code Enforcement Officers
A2	Facilities Superintendent
P81	Backgrounds/Training Officer

<b>Chapter</b>	<b>14</b>
<b>Section</b>	14.03
<b>Title</b>	Miscellaneous
<b>Subject</b>	Ride-Along Program
<b>Effective Date</b>	03/01/1988
<b>Revision Date</b>	02/23/2011
<b>Revised By</b>	Captain Ken Bonson
<b>Authorized By</b>	Chief Jeff Mendenhall

## **I. POLICY**

The policy of the Upland Police Department Ride-Along Program provides various persons an opportunity to ride as an observer with an Upland Police Officer. In the interest of ensuring the safety of citizens and the equity of scheduling, the herein described procedures and priorities shall be observed.

## **II. PROCEDURE**

- A. The following requirements have been established for the participation in this program.
1. The applicant shall submit a request form.
  2. The observer shall follow directions of the host officer.
  3. The observer must be at least 15 years of age.
  4. The observer shall not become involved in any investigation by handling evidence, talking with the victims or suspects, or by handling police equipment.
  5. If the officer needs to stop and place the observer out of the unit, it shall be in a safe and secure area. The observer will remain at that location until picked up by another police car or the host officer.
  6. If the observer requests to be returned to the station to cease participation in the program, the request shall be granted.
  7. Names of the applicants who cannot participate on the assigned days shall be placed back on the waiting list.
  8. The student and adult Ride-Along Program will be held five days per week, Sunday through Thursday, at the following time: 7:00 pm to 11:00 pm.
  9. Participants may only schedule one "Ride-Along" during any 12-month period.

10. Participants must live or work within the City limits.
11. Participants must comply with the following dress code:
  - a. Closed toe shoes.
  - b. Collared shirt (no sports jerseys/team attire).
  - c. No shorts.
  - d. No holes in pants/jeans.
  - e. No offensive or political logos on clothing.
  - f. No bandanas or hats.
  - g. No jewelry except watch and one ring per hand. Females can also have one stud earring per ear in the lobe.
  - h. All tattoos must be concealed.
  - i. Any other attire the Watch Commander deems inappropriate or unprofessional will be grounds to terminate the ride along.

### **III. ENTERING A RESIDENCE**

- A. In order to lawfully enter a residence during a ride-along, the ride-along "Must be acting as the law enforcement's agent or performing a law enforcement function or service at the time of the ride". This would include any member of this Department (sworn or reserve) as defined in PC 830, and the Department's Chaplains, as they are providing a specific law enforcement function during their ride-along. This would not include a citizen ride-along, media personnel, or any member of this Department who is not defined in PC 830.
- B. Remember that the restrictions in WILSON vs. LAYNE apply to entering a private residence without consent of the owner. If a valid consent is obtained prior to entering the residence from someone with authority to give consent, any ride-along may enter.

### **IV. RESPONSIBILITIES**

- A. With the exception of peace officers and Departmental employees, all persons who ride along shall read and sign a waiver, indemnifying the City of Upland from any liability.
- B. Only two observers will be allowed per night.

- C. Observers should report to the Upland Police Department on the day assigned, where they will meet their host officer and be provided identification identifying them as citizen observers.
  - 1. The “Citizen Observer” identification cards and lanyards will be maintained in the Watch Commander’s Office.
  - 2. The on-duty Watch Commander will be responsible for furnishing the identification card and reminding the citizen to return the card to the Watch Commander at the conclusion of the ride-along.
  - 3. The host officer will be responsible for ensuring the citizen wears the identification card in a clearly visible manner throughout the ride-along.
- D. Observers will view a ride-along video and sign the Ride-Along log. Relatives who ride with a related officer must be approved by the Patrol Division Commander.

**V. Officer Requested Ride-Along.**

- A. Officers (excluding Reserve Officers) may invite family or friends to ride with them with the approval of their supervisor.
- B. Friends and family are not required to complete a request form, are not limited to specific days or times for the ride-along, and are not required to live/work in the city.
- C. Friends and family are required to comply with paragraph III regarding entry into a residence, are required to read and sign the waiver, and are required to wear the “citizen observer” lanyard. They must also comply with the age limit and the dress code.
- D. Individuals invited to ride by an officer are limited to riding one time per shift (6-month period). Officers may invite a friend or family member to ride two times per 6-month shift (two different individuals).
  - 1. These limitations do not apply to current Upland Police Department employees (i.e., Cadets, Explorers, etc.).
  - 2. Citizen ride-alongs assigned to an officer shall not count towards the officer’s limitation of two ride-alongs per shift.
  - 3. Any deviations from this policy must be approved by the officer’s immediate supervisors.

<b>Chapter</b>	<b>14</b>
<b>Section</b>	14.04
<b>Title</b>	Miscellaneous
<b>Subject</b>	Roll Call Training
<b>Effective Date</b>	03/01/1988
<b>Revision Date</b>	02/23/2011
<b>Revised By</b>	Captain Ken Bonson
<b>Authorized By</b>	Chief Jeff Mendenhall

### **I. Policy**

It is the policy of this Department to maintain a Roll Call Training Program, designed to disseminate timely training information to sworn personnel at daily briefings, by utilizing shift supervisors to present training topics. Information may also be disseminated to non-sworn personnel as applicable.

### **II. Purpose**

To provide the Department with a method by which abbreviated training topics can be presented to all sworn personnel, and non-sworn personnel as applicable, to aid in proper career development.

### **III. Procedure**

- A. Training topics will be prepared by the Training Coordinator for distribution monthly. Training will consist of both printed material and a video. The video may be related to the printed training topic or be of another subject.
- B. Staff members will receive roll call training topics a few days prior to the information being delivered at briefings to allow shift commanders and field supervisor's ample time to discuss the material between themselves to ensure consistency.
- C. Supervisors shall present the training topic at daily briefings throughout the monthly period until the entire shift has received the information.

#### **IV. RESPONSIBILITIES**

##### **A. Supervisors shall:**

1. Remember that two of their primary responsibilities are to teach and assist in the career development of officers assigned to them. This should remain foremost in the minds of the supervisors while participating in the program.
2. Present the training topic and encourage open discussion of the materials between team members. When more than two supervisors are assigned to a shift, the presentations should be delivered equally between them.
3. Assist in the preparation of Roll Call materials if they identify a need in a particular subject area of interest to them, or discover an area in which personnel are deficient.
4. Ensure each shift member signs and dates the training roster after completion of training.

##### **B. The Training Coordinator shall:**

1. Prepare a Roll Call topic and training roster and distribute monthly.
2. Maintain a master file of all Roll Call training topics and completion rosters.
3. Maintain computer records pertaining to the completion of Roll Call training.

<b>Chapter</b>	<b>14</b>
<b>Section</b>	14.05
<b>Title</b>	Miscellaneous
<b>Subject</b>	Rotation Tow List
<b>Effective Date</b>	03/01/1988
<b>Revision Date</b>	12/12/2019
<b>Revised By</b>	Captain Clifford Mathews
<b>Authorized By</b>	Chief Darren L. Goodman

## **I. PURPOSE**

The Rotation Tow List is a system developed to provide a responsible tow service to persons with vehicles in need of towing. The list consists of those approved operators who have received a contract to provide tow services in keeping with Upland City Resolution Number 4247.

## **II. TOW SERVICE ROTATION**

- A. Each approved tow service will be placed on the Department's tow list and will be assigned on a weekly basis to be on call. The change of service will be effective Sunday at 0001 hours.
- B. This policy applies only to instances in which a decision must be made by the police regarding the towing of a vehicle, such as the driver being arrested, incapacitated or the vehicle is impounded or stored.
- C. In all other instances, we will continue our present policy of advising motorists that they have a choice of tow service, regardless of which agency is the tow of the day.

## **III. TOW SERVICE APPLICATION**

Application may only be made once every three years and only in response to a Request for Proposal. The Request for Proposal will be published by the Upland City Purchasing Department and in accordance with Upland City Resolution Number 4247.

#### **IV. REMOVAL FROM ROTATION TOW LIST**

- A. Existence of one or more of the following conditions shall be adequate grounds for removal from the Rotation Tow List.
1. Failure to comply with any of the requirements as stated by the Request for Proposal as published by the City of Upland;
  2. Violations of the Vehicle Code by tow service drivers.
  3. Failure to answer calls or to respond to calls within a reasonable length of time.
  4. Any other justifiable reason at the discretion of the Police Chief.

#### **V. COMPLAINTS**

When an officer believes a tow service is not complying with the requirements listed above, the officer shall forward a memorandum to the Traffic Supervisor, who will review the complaint for appropriate action.

<b>Chapter</b>	<b>14</b>
<b>Section</b>	14.06
<b>Title</b>	Miscellaneous
<b>Subject</b>	Extra Patrol and Vacation Notification
<b>Effective Date</b>	03/01/1988
<b>Revision Date</b>	12/12/2019
<b>Revised By</b>	Captain Marcelo A. Blanco
<b>Authorized By</b>	Chief Darren L. Goodman

## **I. POLICY**

The Patrol Division will provide extra patrol to those locations which are insecure or vulnerable to criminal attack.

## **II. PROCEDURE**

### **A. Extra Patrol by Citizens**

#### **1. Extra Patrol Requests by Citizens**

- a. When citizens call into the Department requesting extra patrol, dispatch shall create a CAD entry for the patrol request. They are to be advised that the extra patrol will be given for 24 hours.
- b. If they want to extend the time, they must call the Department at the end of the 24 hours and request an additional 24 hours.

### **B. Extra Patrol Requests by Officer**

1. Officers who have investigated an incident may request extra patrol to a location. Dispatch shall create a CAD entry for the patrol request.

### **C. Patrol Shifts**

1. During briefings, sergeants/watch commanders or their designees should review the CAD history for at least the past 24 hours. Particular attention should be paid to entries categorized as patrol requests or extra patrol. Officers should patrol these locations at the dates/times requested when time permits during their shifts.

**III. VACATIONING RESIDENTS MAY NOTIFY THIS DEPARTMENT WHEN LEAVING ON VACATION**

- A. Personnel receiving this information shall initiate a Vacation Check / Extra Patrol Request form. Vacation notification forms will be kept at various locations within the Department. Employees who work in these areas will be responsible for completing the forms and proper routing:
  - 1. Records;
  - 2. Lobby Station; and
  - 3. Dispatch
  
- B. The original will be forwarded to the Volunteers in Police Service's (VIPS) in box in the dispatch center.
  
- C. When a VIPS begins his or her shift, a copy of the addresses to be checked will be given to dispatch. Each address will be numbered. As the VIPS arrives at or leaves an address, only the number assigned to the address will be given to dispatch as soon as practical. This is to ensure that the location of the VIPS is known at all times for their safety.
  
- D. Dispatch shall create a CAD entry for each address the VIPS has checked during their shift.
  
- E. Vacation notification requests shall be purged from the file when the stop date has passed.

<b>Chapter</b>	<b>14</b>
<b>Section</b>	14.07
<b>Title</b>	Miscellaneous
<b>Subject</b>	Graffiti Reporting Reward Program
<b>Effective Date</b>	08/29/2007
<b>Revision Date</b>	12/2/2019
<b>Revised By</b>	Captain Marcelo A. Blanco
<b>Authorized By</b>	Chief Darren L. Goodman

## **I. POLICY**

It shall be the policy of the Upland Police Department to provide a monetary reward program for community members who report incidents of graffiti vandalism and an arrest is made based upon such report.

## **II. PURPOSE**

- A. A reward program has been established by the City to provide one hundred dollars cash for information leading to the arrest of anyone for the crime of graffiti vandalism. The purpose of the program is to encourage members of the community to call the police when they see graffiti vandalism occurring or when they have information it is about to occur. The following will outline the protocol and provide guidelines regarding the issuance of the reward:
1. The recipient of the reward need not be an Upland resident.
  2. City of Upland employees or volunteers in any capacity are not eligible.
  3. The provider of the information need not provide their name and can remain completely anonymous.
  4. The arrest has to be for graffiti vandalism.
  5. One reward issued per incident.
  6. In the event two people call on the same incident, the first caller will be the person eligible for the reward.
  7. The graffiti vandalism must have occurred in the City of Upland.
  8. The victim need not be the City of Upland.
  9. The information must be contemporaneous and involve in-progress, just occurred, or about to occur incidents of graffiti vandalism.

## **III. APPLICATION**

**A. Dispatcher Responsibilities:**

1. Upon receipt of a call of graffiti vandalism in-progress, occurred, or about to occur (with suspect information), the police dispatcher should tell the person calling they may be eligible for a cash reward of \$100 should the information they provide result in an arrest for graffiti vandalism.
2. Upon receipt of the specific information regarding the description, identity and location of the vandal, the police dispatcher will issue a confidential identification number to the informant and request a call back phone number.
3. In the event a call is generated by means other than a direct call into dispatch by the informant (i.e. officer flagged down in the field), the assigned officer will obtain the confidential identification number from dispatch and provide it to the informant.
4. If the caller wishes to remain anonymous, they will be instructed to call back in one hour for the final disposition of the call using the confidential identification number.
5. Upon callback (if their report resulted in an arrest for graffiti vandalism) the police dispatcher will advise the informant to respond to the police department lobby and ask for the Watch Commander.
6. The police dispatcher will notify the Watch Commander of the potential arrival of a caller to claim a reward and provide details of the information the caller initially provided.
7. It will be the responsibility of whoever provides the informant with their confidential identification number to tell the informant they have five (5) calendar days in which to claim their reward at the police department.
8. The police dispatcher will complete the "Graffiti Reporting Reward Program – Dispatch" log sheet for each applicable incident, which will include the confidential identification number of the informant.
9. The confidential identification number will consist of the call's sequence (incident) number followed by a sequential number. As an example:
  - a. The call's sequence (incident) number = 1798
  - b. Sequential number = 001
  - c. Confidential Identification Number = 1798-001

**B. Watch Commander Responsibilities:**

1. The Watch Commander will be responsible for the issuance of all rewards associated with this program, maintaining the accuracy of the fund ledger book and maintaining a balance in the reward fund.
2. A ledger book will be maintained in the Watch Commander's office to track rewards issued and maintain a current balance of the reward fund. The book will also document the case number of the incident, the confidential identification number and/or name of the informant, as well as the issuing Watch Commander's signature.

3. When a person comes into the lobby to claim a reward, the Watch Commander will verify the person is entitled to the reward by confirmation of the confidential identification number as well as the person's knowledge of the event. Once the Watch Commander is convinced the person is entitled to a reward, a \$100 bill will be given from the reward fund to the individual.
4. Reward money and the reward ledger book will be kept in the Watch Commander's safe. It will be the responsibility of the Watch Commander to notify the Operations Division Commander whenever the fund needs to be replenished.

<b>Chapter</b>	<b>14</b>
<b>Section</b>	14.08
<b>Title</b>	Miscellaneous
<b>Subject</b>	Employee Meritorious Service Awards
<b>Effective Date</b>	03/01/1988
<b>Revision Date</b>	07/02/2018
<b>Revised By</b>	Captain Marcelo A. Blanco
<b>Authorized By</b>	Chief Douglas Millmore

**I. PURPOSE**

The purpose of this policy is to show special recognition, whenever an employee performs his/her duties in an exemplary manner. This policy provides general guidelines for the commending of exceptional employee performance.

**II. EMPLOYEE MERITORIOUS SERVICE AWARDS**

There are four levels of meritorious service awards which may be issued to department personnel. These awards include Distinguished Service Awards, Individual Achievement Awards, Unit Recognition Awards, and Letters of Commendation. All awards are listed in order of precedence.

**A. DISTINGUISHED SERVICE AWARDS**

Distinguished Service Awards are awarded to personnel who display service beyond that which is expected as part of the officer's day-to-day duties. The Distinguished Service Awards include:

1. Medal of Valor - Awarded to any officer who displays extraordinary courage while involved in an incident where a life threatening situation exists. The threat to life must be actual and the officer must have placed him/herself in immediate danger to protect his/herself or others. The award consists of a plaque, medallion, and a blue ribbon with two white stripes.
  
2. Bravery Award - Awarded to any officer who displays a high degree of fearlessness , initiative, professionalism, and courage in an a dangerous situation. The award consists of a plaque, medallion, and a red ribbon with two white stripes and one blue stripe in the center.

3. Chief's Award of Distinction - Awarded to any member of the Department who is personally selected by the Chief of Police for outstanding performance and/or service to the community. The award consists of a plaque, medallion, and yellow ribbon with a blue, white, and red stripe in the center. This award is outside of the standard nomination process and may be issued to sworn or civilian employees.

4. Meritorious Award - Awarded to any officer whose actions brings credit to the officer through the display of a high degree of initiative, professionalism, proficiency and performance in an extremely demanding and critical situation. The award consists of a plaque, medallion, and a white ribbon with four blue stripes.

5. Life Saving Award - Awarded to any officer for the saving of any life by applied knowledge of a life saving or rescue technique during a situation that does not place the employee's life in danger. The award consists of a plaques, medallion, and red ribbon with two white stripes on both ends.

6. Excellence Award – Awarded to any officer who distinguishes him/herself from others and brings credit to the individual, the Department, and/or fellow officers through outstanding job performance. The award consists of a certificate, medallion, and green ribbon with two yellow and one red stripe in the center.

**B. INDIVIDUAL ACHIEVEMENT AWARDS**

Individual Achievement Awards are awarded to Department personnel for recognition of exemplary performance and commitment to the Department. The Individual Achievement Awards include:

1. Good Conduct Award – Awarded to department personnel with three consecutive years of exceptional performance evaluations. The evaluations must not have any ratings of "Below" or "Needs Improvement," reflect ratings of "Exceeds" in three or more rated areas, and have no documented disciplinary issues. The award consists of a maroon ribbon with a green stripe in the center.

2. Military Service Award – Awarded to department personnel who are currently, or have honorably served in any branch of the United States Armed

Forces. The award consists of a white ribbon with red stripe on one end and blue stripe on the other.

3. Officer of the Year Award – Awarded to department personnel who are selected as Officer of the Year. The award consists of a blue ribbon with two white and gold stripes.

4. Employee of the Year - Awarded to department personnel who are selected as Employee of the Year. The award consists of a blue ribbon with two white and silver stripes.

5. Dispatcher of the Year - Awarded to department personnel who are selected as the Dispatcher of the year. The award consists of a blue ribbon with one white and silver stripe in the center.

6. Volunteer of the Year – Awarded to department personnel who are selected as the Volunteer of the year. The award consists of a white ribbon with two blue stripes on both ends.

7. Field Training Officer Recognition Award – Awarded to department personnel who proficiently and honorably complete an assignment as a Department Field Training Officer for a period of 24 consecutive months or longer. The award consists of a white and blue ribbon with four yellow stripes.

8. Canine Officer Recognition Award – Awarded to any officer who proficiently and honorably completes an assignment as a Department Canine Officer for a period of 24 consecutive months or longer. The award consists of a white ribbon with seven blue and six red stripes.

9. Honor Guard Recognition Award – Awarded to any officer who actively and honorably serves or served on the Department Honor Guard for a period of 24 consecutive months or longer. The award consists of a black and blue ribbon.

10. Department Instructor Award - Awarded to any officer who actively and honorably serves or served as a Department Instructor for a period of 24 consecutive months or longer. The award consists of a green ribbon with two thick and two thin yellow stripes and a blue stripe in the center.

C. **UNIT RECOGNITION AWARDS**

Unit Recognition Awards are awarded to department personnel for recognition of exemplary performance while assigned to a division or unit within the organization. Unit recognition awards will be considered based on the unit supervisor's recommendation for review by the awards committee. The Unit Recognition Awards include:

1. Unit Citation – Awarded to members of a unit, team, or bureau who distinguish themselves as a group; bringing credit to the Department and/or their respective team through exemplary performance within a single event or sustained exemplary performance over an identified period of time. The award consists of a blue ribbon with three thin white stripes in the center.
2. Administrative Unit – Awarded to department personnel assigned to one of the various Administrative Service Units for for a period of 12 months or longer who displays superior performance while in this assignment. These assignments include Special Services, Personnel and Training, Professional Standards, and School Resource Officer. The award consists of a light blue ribbon with two thin white stripes on the ends.
3. Investigation Unit – Awarded to department personnel assigned to one of the various Investigation Units for a period of 12 months or longer who displays superior performance while in this assignment. These assignments include the Detective Bureau, Narcotics Task Force, or any other task force responsible for conducting major investigations. The award consists of a blue, yellow, and red ribbon.
4. Special Teams – Awarded to department personnel assigned to one of the department's special teams for a period of 12 months or longer who displays superior performance while in this assignment. These assignments include CRO, RID, IMPACT, SMASH, Mobile Field Force, and the Bike Team. The award consists of a black and blue, with three white stripes and one red stripe in the center.
5. Traffic Unit - Awarded to any officer assigned to the Traffic Unit for superior performance while in this assignment for a period of 12 months or longer. The award consists of a blue ribbon with two red and yellow stripes.

D. **LETTERS OF COMMENDATION**

Letters of Commendation are awarded by the Chief of Police commending an employee for outstanding job performance.

E. **CITIZEN AWARDS**

There are two awards which may be issued to citizen's outside of the Department. These awards include the Citizen Merit Award and Citizen Life Saving Award.

1. Citizen Merit Award – Awarded to citizens who distinguish themselves by assisting the police and fire departments in protecting and serving the City of Upland. This award consists of a plaque and silver medal with black enamel and red, white and blue 32" neck ribbon.

2. Citizen Life Saving Award – Awarded to citizens for the direct saving of a human life by applied knowledge of life saving or rescue techniques. This award consists of a silver medal with red, white and black enamel and a red and white 32" neck ribbon.

F. **DUPLICATE AWARDS**

1. The awarded ribbon denotes the first award. A single 3/16" silver star will serve as recognition for each subsequent award in the same category. A single 5/16" gold star will be used as recognition of the fifth award. Subsequent awards after the fifth award will be issued in increments of five. A tenth award will be denoted by a double 5/16" gold star.

2. There are no duplicate award designations for Field Training Officer, Canine, and Honor Guard.

3. Department Instructor and Special Teams Awards are issued for each individual area or team the officer instructs or participates on.

4. Unit supervisors are awarded a silver compass rose attachment, which is displayed in the center of the unit ribbon.

**III. NOMINATING PROCEDURES**

Whenever personnel of the department perform an act worthy of recognition, the following procedure will be employed:

- A. The Division Commander will submit nominations for actions of a subordinate to the Chief of Police. The nomination shall contain all pertinent information and any supporting documentation substantiating the actions of the nominee.
- B. The Chief of Police will review the nominations and forward them to the Awards Evaluation Committee, with a recommendation for approval or disapproval. If the recommendation is for disapproval, an explanation will be included. Division Commanders and the Chief of Police will not recommend the level of the award.
- C. The procedure for nominating a citizen is the same as the nomination of a police officer.

#### **IV. AWARDS EVALUATION COMMITTEE**

- A. The Awards Evaluation Committee shall be comprised of the following personnel:
  - 1. Administrative Services Division Commander (Chairperson)
  - 2. Investigations Division Commander
  - 3. Professional Standards Division Commander
  - 4. One Detective designated by the Investigations Division Commander for 1 year.
  - 5. One Patrol Officer designated by the UPOA for 1 year.
  - 6. One Non-Sworn Employee designated by the Administrative Services Division Commander for 1 year.
- B. The Awards Evaluation Committee will be convened as necessary, at a time and place to be determined by the Committee's Chairperson. In the absence of any member, the Chairperson may designate an employee of equal rank. The Chairperson may also replace any member of the committee with a person of equal rank if a conflict exists (i.e., a member of the committee is the person nominated for the award or was personally involved in the incident to a degree which might hinder his/her ability to make an unbiased decision).
- C. Nominations will be reviewed individually by the Committee. The level of the award will be determined solely on the merits of the nominated action, as strictly applied to the established criteria for each award. An evaluation form will be provided to each committee member as an aid in determining the level of the award to be presented.

- D. Determination of the level of the award will be by majority approval of the voting committee members, subject to final approval by the Chief of Police.

**V. PRESENTATION OF AWARDS**

- A. In order to present awards in a timely manner, they will be presented as follows:
  - 1. Medal of Valor, Bravery Award, Chief's Award of Distinction, Meritorious Award, Excellence Award and the Life Saving Award will be presented at a time and place determined by the Chief of Police.
  - 2. Applicable ribbons for performance awards will be awarded to individual employees immediately following confirmation of Committee's vote.
  - 3. Letters of Commendation and Letters of Appreciation will be awarded immediately by the Chief of Police (letter of commendation) or appropriate Division Commander (letter of appreciation).

**VI. DISPLAY OF AWARDS**

- A. Ribbons are authorized to be worn on Class A uniforms only and will be worn over the left breast pocket directly in line with the top of the pocket flap. If two or more awards are worn, they will be placed in a row on the ribbon holder and displayed in order of importance from left to right, as one faces the ribbons.
- B. Additional ribbons will be centered directly above the existing row of ribbons, affixed to the appropriate holder and again, in order of importance from left to right.
- C. The Medal of Valor ribbon will always occupy the top row, with no other ribbons displayed on the same row.

**VII. AWARDS FROM OTHER AGENCIES**

- A. Service awards presented to department personnel by other departments may be transferred upon verification of the award provided the award meets or exceeds the criteria for an equivalent department award.

- B. Requests to have awards verified will be forwarded to the Awards Committee for review.
- C. If an award is verified and approved, the officer/employee will be given the equivalent award to wear in place of the award from the other department.

<b>Chapter</b>	<b>14</b>
<b>Section</b>	14.09
<b>Title</b>	Miscellaneous
<b>Subject</b>	Employee and Officer of the Quarter Awards
<b>Effective Date</b>	03/01/1988
<b>Revision Date</b>	02/23/2011
<b>Revised By</b>	Captain Ken Bonson
<b>Authorized By</b>	Chief Jeff Mendenhall

## I. POLICY

It shall be the policy of the Upland Police Department to recognize both an employee (non-sworn) of the quarter and an officer of the quarter (sworn).

## II. PURPOSE

- A. The purpose of recognizing an employee and an officer of the quarter is to commend and give credit to, individuals who have distinguished themselves by performing their duties in an exemplary manner.
- B. Furthermore, to further the Department's standard for excellence and encourage others to excel in their work while feeling gratified and rewarded.

## III. DEFINITION

- A. **Employee:** For the purpose of this policy, "employee" means any non-sworn person engaged in carrying out the mission of the police department, including all support personnel, volunteers in police service (VIPS) and hourly and part-time employees.
- B. **Officer:** For the purpose of this policy, "officer" means any sworn person engaged in carrying out the mission of the police department.

#### **IV. PROCEDURE**

- A. Each quarter, nominations from each Division will be made to the Division Commanders. Nominations may be made by any employee of the Department, as defined by this policy. The nomination shall be supported by written data provided by the nominator, whose identity will be kept confidential.
- B. The Division Commanders shall forward the nominations to the office of the Chief of Police for further consideration. The Chief of Police shall cause the nominations to be copied and distributed to a panel of reviewers representing a cross-section of the Department.
- C. The reviewers shall be five (5) in number, with two (2) alternates, and will serve for a period of one year, as directed by the Chief of Police. In the event that any of the persons enumerated thus far in this policy are nominated for either "Employee of the Quarter" or "Officer of the Quarter", that person shall remove themselves from the process of review.
- D. In the event that the person involved and nominated is a panel member, said individual shall be replaced by an alternate.
- E. In the event that the nominated person is a Division Commander, his immediate subordinate will take his place in the process.

#### **V. RECOGNITION**

- A. Both the "Employee of the Quarter" and "Officer of the Quarter" shall be recognized as follows:
  - 1. Presented with a plaque and a letter, signed by the Chief, denoting the circumstances or deed performed by the respective employee, qualifying said employee for recognition.
  - 2. An 8"x 10" photograph of the "Employee of the Quarter" shall be placed in the main hallway of the police station and an 8"x 10" photograph of the "Officer of the Quarter" shall be placed in the police department lobby during the quarter in which the employees were recognized.
  - 3. A preferred parking space in the employees' parking lot.
  - 4. Receipt of the respective 8"x10" photographs when the photographs are removed from display.

**VI. EMPLOYEE/OFFICER OF THE YEAR**

- A. The Chief of Police shall select an officer and civilian "Employee of the Year" at the end of each year. Selection of these awards to be made from those employees and officers being nominated during the respective year.

<b>Chapter</b>	<b>14</b>
<b>Section</b>	14.10
<b>Title</b>	Miscellaneous
<b>Subject</b>	Funeral Procedures For Deceased Personnel
<b>Effective Date</b>	03/01/1988
<b>Revision Date</b>	12/18/2019
<b>Revised By</b>	Captain Clifford Mathews
<b>Authorized By</b>	Chief Darren L. Goodman

## **I. PURPOSE & SCOPE**

- A. The purpose of this policy is to establish procedures that will ensure the proper notification, support and emotional care for an employee's family should an on-duty death and serious injury occur. These guidelines will also help ensure that proper honors are rendered.
- B. It is the policy of the Upland Police Department to provide liaison assistance to the immediate survivors of any member who is killed or seriously injured in the line of duty. Assistance will also be provided to the family of members and retirees who die of natural causes.
- C. The department will also ensure a thorough examination of survivor benefits, as well as emotional support during this traumatic period of readjustment for the surviving family.
- D. Funeral arrangements of the deceased employee are to be decided by the family with their wishes taking precedence over those of the department.

## **II. POLICY OBJECTIVES**

- A. To establish protocol for notification in case of a serious on-duty injury or death.
- B. To standardize burial protocol.
- C. To promote honor and respect for the fallen police officer/employee.
- D. To establish lines of authority and responsibilities during events relating to the death.
- E. To establish criteria for each type of funeral: Class I, Class II, and Class III.

F. To establish criteria as to when honors are rendered.

### **III. DEFINITIONS**

#### **A. Beneficiary**

1. Those designated by the officer as recipients of specific death benefits.

#### **B. Benefits**

1. Financial payments made to the family to insure financial stability following the loss of a loved one.

#### **C. CARE Team**

1. The Critical Assistance Response Employee Team is a team of designated personnel who respond in case of serious injury or death to an employee.

#### **D. Funeral Payments**

1. Financial payments made to the surviving families of an employee killed in the line of duty, which are specifically earmarked for funeral expenses.

#### **E. Line-of-Duty Death**

1. Any action, felonious or accidental death which claims the life of an Upland Police employee who is performing work-related functions, either on or off duty.

#### **F. Serious Injury**

1. Any injury requiring hospitalization, or any injury that may have a significant impact on the employee or family.

#### **G. Survivors**

1. Immediate family members of the deceased employee – spouse, children, parents, siblings, fiancée, and/or significant others. Significant others in a non-traditional relationship will be dealt with as a spouse, as much as legally possible, and will be given the same respect given to a spouse.

#### **IV. CLASSIFICATIONS**

- A. **Class I** – A Class I death is to be considered for members of the department who are killed in the line of duty. A Class I death will also include those who are injured during their duties and who later die as a result of these injuries.
- B. **Class II** – A Class II death is a death occurring when an active employee is off duty and not relating to any police-related/emergency activities. A Class II death will also include suicide deaths.
- C. **Class III** – A Class III death pertains to the death of a retiree of the police department.

#### **V. HONORS ACCORDED**

The following is a list of honors that may be accorded for each classification of death. All honors accorded will be upon the request and/or approval of the surviving family members.

##### **A. Class I**

1. Full activation of the CARE Team.
2. Flags lowered to half mast, if applicable.
3. Badge bands or black ribbons worn.
4. All available personnel encouraged to attend, including off-duty members.
5. Family escorts prior to and during the funeral.
6. Financial Aid for funeral/burial.
7. Establishment of trust funds.
8. Obituary, Press Release.
9. Full law enforcement honors (funeral) to include:
  - a. Honor Guard Detail
  - b. Funeral procession
  - c. Flag draped casket
  - d. Flag fold
  - e. 21 gun salute
  - f. Bagpipes
  - g. Taps

- h. Helicopter fly-over
- i. Dove release (when not in conjunction with fly-over)
- j. Family escorts to local, state and national memorials.

## **B. Class II**

Escort, viewing and funeral honors will generally be limited to services within 30 miles of Upland.

1. Partial activation of the CARE Team.
2. Family escorts.
3. Press release.
4. All available personnel asked to attend.
5. Dove release.

## **C. Class III**

The family of the deceased retiree is responsible for contacting the department if they wish participation in the funeral. Viewing and funeral honors will generally be limited to services within 30 miles of Upland.

1. Partial activation of the CARE Team.
2. Press release.
3. All available personnel asked to attend.
4. Taps.

## **VI. RESPONSE TEAM**

- A. Coordination of events following the line-of-duty death of a police officer/employee is an extremely important and complex responsibility. Professionalism and compassion must be exhibited at all times as an obligation to the member's survivors and to the law enforcement community.
- B. General employees shall not discuss funeral details with the family unless they have been approved to do so through the proper channels. This will ensure that false promises are not made to the family.
- C. In order to provide the best possible services and support for the member's family, specific positions will be assigned to the CARE Team. The CARE Team will be the ultimate responsibility of the Chief of Police.

- D. Members of the CARE Team will be pre-selected and specially trained. The CARE Team's core group positions will be:
1. Notification Officer who is responsible for notifying family, friends and Upland Police employees of the death.
  2. Hospital Liaison Employee who is responsible for all activity at the hospital, should a fallen officer be transported there.
  3. Family Liaison Officer who is responsible for seeing that the needs of the family are being met before, during and after the funeral.
  4. Department Liaison Officer who is responsible for relaying information from other liaison officers to department officials and for approving department expenditures. This position is generally assigned to a member of command staff.
  5. Benefit Coordinator who is responsible for seeing that survivors receive the proper benefits.
  6. Logistics Officer who is responsible for the many logistical concerns involved in the funeral.
  7. Allied Agency Liaison who is responsible for maintaining contact with and keeping record of agencies that offer assistance and attend funeral or memorial services. This position is generally assigned to the Honor Guard Liaison.
  8. A detailed explanation of each of these positions is contained in the CARE Team manual. A member may be called upon to perform more than one role.

## **VII. PERSONAL – FINANCIAL DIARY**

- A. Members of the department are encouraged to maintain an up-to-date "Personal-Financial Diary" form. The information will be of extreme comfort to the person's family and the department in fulfilling the deceased person's wishes.
- B. Members of the department are required to maintain an up-to-date Agency Notification Sheet. The Agency Notification Sheet will be stored in a sealed envelope in the Chief's office and will only be opened if that member is seriously injured or dies.

<b>Chapter</b>	14
<b>Section</b>	14.11
<b>Title</b>	Miscellaneous
<b>Subject</b>	Social Media Policy
<b>Effective Date</b>	12/29/2014
<b>Revision Date</b>	12/29/2014
<b>Revised By</b>	Captain Anthony Yoakum
<b>Authorized By</b>	Chief Jeff Mendenhall

## **BACKGROUND**

The City of Upland Police Department (Department) acknowledges that the use of instant technology and social media provides several useful benefits including training, and the acquisition of information for the betterment of the Department and its members. It also allows for the dissemination of information to the public for the purpose of recruitment, safety education, and public relations. As such, the Department embraces the usage of social media for that purpose. However, use of social media also presents potential liability, and carries with it certain responsibilities. The Department has established this policy to assist employees in making responsible decisions about the appropriate use of social media.

## **PURPOSE**

This policy establishes the Department's instant technology and social media use procedures and protocols which are intended to mitigate associated liabilities from the use of this technology where possible. The purpose of this policy is to outline the requirements for participation in social media, including Department hosted social media, and Non-Department social media in which an individual's affiliation with the Department is known, identified, or presumed. This policy is not intended to limit the right to freedom of speech or expression; but as the Department is a public entity, this policy has been put in place to protect the rights of this organization, its members, and the public we are sworn to protect.

## **SCOPE**

This policy applies to all Department employees, temporary employees, interns, volunteers, vendors, consultants, contractors performing business on behalf of the Department, or any other individuals who are contractually obligated to follow the Department's policies. It applies to the use of social media during work and non-work time, when the person's affiliation with the Department is identified, known, or presumed.

## **DEFINITIONS**

1. **Instant Technology:** Includes but not limited to: Instant messaging, texting, paging, as well as social networking sites such as Facebook, Myspace, LinkedIn, Twitter, YouTube and any other information sharing services, websites and/or blogs.
2. **Social Media:** Includes but not limited to: Facebook, Myspace, LinkedIn, blogs (WordPress, Blogger, LiveJournal), microblogs such as Twitter, video sharing (You Tube, Vimeo), photography sharing (Instagram, Pinterest, Flickr) and location-based social networks (Facebook places, Foursquare, Yelp), and personal websites or webpages.
3. **Social Networking:** Generally includes all types of postings and/or interaction on the internet, including, but not limited to: Social networking sites, blogs, and other online journals and diaries, discussion boards and chat rooms, smartphone applications, multimedia host sites and similar media. Social networking activities may also include the permission or refusal of posts by others where an individual can control the content of the postings.
4. **Blog:** Short for “Web Log” a site that allows an individual or group of individuals to share a running log of events and personal insights with online audiences; may include video formats (vlogs).
5. **Health Insurance Portability and Accountability Act of 1996 (HIPPA):** This privacy rule was created to provide greater protection against involuntary disclosure of an individual’s medical information, particularly as that information is stored and exchanged electronically among health care providers, insurance companies, and employers.
6. **Department Owned or Administered Media Sites:** Any internet or intranet site that is owned or administered by the Department.
7. **Non-Department media sites:** Any internet site not owned or administered by the Department; may include personal social networking sites.

## **POLICY**

1. Employees should limit participation in social media activities during work hours unless required by their job duties. Any use of social media shall not unreasonably interfere with job duties or responsibilities. Participation in social media activities during break times or in a manner that is consistent with other general internet use is not prohibited by this policy.
2. Employees are prohibited from posting on any social media site or electronically transmitting any electronic recordings (photos, video, or audio) of the Department’s on-duty responses/activities without approval of the chain of

command or the Public Information Officer. Below are some examples of content that may be posted with prior approval:

- a. Vehicle accidents (no license plates showing or victim/patient faces)
  - b. Vehicle extrications (no license plates showing or victim/patient faces)
  - c. Helicopter operations
  - d. Hazmat operations
  - e. Training
  - f. Community interactions/charity events
3. Employees are prohibited from posting on any social media site or electronically transmitting any information regarding the transport, treatment, or condition of any patient.
  4. Employees are prohibited from posting on any social media site or electronically transmitting any information that impairs or impedes the performance of Department operations, adversely affects the efficiency of co-workers, or negatively affects public perception of the Department, or that is unlawful or inconsistent with state or federal law.
  5. Employees are prohibited from posting on any social media site or electronically transmitting any information that could be viewed as malicious, obscene, threatening, intimidating, discriminating or disparaging to the Department, co-workers or members of the public. Examples of such conduct might include offensive posts meant to intentionally harm someone's reputation or posts that could contribute to a hostile work environment on the basis of race, sex, disability, religion or any other status protected by law or Department policy.
  6. Employees are prohibited from posting on any Department owned or administered media site or electronically transmitting messages on Department owned equipment, images, comments, or cartoons that foster or perpetuate discrimination on the basis of race, creed, color, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability, or sexual orientation.
  7. Employees shall not use social networking activities including, personal email and mobile (text) messaging to transmit, receive, or store information regarding the Department or its employees that is illegal, discriminatory, harassing, and/or protected under HIPPA or state law or which is considered confidential information.
  8. This policy does not prohibit employees from discussing the terms and conditions of their employment or limit or interfere with employee rights protected under state and federal law.

9. The Department prohibits taking negative action against any employee for reporting a possible violation of this policy or for cooperating in an investigation. Any employee who retaliates against another associate for reporting a possible deviation from this policy or for cooperating in an investigation will be subject to disciplinary action, up to and including termination.

## **PROCEDURES**

1. When Using Department Owned or Administered Media Sites:
  - a. Employees are invited to visit and interact with the Department's owned or administered media sites including, external websites, the Department's intranet site, and the Department's Facebook, Twitter, and YouTube accounts in connection with their employment as appropriate.
  - b. Employees must abide by the Department's Equal Employment Opportunity, Workplace Harassment, and other applicable policies, all of which apply to social media communication with equal force as other forms of verbal or written communication.
  - c. All postings must abide by applicable copyright laws and individuals must ensure that they have permission to use or reproduce any copyrighted text, photos, graphics, video, or other material owned by others.
  - d. The Department reserves the right to monitor, prohibit, restrict, block, suspend, terminate, delete, or discontinue an employee's access to any Department media site at any time without notice, for any reason, at the Chief's sole discretion. The Department may remove, delete, block, filter, or restrict by any other means any materials at the Chief's sole discretion.

2. When Using Non-Department Owned or Administered Media Sites:

The guidelines in this section apply to an employee's personal social media activities when they are speaking on behalf of the Department, or which may create liability for the Department.

The procedures below are designed to reduce the likelihood that personal social networking activities will have an adverse effect on themselves, the Department, other employees, the public, or the Department's mission.

- a. Individuals must speak for themselves and not on behalf of the Department unless authorized to do so as part of their job duties.
- b. Under no circumstances may employees impersonate someone associated with or speaking about the Department.

- c. Employees will be responsible for any intentionally false statements that are publicly viewable and that damage the Department or the Department's reputation.
3. General Use of Information and Participation in Social Media:
- a. Employees shall not speak to the media on behalf of the Department. Only those officially designated by the Department have the authorization to speak on behalf of the Department.
  - b. Posting of content on social media sites that contain Department equipment, uniforms, or logos must be approved by the Chief or his designee.
  - c. If an employee is contacted by a blogger, online journalist, or media representative about the business of the Department (news, operations, policies, practices, strategic commitments, or additional business information), he/she must forward the request to their chain of command or the Public Information Officer.
  - d. Employees who violate this policy will be subject to appropriate corrective action, which may include discipline, up to and including termination.
4. Management Responsibility:
- a. Supervisors may become aware of information considered to be inappropriate or in violation of this policy from a variety of sources. When information is brought to a supervisor's attention and the supervisor believes that it may violate this policy, the supervisor must immediately notify their chain of command.
  - b. Supervisors shall not require employees to access or log on to personal social media sites or to disclose personal social media usernames or passwords.
  - c. It is not the Department's intention to regulate protected off-duty social networking activities, therefore supervisors must consult with the Chief or his designee before taking any corrective action, including, but not limited to: requesting an employee remove a posting, counseling an employee verbally, or in writing regarding a posting.
  - d. Supervisors may not approve, deny, or limit leaves of absence on the basis of information on an employee's social media site without consulting the Chief or his designee.
  - e. Supervisors engaged in hiring are prohibited from conducting social media background checks. Instead, any such checks will be done by the Chief or his designee following the background procedures.
  - f. By virtue of their position, management level employees must consider their unique role in the Department and must be especially conscious that their

personal thoughts may be misunderstood as expressing the Department's positions.

<b>Chapter</b>	14
<b>Section</b>	14.12
<b>Title</b>	Miscellaneous
<b>Subject</b>	Unbiased Policing
<b>Effective Date</b>	11/21/2016
<b>Revision Date</b>	11/21/2016
<b>Revised By</b>	Officer M. Beauchamp
<b>Authorized By</b>	Chief Brian P. Johnson

## **I. Purpose**

The purpose of this order is to reaffirm the Upland Police Department's commitment to unbiased policing in all its encounters between police officers and public, and to reinforce procedures that serve to maintain public confidence and trust through the provision of services in a fair and equitable fashion.

## **II. Definition**

**Bias-based policing** is the differential treatment of individuals in the context of rendering police service based solely on a suspect classification, such as race, ethnic background, gender, gender identity, sexual orientation, religion, economic status, age or cultural background. Bias-based policing may also be defined as a police action based on an assumption or belief that persons identified with any of the aforementioned classifications have a tendency to participate or engage in criminal behavior. Use of the aforementioned classifications to identify a specific suspect for questioning or apprehension based on an objective description shall not constitute bias-based policing.

## **III. Policy**

A. Bias-based policing is prohibited. Officers must be able to articulate specific facts, circumstances and conclusions that support probable cause or reasonable suspicion for any detention, arrest, search or seizure, including but not limited to traffic stops.

B. It is the policy of the Upland Police Department that all detentions, arrest searches and seizures will be based on the standard of reasonable suspicion or probable cause as required by the Fourth Amendment of the U.S. Constitution and statutory authority.

C. Officers may take into account the reported age, gender, race, ethnicity or national origin of a specific suspect or suspects in the same way they would use specific information regarding height, weight, hair color etc. about specific suspects.

D. Police service will be provided to all persons without regard to race, ethnic background, gender, gender identity, sexual orientation, religion, economic status, age or cultural group.

## **IV. Procedure**

### **A. Individual Responsibility**

1. Bias-based policing by any department personnel is prohibited. Officers must be able to articulate specific facts, circumstances and conclusions that support probable cause or reasonable suspicion for any detention, arrest, search or seizure.
2. Officers shall conduct detention, arrests, searches or seizures based on the standard of reasonable suspicion or probable cause as required by the Fourth Amendment of the U.S. Constitution and statutory authority.
3. Officers may take into account the reported age, gender, race, ethnicity or national origin of a specific suspect or suspects in the same way they would use specific information regarding height, weight, hair color etc. about specific suspects.
4. During a contact, misunderstandings may occur from the officer's failure to explain why the contact was made. During most contacts, the officer should inform the detainee of the reason for the contact.
5. Nothing in this section shall limit an officer's ability to interview witnesses or discourage routine conversations with persons not suspected of an offense.
6. Department personnel will provide police service to all persons without regard to race, ethnic background, gender, gender identity, sexual orientation, religion, economic status, age or cultural group.
7. Any member of the department who observes or is aware of a violation of this procedure shall immediately report it to a supervisor.

### **B. Supervisory Responsibility**

1. Supervisors should ensure that personnel assigned under their command are familiar with this policy and comply with its provisions.
2. Supervisors shall receive all public complaints or allegations of bias-based policing on the part of officers under their command and forward such information in writing in compliance with this department's

standard operating procedures covering public complaints and internal investigations.

3. Supervisors should monitor the activities of personnel under their command to ensure that bias-based policing is not practiced.

#### C. Complaint Process

1. Personnel shall not discourage public from filing complaints and should avoid any actions that could be interpreted to constitute intimidation, coercion, or threatened or actual retaliation against persons to discourage or prevent them from filing complaints.

2. All complaints of bias-based policing shall be fully investigated pursuant to this department's standard operating procedures governing public complaints and internal investigations.

#### D. Training

1. All officers should receive initial cultural diversity and awareness training at the basic training academy.

2. Training regarding bias-based policing, cultural diversity, interaction with citizens, policy, ethics, legal requirements and related topics will be integrated into the field training program for all new officers and periodically through in-service training as the department deems appropriate.