

Policy 210



Subject

PATROL SUPERVISION RESPONSIBILITIES

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Page

1 of 12

By Order of the Police Commissioner

POLICY

It is the policy of the Baltimore Police Department (BPD) that all members in the supervisory chain of command provide close and effective supervision of subordinates, and that they complete required supervisory tasks to ensure proper workflows and accountability. This policy represents a non-exhaustive yet detailed description of supervisory responsibilities across BPD ranks in the patrol division.

CORE PRINCIPLES

Community Policing. Supervisors play a critical role in implementing the Department's Community Policing Plan to improve police-community relations and reduce crime and disorder through collaborative problem-solving partnerships. Supervisors must ensure that they and the officers they supervise demonstrate the principles of community policing and consistently execute the roles and responsibilities detailed in the Community Policing Plan.

Accountability. Due to their capacity as personnel managers, Supervisors will be held to a higher standard than those to which the department holds their subordinates.

Integrity. Supervisors shall always demonstrate a high level of integrity and ethical conduct, which supports the mission and values of the BPD and fosters trust with the community.

Leadership. As leaders of sworn officers, Supervisors must demonstrate effective leadership abilities that inspire trust amongst their subordinates and promote their best possible performance. Effective BPD leaders demonstrate commitment to the communities they have sworn to serve, take pride in their work, and exhibit a high degree of honesty, loyalty, and integrity.

Resource Management. Supervisors are responsible for ensuring that their subordinates are performing their duties in an efficient and effective manner, that they are documenting their time accurately and within departmental policy, and that departmental equipment is accounted for and properly maintained. Supervisors must prevent fraud, abuse, and waste of resources.

Responsiveness. Effective Supervisors can be counted on to respond to their subordinates' needs when requested or required, and handle tasks in a prompt and thorough manner. Supervisors should also promptly obey the orders of their superiors and ensure that their subordinates do the same.

Unity of Command. The principle that members are responsible to only one clearly identified first line Supervisor, who in turn is responsible to one clearly identified Supervisor, throughout the chain of command.

DEFINITIONS

District Commander – A sworn police officer holding the rank of captain or major, who holds the authority to oversee a BPD police district.

Executive Officer – A member of the command staff serving in the rank of captain, who is responsible for planning, managing, and reviewing the activities of all personnel assigned to a major division or patrol district. The Executive Officer exercises supervision over a staff of sworn and/or civilian personnel primarily through subordinate managers and supervisors.

Permanent Rank Supervisor – Sworn police officers who hold the rank of sergeant or above, whose primary responsibility is the supervision of subordinate members assigned to their unit, section, or division.

Shift Commander – A sworn police officer, typically at the rank of lieutenant, who commands sergeants and officers of a particular shift in a particular BPD police district.

Supervisor – Police officers who are designated “Officer-in-Charge” (Acting Sergeant) or hold the rank of sergeant or above, whose primary responsibility is the supervision of subordinate members assigned to their unit, section, or division.

GENERAL

1. Generally, Supervisors are responsible for providing close and effective supervision by monitoring the work tasks assigned to subordinates and:
 - 1.1. Setting and enforcing the expectation that their subordinates will police in a manner that is consistent with the Constitution, BPD policy, training, and the maintenance of public trust.
 - 1.2. Implementing their respective areas of the Community Policing Plan, including, but not limited to: building community partnerships, focusing resources on collaborative problem solving, and reviewing subordinate interactions with the public for demonstration of community policing principles.
 - 1.3. Serving as an example to their subordinates through their behavior and counseling, guiding, and supporting officers under their command.
 - 1.4. Ensuring that their subordinates nurture relationships with the community by interacting and communicating with the public on a routine basis, outside of pure enforcement activity, to increase public trust and collaboration.
 - 1.5. Recognizing exemplary officer performance and recommending personnel for meritorious conduct awards, as appropriate.
 - 1.6. Identifying opportunities for performance improvement and supporting the growth of subordinates.

- 1.7. Promptly identifying subordinate misconduct and ensuring that it is adequately addressed through corrective action, training, or referral for discipline.
- 1.8. Completing annual performance evaluations of subordinates in order to identify training, professional development, or remediation needs, as well as to reinforce leadership traits and cultivate opportunities for their subordinates' career advancement.
- 1.9. Ensuring that shift transitions are orderly, do not exceed the time allotted, and that critical information is shared during the roll call briefing (see Policy 405, *Roll Call Procedures*).
- 1.10. Completing regular inspections of subordinates, their equipment, and their activities as required by BPD policy.
- 1.11. Developing proactive law enforcement strategies.
- 1.12. Performing any duties or tasks assigned by the District Commander or their designee.
2. All members shall be directly responsible to only one Supervisor at a time, per Unity of Command.
3. District officers, sergeants, and lieutenants shall answer to the District Commander through their chain of command.
4. District Commanders shall answer to the Chief of Patrol and other command ranks as needed.
5. Annual performance evaluations and promotion of Supervisors will be based upon the fulfillment of their supervisory duties as enumerated in this policy.
6. Failure to fulfill supervisory duties will result in corrective action, remedial training, or discipline as deemed appropriate by the Commissioner.

DIRECTIVES

District Commander (Major)

District Commanders shall have numerous responsibilities:

7. Provide executive management, leadership, and command/control of day-to-day operations of a neighborhood patrol district, which includes the direct supervision and performance management of captains, lieutenants, sergeants, detectives, and police officers assigned to the patrol district.
8. Strive to deploy units consistently to the same community to foster a deeper understanding of neighborhood conditions, increase relationship-building, and thereby improve problem-solving capacity.

9. Work with district Supervisors to ensure that community priorities, engagement, and problem-solving are included in district deployment strategies and weekly crime plans. Manage the implementation of said strategies/plans.
10. Oversee the development and implementation of Neighborhood Policing Plans. District Commanders have final responsibility for creating the plans and ensuring their implementation.
11. Attend community public safety meetings to work proactively with the community for problem-solving and crime prevention.
12. Recognize members for outstanding community policing efforts on a monthly basis.
13. If necessary, reassign/detail personnel to support patrol operations to execute the Community Policing Plan and facilitate collaborative problem-solving.
14. Allocate, coordinate, and direct manpower, vehicles, equipment and supplies to meet the needs of the district, division, section or unit, and is responsible for operational and overtime expenditures to ensure that funds expended for the district are used appropriately and within the mission of the agency.
15. Coordinate weekly district intelligence briefings and problem-solving meetings. These meetings shall inform the development of weekly crime plans and serve as an accountability meeting for their implementation.
16. Examine all Supervisors' reviews of level 1 and level 2 uses of force for consistency with departmental policy and training. Return for correction any use of force reviews that are incomplete or contain errors, and if necessary, reclassify a use of force review to the appropriate level and return for additional review (see Policy 725, *Use of Force Reporting, Review, and Assessment*).
 - 16.1. For level 1 use of force reviews, the District Commander is typically the final reviewer, and will make final determination of whether the findings by the chain of command are consistent with law and policy, whether the review was thorough and complete, and whether there are tactical, equipment, and/or policy considerations that need to be addressed.
 - 16.2. For level 2 use of force reviews, the District Commander shall complete the review within five (5) days of receipt, and forward the use of force review to the Use of Force Assessment Unit (UFAU) via BlueTeam.
17. Post overtime sign-up board that is accessible for Patrol Supervisors and officers (see Policy 819, *Patrol Staffing Shortages*).
18. Review, log, and initial all overtime forms for any personnel who work overtime, and manage the leave approval process.
19. Authorize all ride-along requests, forward VIP ride-along requests to the Office of the Police Commissioner for approval.

20. Complete performance reviews for direct-reports based upon their fulfillment of the supervisory duties listed below, and upon their effectiveness in implementing community policing.
21. Complete annual equipment and personnel inspections (see Policy 402, *Command Inspections/Audits*).

Executive Officer

Executive Officers shall have the following responsibilities in addition to any assigned by the District Commander:

22. Generally serve as and perform the duties of the District Commander in their absence. Act as the District Commander's designee for functions they are eligible to perform under BPD policy (see District Commander responsibilities above).
23. Establish priorities and deployment strategies for the district's weekly crime plan in keeping with the Community Policing Plan. Re-evaluate crime plans on a weekly basis to maximize effectiveness of resource deployment and strategies, with a focus on problem-solving.
24. Represent the BPD leadership team when interacting with civic, neighborhood, advocacy, and business groups, and coordinate BPD resources and activities under their command to address concerns about community issues.
25. Counsel subordinates about performance issues brought to their attention, train lieutenants in the handling of general management problems, monitor subordinates' professional behavior to assess potential issues, and recommend corrective action to address subordinates' performance problems.
26. Respond to major calls for service and any unusual occurrences, when available, and perform prescribed functions.
27. Receive and review reports related to any strip search or body cavity search within 48 hours of the search, and ensure that an after-action discussion is completed with the involved members to address any questions or concerns (see Policy 1013, *Strip Searches and Body Cavity Searches*).
28. Forward, on a daily basis, all citizen/police contact receipts, incident reports, and supplemental reports to the Records Management Section.
29. Conduct reviews of incident reports, supplemental reports, and citizen/police contact receipts to ensure compliance with legal standards. Train subordinates on proper documentation as needed.
30. Audit subordinates' supervisory reviews of investigative stops, vehicle stops, weapons pat-downs, searches, and arrests within seven (7) days of their completion. Refer any misconduct to the Public Integrity Bureau (PIB).
31. Coordinate, under the direction of the District Commander, all specialized units.
32. Oversee the preparation of ComStat materials.

33. Monitor overtime performance to ensure that overtime is strategically utilized for crime reduction.

Shift Commander (Lieutenant or “Sergeant-in-Charge”)

Shift Commanders shall be responsible for several duties and responsibilities, to include:

34. Conduct roll-call briefings to update subordinates on district trends and developments, changes to BPD policy and procedure, scheduling, and other matters as directed by the District Commander.
35. Strive to deploy units consistently to the same community to foster a deeper understanding of neighborhood conditions, increase relationship-building, and thereby improve problem-solving capacity.
36. Maximize positive interactions with the public, reviewing and providing recommendations for neighborhood policing plans.
37. Proactively identify recurring trends requiring a Problem-Oriented Policing response and coordinate with relevant officers and supervisors, and the Neighborhood Coordination Officer, to address the problem(s).
38. Assist the District Commander/Executive Officer with the weekly crime plan, specifically ensuring the deployment of proactive community policing strategies in high crime areas. Ensure that officers implement the weekly crime plans with a focus on community problem-solving.
39. When possible, and only with the consent of all relevant parties, review random samples of informal engagement activities and associated body-worn camera footage, and provide feedback to subordinates.
40. Review performance evaluations of subordinates to ensure that the appropriate guidelines of community policing are followed in accordance with the performance evaluation manual.
41. Take daily attendance and update roll-books at the start of every shift.
42. Post overtime sign-up board that is accessible for Patrol Supervisors and officers. (see Policy 819, *Patrol Staffing Shortages*).
43. Inspect roll-books regularly in order to identify any projected staffing shortages, and solicit volunteer(s) to staff the vacant positions in order to maintain, whenever possible, the minimum staffing constant for the shift (see Policy 819, *Patrol Staffing Shortages*). Update electronic roll-books daily to capture any duty status changes for light-duty personnel, medical or military leave, suspensions, details, and ensure that minimum staffing levels are maintained.
44. Pre-authorize, authorize, and/or certify overtime forms for any personnel who work overtime (must be one rank above for pre-authorization and authorization; see PCM 19-02 for further guidance).
45. Schedule training and professional development opportunities for subordinates.

46. Examine level 1 and level 2 use of force reviews and forward to District Commander or return for corrections as necessary (Permanent Rank lieutenant or above).
47. Respond to the scene of all police-involved shootings in the district.
48. Respond to noteworthy incidents (e.g., homicides, robberies, hostage/barricade situations, abductions, bomb threats, and other complex incidents) and/or situations within the district when an immediate Supervisor is not available.
49. In conjunction with the First Line Supervisor, manage control of subordinate vehicle pursuits, and make reasonable efforts to command, control, or terminate said pursuits in accordance with Policy 1503, *Emergency Vehicle Operation and Pursuit*.
50. Review and initial all Part One Reports, and ensure the proper assignment and timely completion of all follow-up investigations.
51. Approve or disapprove strip searches and evaluate requests for strip searches on the basis of probable cause, voluntary production of the item(s), and exigencies. Approve or disapprove search and seizure warrant applications for body cavity searches, and document all strip/body cavity searches in a Supplemental Report, Form 7 (see Policy 1013, *Strip Searches and Body Cavity Searches*; must be Permanent Rank Supervisor).
52. Review, evaluate, and approve, if the indicated actions are found to be lawful and complete, all sergeants' reviews of member activity in the domain of investigative stops, weapons pat-downs, and searches. Refer all sergeants' policy and law violations in this area to the PIB for investigation, and proceed with non-punitive corrective action if necessary.
53. Promptly notify the Special Investigations Response Team (SIRT) and perform the following associated tasks if:
 - 53.1. A detainee is injured and admitted to a medical facility. If so, log the incident in BlueTeam. If a detainee is admitted to a medical facility for a period of more than 24 hours, secure a Bed Side Commitment by the end of their tour of duty (see Policy 1117, *Adult Booking Procedures*).
 - 53.2. A police officer-involved shooting has occurred and the First Line Supervisor is unable to notify SIRT.
 - 53.3. For level 3 uses of force, if necessary, order a member to immediately provide a Public Safety Statement in order to secure the scene, identify injured parties, and pursue suspects (see Policy 710, *Level 3 Use of Force Investigations / Special Investigations Response Team*).
54. Investigate and report any missing or damaged departmental equipment. Forward requisition or repair orders to the District Commander for approval.
55. For significant incidents, establish a command post to facilitate proper command and control of investigative activity, and serve as the member in charge of the scene until relieved.

56. Approve all Field Training Officers (FTOs) and designate a Field Training District Coordinator (FTDC). Make recommendations regarding the retention, suspension, or termination of trainees or FTOs (See Policy 212, *Field Training Evaluation Program*).
57. On a case by case basis, perform roles of the First Line Supervisor if one is not available.

First Line Supervisor (Sergeant or “Officer-in-Charge”)

Patrol Supervisors shall be responsible for the following duties and responsibilities:

58. Strive to deploy units consistently to the same community to foster a deeper understanding of neighborhood conditions, increase relationship-building, and thereby improve problem-solving capacity. If able, deploy sufficient resources and supervision for each patrol shift.
59. Ensure that community priorities, engagement, and problem solving are included in district deployment strategies and weekly crime plans. Manage the implementation of said strategies/plans.
60. Ensure that community priorities are implemented through daily operational plans by communicating with higher ranks and subordinates.
61. Proactively identify recurring trends requiring a Problem-Oriented Policing response and communicate with the lieutenant, the Neighborhood Coordination Officer, and other relevant officers to coordinate appropriate action.
62. Assess the effectiveness of officers (Patrol, District Action Teams, Non-Commissioned Officers) in implementing community policing in their performance evaluations.
63. Regularly emphasize community policing in roll calls by communicating weekly crime plan deployment and strategies, and highlighting the need to elevate problems requiring problem-oriented solutions.
64. Designate personnel to act as Officer-in-Charge or Sergeant-in-Charge to develop subordinates' skills in supervision, and act as patrol Supervisor in the absence of a Permanent Rank Supervisor (see Policy 207, *Selection and Identification of the Officer-In-Charge*).
65. When possible, respond to all crime scenes, arrests, and stops. First Line Supervisors are required to respond to all incidents of level 2 and 3 uses of force by subordinates.
66. When identifying witnesses, ensure that the appropriate detective(s), unit(s), and/or supervisor(s) are notified. Collect information from witnesses only with their consent, and allow the primary detective(s), unit(s), and/or supervisor(s) to determine if an on or off-site interview is necessary (see Policy 1002, *Securing and Interviewing Witnesses*).
67. Review search and seizure warrants for legality, conformance with BPD regulations, and completeness. Arrive at the scene of execution of all search and seizure warrants, and remain present until their conclusion. Return executed and non-executed warrants, along with any verified inventories, to the appropriate judge(s) within ten (10) or fifteen (15) days, unless otherwise specified (must be Permanent Rank Supervisor; see Policy 1007, *Search and Seizure Warrants*).

68. Evaluate members' applications for arrest warrants for probable cause, pertinent elements of the crime(s), and thorough investigation (see Policy 1104, *Arrest Warrants*).
69. Ensure that only same-gender strip and body cavity searches are conducted, unless otherwise directed by the person being searched. Document all such searches in a Supplemental Report, Form 7 (see Policy 1013, *Strip Searches and Body Cavity Searches*).
70. Perform periodic safety checks with any member conducting a custodial interrogation, and guide members on the proper design and procedures for any interrogation plan involving deception (see Policy 1105, *Custodial Interrogations*).
71. Review every injury that is reported to have occurred during the transportation of detainees as a use of force, or if appropriate, as part of a vehicle crash investigation. If a detainee requires medical attention, assign guard members as needed (see Policy 1121, *Detainees in Hospital Environments*).
72. Command, control, and coordinate foot pursuits, responding to the area whenever possible. Terminate foot pursuits if they are unsupported by a reasonable articulable suspicion, pose an unreasonable risk to the public, or are otherwise in violation of Policy 1505, *Foot Pursuits*.
73. Upon apprehension of a subject involved in a foot pursuit, direct all post-pursuit activities at the terminus of the incident, to include: investigations of misconduct, reviews of body-worn camera footage and written reports, and reviews of the tactical performance of their subordinates.
74. Manage control of subordinate vehicle pursuits, and make reasonable efforts to command, control, or terminate said pursuits in accordance with Policy 1503, *Emergency Vehicle Operation and Pursuit*.
75. Respond to the scene of any complaints of misconduct received during the course of a subordinate's duties. Ensure that complainants receive a Unified Complaint Form and, if needed, ensure that medical attention is provided to individuals who require it. For incidents where the apparent circumstances of misconduct are such that they could result in criminal charges or the potential to result in an adverse community reaction (e.g., breach of peace, property destruction, or assemblies that may impede the flow of traffic), the Supervisor shall immediately contact the PIB duty Supervisor (see Policy 306, *Complaint Intake and Classification Protocol*). Supervisors shall complete the initial BlueTeam entry by the end of their tour of duty.
76. Authorize a subordinate's request to arrest an individual for a citation-eligible, lesser offense (Officer-in-Charge cannot perform this function; see Policy 1018, *Lesser Offenses and Alternatives to Arrest*).
77. Lead proactive enforcement initiatives.
78. When possible, respond at random to calls for service to monitor subordinate performance.
79. Complete daily inspections of subordinates' professional appearance as established in Policy 312, *Professional Appearance Standards*.

80. Witness inventory and completion of Form 57 for property/currency seizures (see Policy 1401, *Control of Property and Evidence*).
81. Conduct hot-spot checks and inspect deployments for compliance with BPD training and policy.
82. Familiarize themselves with the Employee Assistance Program (see Policy 1703, *Employee Assistance Program*) and refer subordinates as necessary.
83. Assist Shift Commander with daily attendance, roll-book maintenance, and roll call briefings.
84. Complete vehicle inspections to ensure functionality of Transport Vehicle Camera (TVC) system and compliance with the vehicle's preventative maintenance schedule (See Policy 1511, *Vehicle Inspections and Maintenance*).
85. Review traffic citations to ensure legibility, accuracy, and completeness, and to determine whether citations are lawful, constitutional, and unbiased. If found to be deficient, void and forward citations to either the Traffic Section or the issuing member's First-Line Supervisor, as appropriate (see Policy 906, *Traffic Citations*).
86. Review all reports related to interrogations to ensure compliance with Policy 1105, *Custodial Interrogations*.
87. Approve or disapprove members' requests to make an arrest by adhering to the requirements for probable cause and the use of less intrusive measures such as verbal warnings or citations.
88. Take appropriate action to address all violations or deficiencies in arrests and arrest requests, including, but not limited to:
 - 88.1. Releasing the subject.
 - 88.2. Recommending training or non-disciplinary corrective action for the involved member.
 - 88.3. Referring the incident to PIB for administrative or criminal investigation.
89. For DUI/DWI arrests, ensure that all reports and forms are accurately completed, and that all procedures are followed for the release of youth to a parent or guardian (see Policy 1108, *DUI/DWI Arrest Procedures*).
90. Review all citizen/police contact receipts and all documentation for investigative stops, weapons pat-downs, and searches within 72 hours of the encounter(s). If any documentation lacks sufficient detail, a legal basis for law enforcement action, or other information, consult with the member to remedy the deficiency (see Policy 1112, *Field Interviews, Investigative Stops, Weapons Pat-Downs and Searches*).
91. In BlueTeam, document all investigative stops and searches that are in violation of BPD policy, unsupported by a reasonable articulable suspicion and/or probable cause, as well as those which may be lawful and compliant but require corrective action such as further policy or tactical review or training.

92. Address all violations or deficiencies in field interviews, vehicle stops, investigative stops, weapons pat-downs, searches, and arrests as appropriate, by:
- 92.1. Documenting such items in BlueTeam and providing non-punitive corrective action such as training, mentoring, or counseling, as appropriate.
 - 92.2. Referring policy and law violations to PIB for administrative or criminal investigation.
93. Collect all completed Charge Information Forms (Form 12) from members transporting detainees by the end of their tour of duty. Review said reports for completeness and sign them to ensure compliance (see Policy 1114, *Persons in Police Custody*).
94. Review body-worn camera footage of subordinates (See Policy 824, *Body-Worn Camera*).
- 94.1. Supervisors **are required** to review the BWC data of a subordinate when:
 - 94.1.1. The member or another member is injured or killed during the performance of their duties.
 - 94.1.2. There is a reportable use of force by the recording member or another member.
 - 94.1.3. The member has informed the Supervisor that they believe that the event may result in a complaint.
 - 94.2. Supervisors **may** review the BWC data of a subordinate when:
 - 94.2.1. Conducting an investigation (e.g., misconduct, supervisor complaint, vehicle accident, etc.).
 - 94.2.2. Monitoring a subordinate's professional conduct/performance.
 - 94.2.3. Conducting training for subordinates.
 - 94.2.4. Advancing the best interest of the public, the BPD, or the member.
95. Ensure PowerDMS compliance.
96. Pre-authorize, authorize, and/or certify overtime forms for any personnel who work overtime (must be Permanent Rank).
97. Review and approve subordinate leave schedules (cannot be performed by Officer-in-Charge).
98. Conduct use of force investigations when not an involved member (must be Permanent Rank sergeant or above, higher rank for level 2; see Policy 725, *Use of Force Reporting, Review, and Assessment*).
99. For Level 3 use of force investigations, obtain a Public Safety Statement (if not already obtained) in order to secure the scene, identify injured parties, and pursue suspects. (see Policy 710, *Level 3 Use of Force Investigations / Special Investigations Response Team*).

100. Review all Part One reports and ensure the proper assignment and timely completion of all follow-up investigations.
101. Ensure compliance by tracking overtime, maintaining departmental equipment, and training records.
102. Perform random audits/inspections of subordinates assigned to the shift.
103. Review reports for approval.
104. Enter daily shift rundown into CAD system.
105. Collect and report daily enforcement statistics (arrests, stops, citations, etc.).

ASSOCIATED POLICIES

- Policy 207, *Selection and Identification of the Officer-In-Charge*
Policy 212, *Field Training Evaluation Program*
Policy 312, *Professional Appearance Standards*
Policy 402, *Command Inspections/Audits*
Policy 405, *Roll Call Procedures*
Policy 725, *Use of Force Reporting, Review, and Assessment*
Policy 819, *Patrol Staffing Shortages*
Policy 824, *Body-Worn Camera*
Policy 906, *Traffic Citations*
Policy 1002, *Securing and Interviewing Witnesses*
Policy 1007, *Search and Seizure Warrants*
Policy 1013, *Strip Searches and Body Cavity Searches*
Policy 1104, *Arrest Warrants*
Policy 1105, *Custodial Interrogations*
Policy 1106, *Warrantless Procedures and Probable Cause Standard*
Policy 1108, *DUI/DWI Arrest Procedures*
Policy 1109, *Warrantless Searches*
Policy 1112, *Field Interviews, Investigative Stops, Weapons Pat-Downs & Searches*
Policy 1114, *Persons in Police Custody*
Policy 1505, *Foot Pursuits*
Policy 1511, *Vehicle Inspections and Maintenance*
Policy 1703, *Employee Assistance Program*

COMMUNICATION OF POLICY

This policy is effective on the date listed herein. Each employee is responsible for complying with the contents of this policy.