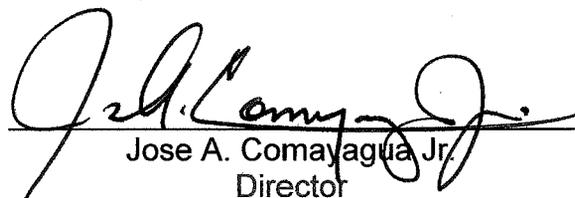

COUNTY SECURITY PROGRAM



Procedural Memorandum

February 27, 2012


Jose A. Comayagua Jr.
Director

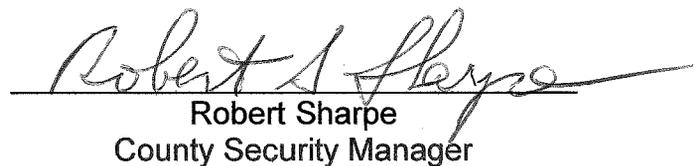

Robert Sharpe
County Security Manager

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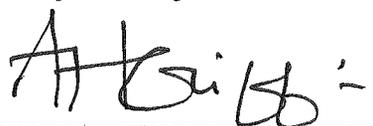
EXECUTIVE SUMMARY

The County Security Program lays a solid foundation for the development and implementation of practices and procedures that utilize physical and technical security with the intent of creating a safe environment within the Fairfax County Government for its employees, visitors, and assets. It defines the role that the County Security Program plays in supporting the mission and goals of Fairfax County Government and represents high level rules that shall be adhered to by all County employees, volunteers, and visitors.

The continuing support and involvement of top County department management is a prerequisite for an effective security program. The County Security Program requires vigilance of department management in executing appropriate controls as prescribed in the program, and ensuring compliance with the program itself and the Operational Policies incorporated within. Compliance requires an understanding by staff of not only the policies, but also the circumstances in which such compliance is expected in their day-to-day activities. Accordingly, the County Security Program provides the context for a supporting set of standards, guidelines, and procedures that establishes how security is implemented County-wide. County agency head responsibilities shall include the following:

- Designating a Security Point-of-Contact who is responsible for security at each respective County facility.
- Determining the optimal place of the security function within the agency hierarchy with the shortest practicable reporting lines to the agency head.
- Ensuring clear lines of communication between Department Directors and the County Security Manager regarding security matters and enforcement.
- Implementing and maintaining procedures that ensure County facilities and staff are protected in accordance with Fairfax County policy and standards, and applicable state and federal laws, policies, mandates, standards and/or guidelines.
- Establishing a County-wide security awareness program in coordination with the County Security Manager that supports the policies and procedures established by County Security Program.
- Integrating the fundamentals of security within each department's routine business practices, and ensuring compliance with the Security Program as a whole, including individual Operational Policies.
- Establishing a process for business impact analyses, risk assessments, and a business continuity plan in coordination with the County Security Manager.

The County Security Manager maintains and updates the County Security Program, to include information on all aspects of the program, including security policies, procedures and compliance practices.

Fairfax County, Virginia	
PROCEDURAL MEMORANDUM, NO. 25 - 30	
To: Agency Directors	Date: March 8, 2012
	Reference:
Initiated by: Facilities Management Department	Approved by County Executive: 
Subject: County Security Program	

The purpose of this Program is to provide policies, guidelines, and procedures for the security of County employees and citizens while conducting business in County facilities. This includes establishing security standards for all County facilities, existing and planned, to include technical security systems, lighting and landscaping, perimeter barriers, and contract guards. Additionally, the County Security Program provides a readily available reference source for County employees regarding security services, including training/education programs, guidance during construction/renovation of facilities, security assessments, County ID program, organizational structure, and contact information.

No policy or procedure can apply to all events under all circumstances, hence, this program is not exclusive or exhaustive and further policies and procedures related to the subject matter herein may be found in other documents. Such policies, guidelines, and procedures are hereby incorporated in this Program by reference the same as if recited verbatim herein. Violations of any of the Fairfax County Code of Ethics, Codes of Conduct, Policies, Guidelines and/or Regulations may result in disciplinary action, up to and including dismissal. This procedural memorandum defines the policy regarding security for all Fairfax County facilities, operations, and employees.

POLICY:

All departments and persons with security responsibilities, requirements, and/or needs/requests, shall abide by the requirements and procedures established by the County Security Office within the Facilities Management Department as authorized by the County Executive. This policy supersedes any previous policies that may be in conflict.

PURPOSE:

To define the County Security Program and the minimum security requirements for individual and department implementation on a regular basis to help prevent harm to individuals, to help avoid business interruptions, and to help prevent loss or misuse of County property and information due to: theft, vandalism, violence, illegal or disruptive activities by employees, visitors or vendors, and/or other criminal acts against County facilities, operations, and citizens. This policy recognizes that the County's overall security posture requires acceptance, participation, and adherence to the information contained within, from all county agencies and persons if it is to be effective.

OBJECTIVE:

The objective of this security policy is to establish and promulgate guidance for the protection of Fairfax County facilities, operations, and citizens, provide guidance with regard to implementation of security procedures; provide guidance with regard to procurement of security systems, components and services; and provide guidance/information with regard to the County's source for security services, including training, assessments, system maintenance, and information.

SCOPE:

The County Security Program covers all issues related to security for the County, including physical, operational and/or technical systems. The policy applies to all County departments, employees, volunteers and others, as well as vendors, contractors, and commercial entities that provide security services and/or products.

This policy applies to all existing and future security programs and systems under the control of any Fairfax County department or person. Implementation of this policy is the local responsibility of each department. The County Security Manager is authorized to put in place needed measures, enforcement of the information contained herein, and manage compliance. The major components of the County Security Program are Contract Security Services, Security Assessments, Training/Education, Security Systems, and the Badging and Access Control Office. The major operational policies of the County Security Program are Work Place Violence, ID/Access Card, Domestic and Sexual Violence in the Work Place, and No Trespassing, which have been established by the authority of this policy and carried out by the County Security Manager through procedure.

COMPLIANCE:

This policy sets the standard for security requirements and shall form the basis on which security audits and reviews will be conducted. All security activities, contracts, operations, and equipment are subject to monitoring by authorized staff to ensure compliance with established policy and standards. Failure to adhere to this policy may

result in overpayment for services and/or equipment, unorganized or improper use of security assets, and security vulnerability. Violations of the County Security Program may result in appropriate disciplinary action, up to and including dismissal. The County Security Manager shall coordinate any violations of the policy with the appropriate department and the Department of Human Resources.

RESPONSIBILITY:

The responsibility for compliance with the County Security Program resides at all levels of the County organization.

WAIVERS AND EXCEPTIONS:

Requests for exceptions under this policy should be directed to the County Security Manager for consideration.

PART I: GENERAL INFORMATION

Chapter 1: County Security Program

1.1: Manual Established

The County Security Manager, under the direction of the Facilities Management Department (FMD), hereby establishes County-wide security policies and procedures entitled "County Security Program", hereafter referred to as "Security Program".

The information contained in this document is intended for internal use only, and is not intended to create a higher standard of safety or care. No policy or procedure can apply to all events under all circumstances; hence, this program is not exclusive or exhaustive and further policies and procedures related to the subject matter may be found in other documents and such policies, guidelines, and procedures are hereby incorporated in the Security Program by reference the same as if recited verbatim here. Violations of any of the Fairfax County Code of Ethics, Codes of Conduct, Policies, Guidelines and/or Regulations may result in disciplinary action, up to and including dismissal from County employment.

1.2: Purpose

The purpose of this document is to provide policies and procedures for the security of County employees and citizens while conducting business in County facilities. This includes establishing security standards for all County facilities (includes planned and existing) to include technical security systems, lighting and landscaping, perimeter security, and contract guards.

Additionally, the Security Program provides a readily available reference source for County employees regarding security services, including training/education programs, guidance during construction/renovation of facilities, security assessments, County ID program, organizational structure and contact information.

This program is established and functions to conform to and meet all requirements of the U.S. Department of Labor Occupational and Health Administration (OSHA) Directive Number CPL 02-01-102 (effective date 9/8/2011), Subject: Enforcement Procedures for Investigating or Inspecting Workplace Violence Incidents, which requires educational awareness and operational actions for responding to incidents of violence in the workplace.

Chapter 2: Applicability

The information contained in this document is applicable to all issues and concerns dealing with security of County employees, citizens, facilities, and equipment. County security staff works directly with the Fairfax County Police Department, the Fairfax County Fire and Rescue Department, Office of Emergency Management, the Sheriff's Office, and other applicable County departments to establish and maintain the safest

possible environment. This Security Program is not meant to supersede or duplicate other department responsibilities, but instead is designed to firmly establish roles and responsibilities for security operations County-wide (see Part I, Chapter 5).

Chapter 3: Availability of Security Program

All County employees are provided the opportunity to read the Security Program that is located on the County FMD Infoweb and seek additional information as necessary to resolve any issues regarding information contained within the Security Program. Additionally, the original approved Security Program in hardcopy form will be maintained in the office of the County Security Manager and is available for review. The Security Program shall not be removed from the County Security Manager's office without authorization. Electronic copies of the Security Program may be distributed only in secure PDF or similar format to prevent tampering.

Chapter 4: Revisions & Amendments

4.1: Permanent

Permanent amendments to the Security Program policy will be made by the County Executive upon recommendations from the County Security Manager through the FMD Director. Any revised or amended material will indicate the appropriate Part, Chapter, and Section numbers being revised or amended. New pages reflecting the changes will be distributed indicating the effective date of the change. Notwithstanding permanent changes to specific sections of the policy, the Security Program should be reviewed and updated annually; any amendments issued prior to the update should be incorporated into the Security Program.

4.2: Temporary

Temporary changes to the Security Program required by events, circumstances, and or organizational needs, will be made by issuance of temporary procedures from the County Security Manager. Such materials will indicate the Chapter and Section numbers of applicable policy. The temporary procedures will also include the effective dates for the temporary change, including specific commencement and expiration dates. If necessary, the temporary change may be re-issued.

Chapter 5: Relationship to Other Publications

The Security Program is a composite of current procedures established by management and approved by the FMD Director's Office. All existing security policies that are in conflict with the contents of the Security Program are hereby superseded. Existing security policies, in part or in whole, that are not in conflict with the Security Program shall remain in effect. Any portion of the Security Program in conflict with the Fairfax County Personnel Regulations is superseded by the Fairfax County Personnel Regulations.

The Security Program is intended to supplement, but not to supersede, the following publications that may govern the activities of county employees:

- Fairfax County Police Department General Orders
- Fairfax County Fire and Rescue Department Standard Operating Procedures
- Fairfax County Executive Directives
- Fairfax County Emergency Operations Plan
- Fairfax County Personnel Regulations
 - Fairfax County Code of Conduct and Code of Ethics

Chapter 6: Interpretation of Security Program

Interpretation of the provisions of the Security Program shall be made by the County Security Manager. In the absence of the County Security Manager, interpretation of the provisions of the Security Program shall be made by the Directors of FMD. Decisions are final. All related direction subsequent to the interpretation shall be followed. Persons seeking further clarification or interpretation may submit a written request for additional guidance and clarification.

PART II: ORGANIZATIONAL STRUCTURE

Chapter 1: Security Staff - General Requirement

All FMD staff identified as having responsibilities in support of the Security Program shall be available to respond to emergency situations as necessary.

Chapter 2: Positions and Responsibilities

2.1: Security Program – County Positions

2.1.1: Assistant Director – FMD

The Assistant Director is responsible for the supervision and delivery of services provided by the County Security Manager. The Assistant Director also assists in planning and is responsible for administration of the FMD budget with regard to security.

2.1.2: County Security Manager

The County Security Manager oversees the Security Program and ensures necessary resources are in place and a high level of professionalism is maintained. The County Security Manager is responsible for security and serves as the County's primary and immediate contact for all security-related activities. The County Security Manager is also responsible for ensuring that prompt corrective action is taken for any instance of non-compliance with the Security Program. The testing or inspection of the measures and/or procedures described in the Security Program are not authorized without the prior notification and express consent of the County Security Manager.

2.1.3: Access Control Administrator

Oversees the operation of the Badging and Access Control Office, the Physical Security Technicians and is also the administrator of the County's access control system.

2.1.4: Electronic Equipment Supervisor

Oversees the Electronic Equipment Technicians and coordinates security systems projects.

2.1.5: Training Coordinator

Coordinates and/or provides training services as scheduled or requested. (see Part III, Chapter 4)

2.1.6: Electronic Equipment Technicians

Provides ongoing maintenance of technical security systems, and assists with technical oversight of new installations and technical reviews of new physical hardware and equipment. (see Part III, Chapter 5, Section 5.3)

2.1.7: Physical Security Technicians (Locksmiths)

Supports the County Security Manager by installing locks, deadbolts, and other mechanical or electronic locking devices to safeguard county facilities and property. Locksmiths may also modify or repair such devices, re-key locks, make duplicate keys, respond to emergency calls and maintain key inventory.

2.1.8: IT Staff

Specializes in information technology to provide timely, convenient access to appropriate information and services through the use of technology to support the Security Program.

2.2: Security Program – Contractor Positions

Full-time coordination and management oversight of the Security Program is assigned to FMD. Additional support is provided by professional security officers and security contractors. The following positions provide advice, assistance, and support regarding the program as described below. The security contract RFP may supersede which positions are required and their duties.

2.2.1: Security Services Project Manager

Manages uniformed security services for County buildings. Additional responsibilities include: training security staff, coordinating/establishing mobile patrols, overseeing staffing operation of the Security Control Center, ensuring proper utilization of the Incident Reporting System, overseeing operation of the badging office, and investigation of Workplace Violence as assigned.

2.2.2: Security Services Assistant Project Managers

Provides field oversight of Security Staff and crisis response. Also, serves as Manager of the Security Operations Center, and provides oversight of access control at the Courthouse.

2.2.3: Security Assessments Coordinator

Performs and/or coordinates security assessments of County facilities and operations, and directly supports the County Security Manager as necessary. Attends meetings and briefings, supports the Training Coordinator as necessary, and interfaces with other County departments. Provides technical security guidance and overall expert security consulting as necessary.

2.2.4: Security Badging and Access Control Office Technician

Oversees operation of badging office and all its duties, issues ID Badges, maintains access card stock, and coordinates Criminal Background Checks in coordination with the Department of Human Resources and in accordance with FMD policy.

2.3: Associated County Support Departments/Units

As with contractors mentioned above, the County Security Manager relies on inter-departmental relationships to ensure adequate management and response to the Security Program. The following key positions provide advice, assistance, and support regarding the program as described below.

2.3.1: Security Coordinators

Security Points-of-Contact within each department or agency are appointed by their department directors; responsible for authorizing the issuance of ID cards, and determining and recommending individual physical security access levels.

2.3.2: Crisis Response Component

The Crisis Response Team will be prepared to respond immediately to urgent situations that are deemed to be a security risk, such as work place violence incidents, providing overall control and facilitating resource intervention.

2.3.3: Office of Emergency Management Watch Center

Assists and partners with the County Security Manager in handling emergency situations involving County facilities.

2.3.4: Fairfax County Police Department Crime Prevention Unit

Provides support, advice, and assistance in the delivery of security awareness training to County employees.

2.3.5: Fairfax County Sheriff's Office

Provides support, advice, and assistance in the delivery of security awareness training to County employees.

2.3.6: Fairfax County Fire and Rescue Department

Provides support, advice, and assistance to the County Security Manager in handling emergency situations.

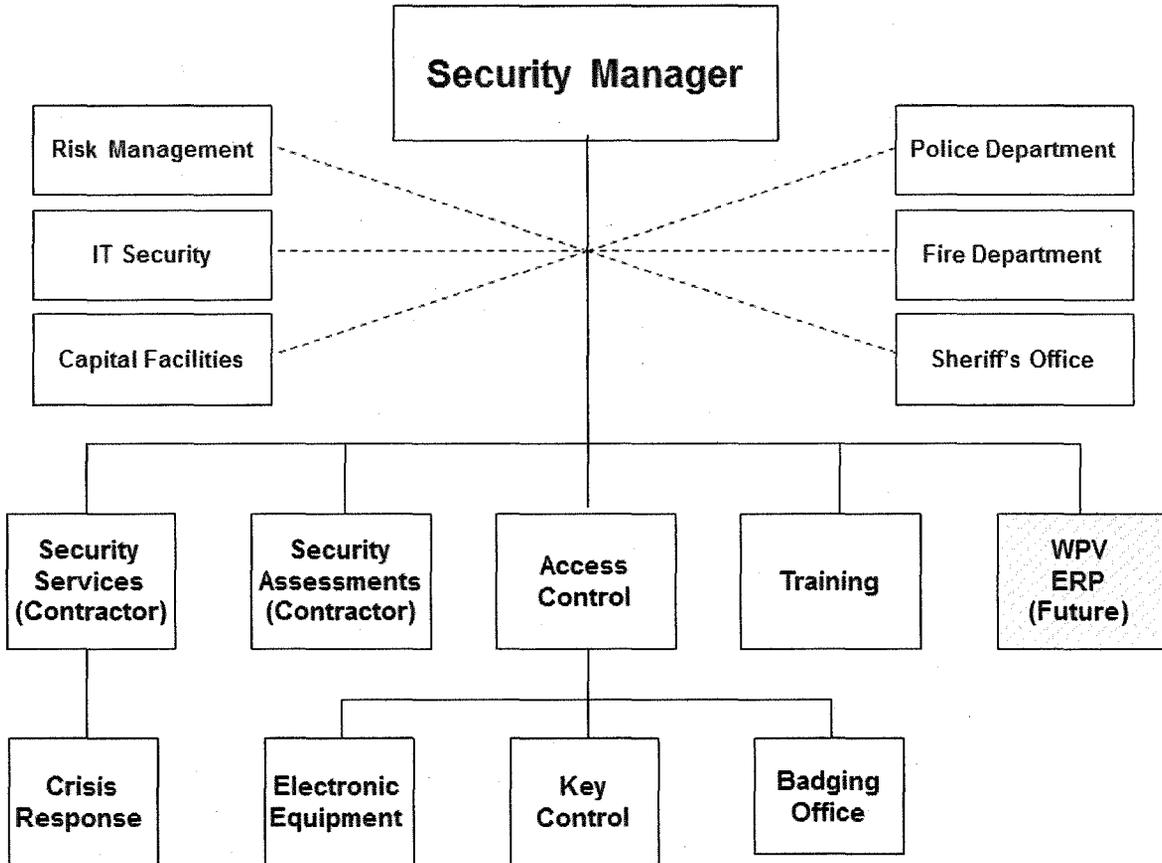
2.3.7: Risk Management Division, Department of Finance

Provides oversight and protection of county assets through purchase of insurance, contractual transfer of risk, program and operational analysis, mitigation of insured losses, loss prevention and related program and policy development.

Chapter 3: Organization Chart

The Security Program's management structure and relationships with related county departments and offices is illustrated in the organization chart on the following page.

Fairfax County Security Office



PART III: COUNTY SECURITY OPERATIONS

This section provides basic information regarding County security operations and establishes policies to be followed by County employees prior to embarking on specific projects or when security services are requested or required. It is important for these policies to be followed in order to maintain a standardized approach to security throughout the County to ensure that the County's security posture is at its highest level.

Chapter 1: Capital Projects

Capital improvements are necessary to ensure County facilities are adequate for County employees and citizens to conduct business and are aesthetically pleasing. The County's goal is to develop improved approaches to incorporating cost-effective security features and sound security considerations into the planning, design, construction, and modification of new County facility projects and refurbishment projects.

1.1: Building Architectural, Engineering, and Security Guidelines

The County Security Manager, working with the Department of Public Works - Office of Capital Facilities and other County agencies, is responsible for the development of guidelines, standards, policies, procedures, and recommendations for new and existing Fairfax County-owned and leased facilities specific to security related issues. The resulting security standards, along with assistance from the County Security Manager's staff, will assist planners and decision-makers during the development stage to ensure the security component in the project is appropriate, meets the goals of the project, and is in keeping with the County's strategic plan regarding security. Guidelines and standards developed specific to security will be available to all County departments for review and adherence.

1.2: New Facility Development

Fairfax County requires County departments to initiate contact with the County Security Manager during the planning stages of new facilities and infrastructure projects. It is during this early planning stage that security considerations can be implemented which will be in keeping with the County's strategic planning regarding physical and technical security and to ensure maximum cost effectiveness.

The County Security Manager's staff will maintain contact with the designated project manager through the design and specifications development and into construction to ensure that security considerations and recommendations are implemented properly. County departments embarking on projects involving the construction of new county facilities are responsible for:

- Contacting the County Security Manager at the beginning of the planning stage to present a description of the project and receive input regarding security.
- Including the County Security Manager during planning and design review meetings.

-
- Providing plans and specifications during all stages of development to the County Security Manager for review and approval relative to security.
 - Communicating regularly with the County Security Manager during construction to ensure security systems and equipment is adequate and meets approved designs and specifications.

1.3: Renovation of Existing Facilities

As part of Fairfax County's future development initiatives, the County has made progress in the design phases of various construction and infrastructure development projects. The County Security Manager is responsible for documenting any issues that could potentially affect the security posture of these projects so that design additions may be incorporated into the existing plans, as necessary.

The purpose of the future development initiatives is to provide as many options, ideas, and suggestions as possible for County architects, designers, planners, and engineers to take into account when first considering the security requirements in the early planning and design of renovated or modified county facilities. The County's goal is to provide architects, planners, designers, and engineers with guidelines and security options that address numerous and ongoing changes in security concepts, technology, threat environment, and operational requirements, and to ensure security modifications are in keeping with the County's strategic plan regarding security prior to the submission and/or final approval of relevant security construction plans.

As with the construction of new facilities, the County Security Manager's office will maintain contact with the project manager through the design and specifications development and into construction to ensure that security considerations and recommendations are implemented properly. County departments embarking on projects involving the renovation/modification of existing County facilities are responsible for communicating and sharing information with the County Security Manager as described in [Section 1.2 above](#).

Chapter 2: Security Assessments

Security assessments are conducted in accordance with the County Security Manager's master schedule, which is based on several factors, including existing known threats. The County Security Manager conducts security inspections/surveys and prepares threat/security assessments of Fairfax County facilities independently of, or in conjunction with, County departments and/or security consultants and where appropriate, proactively implements measures to counteract/mitigate risk. Assessments are important for several reasons:

- determine current state of security
- determine current state of operational readiness
- present current threats
- present existing vulnerabilities

-
- provide a true representation of existing conditions that allows for the development of enhancement options

The County Security Manager is responsible for designing and implementing programs and security assessments to help deter/mitigate potential occurrences of emergencies and natural and man-made disasters, to include terrorism. In addition, staff provides analysis of existing Fairfax County physical security hardware and equipment, and provides recommendations to enhance them through technical advancements and to ensure compliance with federal, state and county emergency standards. The County Security Manager will interact with all agencies of the Fairfax County Government as necessary, as well as other local, state and federal agencies and private organizations.

Fairfax County Departments planning on conducting a security assessment using a security contractor must contact the County Security Manager's office prior to releasing an RFP or entering into any contract. Fairfax County has a security consultant under contract, managed by FMD, available to provide most requested security services to all County Departments, including:

- security assessments, which are not limited to reviews of facilities but also include technical reviews of new physical security hardware and equipment.
- bomb blast analysis and mitigation
- emergency and crisis management planning and support
- training and training needs analysis
- counter terrorism support
- security system design and integration
- policy and procedure development
- crime prevention/CPTED

The County has completed an extensive screening and vetting process to determine the best qualified security consultant and has established approved county rates for service.

2.1: Implementation of Security Recommendations

Numerous and various security enhancement options may be presented as a result of a security assessment or technical review. Implementation of many of the options presented assumes and in most cases requires support, and availability of sufficient additional manpower, available time/schedule, and funding. It is, therefore, important that implementation of security recommendations, regardless of their source, be accomplished jointly with the County Security Manager. Implementation of any recommendation, whether physical, operational or technical in nature, must be in conformance with the County's Security goals and objectives.

Chapter 3: Security Services (Contract Security Guards)

Fairfax County contracts with private security companies to provide uniformed security services for County buildings. In addition, they have responsibility for the following areas:

3.1.1: Guard Service

- Security companies provide trained and certified security officers according to the terms of their contract with Fairfax County
- Provide staffing for coverage at more than 40 County-owned or leased facilities
- Provide mobile vehicle patrols at public transportation facilities, specific sites requiring vehicle patrol, and limited County-wide site coverage.

3.1.2: Security Control Center

- Provide 24/7 staffing of the Security Control Center
- Operate at a level consistent for central station monitoring

3.1.3: Incident Reporting System

Uniformed security officers draft initial reports detailing reports or observations of safety hazards, emergencies, law enforcement contact, and other security-related incidents. Officers investigate the preliminary facts surrounding a report. When necessary, contract security management is available to provide more in-depth investigation. Preliminary reports are forwarded to contract security management for further fact checking. Reports are electronically transcribed, filed, and distributed to the County Security Manager and other principals on a need-to-know basis or as requested.

3.1.4: Employee Identification Badges and Access Cards

- ([see Part III, Chapter 8](#))

3.1.5: Criminal Background Checks

- ([see Part III, Chapter 8](#))

Chapter 4: Security Training/Education Services

The County Security Manager recognizes the need for security training opportunities for County employees. In addition, all training made available to County employees should be based on current, as well as short and long term, needs and the changing conditions brought about by local and world events and current threat conditions.

The Training Coordinator is available to provide/coordinate training upon request. In addition, the County Security Manager has additional staff to support the Training Coordinator as necessary, including the security contractor, managed by FMD.

Employee training programs have been developed on security and emergency related issues that meet the County's requirements and standards. The County's training and education services are constantly reviewed to ensure the addition of applicable and relevant training programs. In addition, the application of new training technologies is also constantly being reviewed. Available training and education programs include:

4.1.1: Security Awareness

- Provides training classes on workplace safety, personal safety, employee security responsibility, emergency preparedness and other security related topics.
- Produces and distributes security related brochures, flyers, security alerts and articles.
- Provides security awareness educational displays for County employees.

4.1.2: New Employee Orientation

- Provides training for new employees pertaining to security awareness and the employee security responsibility during their new employee orientation and distribute security related brochures.

4.1.3: Workplace Violence

- Assists in the planning, development, and delivery of training for County employees and staff.
- Reviews cases and attends training to integrate changes and new techniques into training.

Chapter 5: Technical Security Systems

In keeping with the County's Strategic Plan, the County Security Manager is actively moving toward standardizing all technical security systems. Technical security systems include any technology utilized to assist with security operations. These systems include Closed Circuit Television (CCTV) Systems, Access Control and Alarm Monitoring Systems (ACAMS), Perimeter Intrusion Detection Systems (PIDS), as well as panic alarms and other specific alarm-type systems, communications systems, and Premise Distribution Systems that provide the infrastructure necessary for security systems to be successful.

It is imperative that new construction and renovation of existing facilities incorporate the security standards and processes established by the County Security Manager ([see Part III, Chapter 1](#)). Failure to adhere to the established standards and/or failure to communicate with the County Security Manager as required under Part III, Chapter I of the Security Program, may result in integration problems with other technical security systems and/or cost overruns.

5.1: Design of New Systems

All design projects of new security systems shall be coordinated with the County Security Manager. All design projects shall be coordinated with the County Security Manager to ensure that an acceptable warranty-maintenance service contract is incorporated into any installation contract. Failure to do so could result in increased fees and/or warranty-maintenance service that does not meet County standards.

5.2: Modification of Existing Systems

All modifications of existing security systems shall be coordinated with the County Security Manager.

5.3: Service Agreements and

5.4: Maintenance

All design projects must be coordinated with the County Security Manager to ensure that an acceptable warranty-maintenance service contract is incorporated into any installation contract. Failure to do so could result in increased fees and/or warranty-maintenance service that do not meet County standards.

The Electronic Security Equipment Specialists report to the Access Control Administrator, and are responsible for ongoing maintenance of existing technical security systems after the warranty period has expired. These specialists perform routine and emergency maintenance of system components and minor installation projects. In addition, these specialists are actively involved during technical reviews of security systems and assist with installation oversight of new systems. Service can be requested through FMD.

Chapter 6: Emergency Incidents/Situations

The County Security Manager serves as the County's primary and immediate contact for all security-related activities. The County Security Manager's contact information will be incorporated into existing emergency contact/notification lists and he/she must be notified of all emergency incidents/situations as soon as possible. The County Security Manager should not be notified in place of police or fire, but should be notified after an emergency incident/situation has been reported.

6.1: Response

The County Security Manager will respond to major emergency incidents/situations as deemed necessary based on available information. The County Security Manager will work with police, fire, and other emergency responders to ensure emergency incidents/situations are resolved and provide support as necessary. Routine incidents, such as alarm notifications, do not require immediate notification and/or on-site presence.

6.2: Post-Crisis Reporting

The County Security Manager will complete a Post-Crisis Report after each emergency incident/situation. The fundamental objective of the post-crisis report is to gather and document any lessons learned from the event. It should address problem areas, conclusions, and recommendations.

Chapter 7: Security Equipment

FMD is responsible for ensuring that all County facilities are properly equipped and all security equipment is operational and maintained. Security equipment includes x-ray machines, metal detectors, hand-held screening wands, and other screening equipment (technical security systems are addressed in Chapter 5). In addition, equipment layout must be coordinated with the County Security Manager. The County Security Manager's goal is to ensure the efficient flow of employees and citizens while maintaining each facility's security posture at an acceptable level. The County Security Manager maintains best practices/lessons learned from private and public sectors to assist in this endeavor.

7.1: Placement

Proper placement of security equipment can assist with the efficient flow of personnel. In addition, the physical environment and process flow of checkpoints must be considered. The County Security Manager's focus is on improving security, optimizing efficiency, and improving customer service. The County Security Manager will perform periodic site visits to ensure the placement of security equipment meets established standards and guidelines. In addition, the County Security Manager must be consulted prior to modifying the layout of checkpoint screening equipment to ensure the operational efficiency and screening processes are not hindered in any way.

7.2: Procurement

The County Security Manager must be contacted prior to any purchase of security equipment. In keeping with the County's approach to standardization and the Security Strategic Plan, security equipment must meet specific criteria.

Training is an important factor when considering the purchase of new equipment. Depending on the type of equipment, there may be several different technologies available, which dictate the type of training required. The County Security Manager's goal is to maximize the use of security equipment at all locations and limit the need for specially trained personnel that currently vary from location to location.

7.3: Maintenance

Proper maintenance will ensure security equipment is functioning properly and can prolong its service life. Security equipment must be maintained in accordance with the procedures established by the County Security Manager as well as the guidelines provided by the manufacturer.

Additionally, maintenance warranty contracts must be negotiated to meet specific requirements as established by the County Security Manager. For specific information regarding maintenance procedures, see Part III, Chapter 5, Section 5.3.

Chapter 8: Security Badging and Access Control Office

The Security Badging and Access Control Office is located in Room 150 of the Fairfax County Government Center and is managed by the Access Control Administrator. Staff currently performs fingerprinting for criminal history checks. Responsibilities also include the issuance and required audits for photo ID cards and access control cards. Specific services include:

8.1.1: Criminal History Checks

- Obtains fingerprints for obtaining criminal history checks on new employees and volunteers.
- Reviews and recommends access for vendors

8.1.2: ID Cards

- Issues, maintains, and terminates ID cards for employees, volunteers, and vendors.

8.1.3: Access Cards

- Confirms proper authorization for access levels.
- Issues and controls access cards.

Chapter 9: Public Relations

The County Security Manager follows the County's established procedures for managing internal and external communication to create and maintain a positive image. The Fairfax County Office of Public Affairs handles all calls and requests for information by media and other sources.

PART IV: OPERATIONAL POLICIES

The County Security Program establishes County-wide security policy. All approved security policies will be included in the County Security Program. Key operational elements of the Security Program are included in this section as Operational Policies.

Specific step-by-step guidance regarding the implementation of the Security Program and these Operational Policies will be developed and maintained by the County Security Manager, through the use of procedures. Any additional security procedure documents must be developed by, or in conjunction with, the County Security Manager and are enforceable because they are an extension of the approved security policies.

Chapter 1: No Trespassing

The Fairfax County Government is committed to providing a safe working environment. The following is the No Trespassing Policy developed by FMD. The purpose of this policy is to authorize the establishment of procedures to be used in identifying and responding to trespassers on County-owned and leased property.

This policy serves as the main guidance document for departments to utilize when dealing with instances of trespassing on County-owned and leased property. It is the responsibility of all County employees, volunteers, vendors, contractors, and commercial entities that provide services at a County-owned or leased property to comply with this policy. Employees are allowed and encouraged to call 911 on their own initiative for emergencies related to trespassing and other types of incidents that may pose a risk to themselves, other employees, members of the public, and County property and assets.

Authorized Persons

The following persons are authorized to be on County-owned or leased property unless engaging in unlawful behavior:

- Persons currently employed by Fairfax County
- Volunteers for Fairfax County
- Fairfax County Retirees
- Contractors and service providers to the County and their employees
- Persons who are guests or clients of County employees
- Persons who are seeking or receiving County services
- Persons with permission from the County to be on the property
- Visitors in spaces open to the public
- Emergency fire, police, medical, and utility personnel
- Members of the public conducting legitimate business with the County
- Visitors in spaces open to the public

Unauthorized Personnel

The following are those persons without legitimate business on County owned or leased property:

- Persons engaged in unlawful activity, including; but not limited to, breach of the peace, illegal drug or alcohol possession or sale, stalking, vandalism, domestic violence, work place violence
- Persons whose conduct threatens the health, safety, and welfare of employees, citizens, or other persons lawfully on the property
- Persons ordered not to enter onto County property or to remain away from an employee or other person lawfully on the property

Trespassing Categories

Any individual may be banned from a specific facility or group of facilities, up to and including all County facilities, by an notice signed by a either a County Department Director or the County Security Manager if that individual meets the criteria for banning as established above. A signed Notice Forbidding Trespassing, which has been approved by the County Security Manager will be completed and either mailed certified mail, return receipt requested or hand-delivered to the individual

Category I – A notice issued by a Department Director and is applicable to any facilities within that Director’s area of responsibility. Any trespass notice ordered under this category must be forwarded to the County Security Manager.

Category II – Employees placed on Administrative Leave may be directed to stay away from specific facilities during the duration of administrative leave without prior express approval of a Department Director; if violated, they may be charged with trespassing. These individuals are issued a notice, which has been approved by the County Security Manager. Any trespass notice ordered under this category must be forwarded to the County Security Manager.

Category III – The County Security Manager may issue a “Notice Forbidding Trespassing” banning any individual from any County-owned or leased facility if it is determined that the individual’s conduct threatens the health, safety, or welfare of County employees, citizens, or other persons lawfully on property, whether or not a Category I or II trespassing notice has been issued.

Review and Recordkeeping

The County Security Manager is responsible for establishing and managing a system to ensure the tracking of all issued “Notices Forbidding Trespassing.”

Any person to whom a “Notice Forbidding Trespassing” is issued may seek review of the Notice by contacting, in writing, the County Security Manager within ten (10) days from the date of receipt of the Notice, and providing reasons why the Notice should not have been issued or should be rescinded. If contested, the decision of the

County Security Manager is final and shall be made within thirty (30) days of receipt of the written request for review.

Individuals who have been issued a "Notice Forbidding Trespassing" may request rescission of the Notice on or after the first annual anniversary from its date of issuance to the individual. Application is made to the County Security Manager. The County Security Manager's determination shall be final and shall be made within thirty (30) days. The determination shall be based on the record of the individual's compliance with the original Notice, submission and a review of the individual's criminal history taking into account the nature, number, and age of any criminal acts, the current needs of the public safety and the stated purpose of this policy to continue to ban from the County property individuals who have engaged in unlawful behavior on or off County property and who have no business on the property and/or no invitation to visit from a County employee.

Chapter 2: ID/Access Card

The Fairfax County Government is committed to proper access control procedures to ensure that only authorized personnel are allowed access into County facilities. To achieve this mission, the County has established specific ID Badge procedures that must be followed by all County agencies for badge issuance, badge use, and badge retrieval/replacement. The objective of this security policy is to establish and promulgate procedures for the issuance, use, and retrieval/replacement of County-issued ID Badges; provide guidance with regard to the proper forms accepted for ID Badge issuance and replacement; establish required steps to be taken by agency personnel for badge issuance, as well as access card issuance; and requirements for issuance of replacement ID and/or access media.

All activities, including the completion of request forms, completion of the fingerprinting process, issuance of ID Badges and/or access cards, and recordkeeping is subject to monitoring by the County Security Manager to ensure compliance with established Fairfax County policy and guidance documents, including the requirements set forth in this policy document. Failure to adhere to the County Security Program Policy may result in discipline under the County's Personnel Regulations. Disciplinary matters resulting from violation of established policies are coordinated with the source offending agency and the Department of Human Resources.

The *Chapter 2- ID Access Card* section of this policy does not apply to the Office of Emergency Management, Sheriff's Office, Fairfax County Police Department, Department of Public Safety Communications, and Fairfax County Fire Department regarding issuance of ID Badges. These agencies issue specialized badges that are not monitored by the County Security Manager and are not subject to disciplinary measure as a result of non-compliance. These agencies are responsible for self-monitoring of badge issuance, use, and retrieval/replacement for their employees only.

Any requests for waivers or exceptions to this policy should be forwarded to the County Security Manager for consideration. This policy supersedes any previous policies that may be in conflict.

General

Fairfax County recognizes a total of seven different ID Badges for access at County facilities, including the regular employee ID Badge and the Vendor ID Badge issued by the Fairfax County ID Badging Office. The additional five ID Badges authorized for use at Fairfax County-owned and leased facilities may only be issued by the following County departments and only to authorized agency personnel:

- Office of Emergency Management
- Sheriff's Office
- Fairfax County Police Department
- Fairfax County Fire and Rescue Department
- Department of Public Safety Communications

No other department other than those listed above is authorized to issue ID Badges for use at County-owned or leased facilities. In addition, all badge issuance procedures for badges not issued by the Fairfax County ID Badging Office are the responsibility of that individual agency.

Security Badging and Access Control Office

The Security Badging and Access Control Office issues all ID and access media for use by employees and vendors at County-owned or leased properties, except for those specialized IDs mentioned above.

The Security Badging and Access Control Office is located in Suite 150 of the Fairfax County Government Center and is open from 9 am -12 pm, and 1 pm – 4 pm Monday-Friday, on a first-come, first-served basis specific to ID Badging issues, including requests and replacements. In addition, the Security Badging and Access Control Office maintains Authorized Signatory forms to ensure that all ID Badge Request Forms are signed by authorized personnel.

The Security Badging and Access Control Office also performs employee and volunteer fingerprinting procedures, although these are conducted by appointment only.

The Security Badging and Access Control Office's telephone number is 703-324-3411.

Badge/Access Card Request Procedures

Request for ID Badge/Access Card

Personnel requesting an ID Badge or Access Card must contact their Department's payroll contact or their security coordinator, who will fill out and submit an online form which will route to the Security Badging and Access Control Office.

Fingerprinting

The County completes a criminal history check on specific prospective employees and volunteers that requires those employees and volunteers to be fingerprinted at the Security Badging and Access Control Office. Fingerprints are completed by appointment only. All personnel requiring fingerprinting must have the completed form from their Department's payroll contact or security coordinator that states that fingerprinting is required. A photograph will also be taken at the time of fingerprinting.

The criminal history check is not immediate; therefore it is important to note that an ID Badge cannot be issued the same day that fingerprints have been taken. Results are returned to the Department of Human Resources for review, then to the requesting department for review and approval. Upon approval, only then can the prospective employee return to receive a County ID Badge.

Stolen/Lost IDs and Access Cards

Employees and Vendors that have lost, damaged, or had their ID or Access Card stolen must report to their respective Security Coordinator or Payroll contacts. The respective security coordinator or payroll contact must complete the online request form and report the situation to the Security Badging and Access Control Office. A replacement ID or Access Card will not be issued without the submittal of a new request form.

- **First Occurrence:** The employee will be charged a \$15 fee for the replacement of an Access Card. There will be no charge for the replacement of the ID Card for the first occurrence.
- **Second Occurrence:** The employee will be charged a \$30 fee for the replacement of an Access Card and \$30 for the replacement of an ID Badge.
- **Third Occurrence:** The employee will be charged a \$50 fee for the replacement of an Access Card and \$50 for the replacement of an ID Badge. In addition, the employee may be denied the issuance of an ID Badge or an Access Card, as determined by the County Security Manager.

Audits and Inspection

- The Security Access Control Administrator shall coordinate annual audits with department security coordinator or payroll contact to ensure automatic removals of staff and proper access levels are correct. The audit will also check terminated, retired, and suspended employees, as well as those employees that change agencies. The Security Badging and Access Control Office will update the ID Badge database to ensure access is denied where necessary. Audit results must be forwarded to the County Security Manager.

Terminated/Suspended Employees:

ID Badges and Access Cards for terminated or suspended employees shall be confiscated immediately by the respective security coordinator or Human Resources Manager and returned to the Security Badging and Access Control Office.

Responsibilities and Actions

Department of Human Resources

- Complete an Authorized Signatory form for individuals authorized to request ID Badges
- Complete Employee ID and Security Access Card Forms
- Request fingerprints for those individuals requiring an NCIC check
- Instruct prospective employees regarding Security Badging and Access Control Office hours of operation and necessary documentation, as well as expected results during visit

Department Security Coordinators/Payroll Contact

- Complete the online form for individuals authorized to request ID Badges and Access Cards where necessary
- Complete Quarterly Audits
- Notify Security Badging and Access Control Office for terminated and suspended employees, and forward confiscated badges
- Notify Security Badging and Access Control Office of lost or stolen ID Badges or Access Cards

Security Badging and Access Control Office

- Issue ID Badges and Access Cards to personnel who have properly completed the ID Badging process
- Fingerprint personnel as required
- Maintain ID Badge database
- Maintain and monitor Access Card database and ensure proper access levels
- Process Employee ID and Security Access Card Forms
- Receive Quarterly Audits and update database as necessary
- Receive ID Badges and Access Cards for terminated and suspended employees
- Coordinate with the County Security Manager and Department security coordinators or payroll contact regarding employees who lose their ID Badge or Access Card in accordance with the requirements of this Policy

Fairfax County Security Manager

- Regularly review Security Badging and Access Control Office operations for compliance with this Policy
- Investigate instances of misuse of ID Badge or Access Cards by employees and vendors

Recordkeeping

The Security Badging and Access Control Office will maintain all records, including request forms, authorized signatory forms, and confiscated ID Badges and Access Cards as follows:

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- For any employee that leaves the County through regular attrition, the Security Badging and Access Control Office will maintain an electronic file for 1 year from the last date of employment.
 - For any employee that is terminated, the Security Badging and Access Control Office will maintain that person's record for 3 years from the last date of employment.
 - For any employee that is suspended, the ID Badging Office will take possession of the ID Badge or Access Card for the duration of the suspension, or as directed by the County Security Manager. If the employee is terminated after suspension, the file will be maintained for three years from the last date of employment.

The Security Badging and Access Control Office shall destroy all records that have met the record keeping criteria detailed above.

Chapter 3: Workplace Violence

This Policy will replace PM06-01.

Workplace Violence is a national issue that must be addressed by all employers. Fairfax County is committed to promoting and ensuring the health and safety of its employees, and in pursuit of that goal, has adopted a Zero Tolerance Policy for incidents that could lead to workplace violence. Workplace violence in any form will not be permitted or condoned by the County. Violations of this policy will lead to disciplinary action, up to and including dismissal, as well as arrest and prosecution.

There is much that can be done to decrease violence while promoting the safety and emotional well-being of Fairfax County employees and citizens conducting business at county facilities. Violence is complex in nature, and its causes and solutions are not simplistic. In order to reduce the occurrence of violence and other societal problems, the Fairfax County Government is taking a systemic approach involving information, work environment, and training.

The Workplace Violence Program has been developed in an effort to identify potential problems and promote a safe workplace environment. The objective of this policy is to provide guidance with regard to implementation of specific procedures, provide training with regard to workplace violence, identify individuals with specific responsibilities and detail their roles regarding the program, and the establishment of specific instructions for individuals to utilize, including a clear notifications process.

All activities, including notifications, reports, and final resolution, are subject to monitoring by authorized staff or designees to ensure compliance with established policy and guidance. Although no individual's actions can be accurately predicted, the procedures established by the Workplace Violence Program are aimed at mitigating and identifying potential volatile situations, and the steps to follow for responding to and

diffusing those types of incidents. Not adhering to this policy could result in missing early identifiers and may increase the threat of violence or injury.

This policy applies to all employees and individuals involved in the County's operation, including but not limited to, vendors, contractors, agents, temporary workers, volunteers, and anyone else on Fairfax County Government property, as well as employees and individuals acting as a representative and/or conducting business on behalf of the County while away from County property.

Any violent actions committed by employees or members of the public while on County property or while acting as a representative of the County while away from County property will result in disciplinary action and/or prosecution.

All departments and employees of Fairfax County shall abide by the requirements and procedures of the Fairfax County Workplace Violence Policy established by the County Security Manager and authorized by the County Executive. This policy supersedes any previous policies that may be in conflict. Consistent with this Policy, acts or threats of physical violence, including intimidation, harassment, domestic or sexual violence or stalking, and/or coercion, that involve or affect Fairfax County Government, its officials, employees, agents, and/or volunteers will not be tolerated.

Fairfax County is committed to providing a workplace in which County employees who are victims Workplace Violence have the safety, support, and resources they need at work to address the violence in their lives. This policy is intended to increase awareness of Work Place Violence, assist County employees who have experienced such acts, and help ensure that the County workplace is a safe and supportive environment.

INTRODUCTION

Fairfax County's principle objective with regard to the safety and security of employees and property are to:

- Prevent incidents from occurring by defusing potential incidents
- Deal appropriately with each threat or violent act on a case-by-case basis
- Minimize the risk of harm to County employees, contractors, visitors, and others on the premises
- Educate employees about this Policy and Work Place Violence Procedures
- Communicate a positive attitude to County employees regarding their safety and security

Any person who threatens or engages in a violent act on Fairfax County property should be removed from the premises as quickly as safety permits. Once a threat has been substantiated, it is County policy to take the initiative and put the threat maker on notice that he/she will be held accountable for his/her actions, and then follow through with the

implementation of a timely decisive and appropriate response. Employees are allowed and encouraged to call 911 on their own initiative for emergencies related to workplace violence where they determine there is a risk to County employees, members of the public, or to County property and assets.

Definitions

Acts or Threats of Violence – include, but are not limited to assault, battery, disturbing the peace, curse and abuse, destruction of property, harassment and stalking, and all other behavior which is disruptive of the normal activities conducted in the facility in conjunction with an unlawful act, such as battery, assault, or trespassing.

Workplace Violence- For the purpose of this policy, Workplace Violence shall include *domestic or sexual violence* and victims of domestic violence or victims of sexual violence or stalking shall be considered victims of Workplace Violence.

Work Site or Workplace – any location, whether owned or leased by the County, or any other location not owned or leased by the County where a County employee, vendor, contractor, agent, temporary worker, or volunteer is carrying out the responsibilities and duties of his/her job on behalf of Fairfax County Government.

Victim of Workplace Violence- is defined as an individual who has been subjected to acts or threats of violence, not including self-defense, committed by current or former employees of Fairfax County Government, clients, persons unknown to the victim, and personal relationships. Workplace Violence may also include other physical, psychological, sexual, or economic tactics used to establish and maintain power and control over the victim.

Victim of sexual violence or stalking- is defined as a victim of a sexual offense that would constitute a violation of Va. Code Ann. §§ 18.2-61 and 18.2-67 *et seq.* and/or a stalking offense that would constitute a violation of Va. Code Ann. § 18.2-60.3.

General Examples of Workplace Violence

Specific examples of conduct that may be considered threats or acts of violence prohibited by the County include, but are not limited to:

- Hitting or shoving an individual
- Threatening to harm an individual or his/her family, friends, associates, or their property
- The intentional destruction or threat of destruction of property owned, operated, or controlled by Fairfax County Government

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- Making harassing or threatening telephone calls, letters or other forms of written or electronic communications
 - Intimidating or attempting to coerce an employee to do wrongful acts that would affect the business interests of Fairfax County Government
 - Harassing surveillance, also known as stalking, the willful, malicious and repeated following of another person and making credible threat with intent to place the other person in reasonable fear of his/her safety
 - Unlawful use or possession of firearms, weapons, or any other dangerous device on Fairfax County Government property, in County vehicles, in personal vehicles used for County business, or while conducting County business while not on County property

Firearms

According to Fairfax County Personnel Regulations, Chapter 16- Code of Conduct, Addendum #1, Safety, *Employees are prohibited from bringing a gun, knife or other weapon, either concealed or displayed, to work or onto county premises, unless specifically authorized by the appointing authority to do so.*

For those employees of Fairfax County Government who are required as a condition of their work assignment to possess firearms, weapons, or other dangerous devices, it is County policy that employees are to use them only in accordance with departmental operating procedures and all applicable County, State, and Federal laws.

Employees who are authorized to possess firearms as a function and condition of employment, may upon arrest and conviction, or being the subject of an order of protection, may have their authority to possess a firearm revoked as unlawful under federal law, 18 U.S.C. § 922(g)(8) & (9), or suspended/revoked under Virginia Law. In accordance with individual department procedures, a County employee shall notify his/her direct supervisor in the event any of these circumstances occur.

AWARENESS: Education and Resources

Fairfax County will provide training to employees and supervisors regarding Workplace Violence issues. Training may be coordinated with the *Employee Development and Learning Program* through the Department of Human Resources.

Fairfax County will ensure that security personnel at all County worksites are informed and trained on Workplace Violence safety provisions.

Resources: Fairfax County will post information on Workplace Violence and available resources in the worksite in places where County employees can obtain it without having to request it or be seen removing it, such as agency intranet, restrooms, and lounge areas. Such information should include available sources of assistance such as

the County's *Employee Assistance Program (EAP)*, local domestic violence service providers, the Virginia statewide domestic and sexual violence hotline, and/or human services personnel who are trained and available to serve as confidential sources of information, support and referral.

Referrals: Referrals may be made to domestic and sexual violence programs located at www.fairfaxcounty.gov/dsm/dviolence, the Fairfax County Government website. Additional referrals may be made to best meet the needs of the employee. Information will be made available on employee bulletin boards and included in employee newsletters, as appropriate.

New Employee Orientation: Fairfax County will include information about Workplace Violence awareness and support services in written materials provided to new county employees as part of new employee orientation.

Victim Protection

Prohibition on actions against an employee because of an abuser's harassment of the employee at work or disruption of the workplace: Fairfax County will not take any adverse actions against a county employee who is a victim of Workplace Violence based on the actions of a person who has perpetrated violent acts or threats of violence against the employee, even if such actions disrupt the County workplace. Fairfax County may take actions directly against a perpetrator whose violence affects a county employee if the perpetrator's actions disrupt the county workplace. Fairfax County will notify the county employee who is being victimized when taking any actions against a perpetrator and will provide assistance to the victimized employee in connection with safety planning and other strategies aimed at enhancing the victim's safety.

Time Off and Other Work Accommodations for Victims of Workplace Violence

Commitment to assist employees: Fairfax County will make work accommodations that permit an employee who is a victim of Workplace Violence to perform the essential duties of her or his job, as set forth in her/his position description. Work accommodations that impose an undue hardship on Fairfax County are not required.

Time Off: Fairfax County recognizes that victims Workplace Violence may need time off from work to secure medical or legal assistance or counseling, attend court proceedings, relocate, or make other safety arrangements. When possible, Fairfax County will grant unpaid or paid leave to an employee who is a victim or adjust that employee's work assignments to permit the employee to take steps to address the violence and maintain his/her employment. Agencies will work with employees in accordance with county personnel leave policies.

Other work accommodations: Fairfax County is aware that there may be other accommodations that may permit an employee/victim to continue to perform the

essential functions of her or his job and provide a safe environment for the individual and her or his co-workers. Such accommodations may include changing a phone extension, transferring an employee to a different office, assisting in enforcing a protection order, escorting an employee to her/his parked vehicle, parking safety at the employee's worksite, or taking other steps to attempt to prevent the perpetrator from entering the workplace. Fairfax County will work with an employee who is a victim to make necessary workplace safety accommodations.

Requesting an accommodation: To request time off or other work accommodations, County employees should contact their supervisor. Fairfax County may ask the employee to provide documentation that she or he is a victim of Workplace Violence. An employee may satisfy such a request by providing a statement from a victim service provider or other professional assisting the victim to address the violence, a court order, a police report, or other corroborating evidence. Any such documentation will be kept in strictest confidence.

Employee Payroll and Benefits Changes

In accordance with state regulations and county policy, the Department of Human Resources will work with county employees who are victims of Workplace Violence to address any payroll or benefits needs that may arise. Employees may contact the Benefits Section of the Department of Human Resources at 703-222-5872 (HR-Central) to discuss their needs and the types of payroll and benefits-related changes/actions that may be necessary to enhance their safety.

The Department of Human Resources will ensure compliance with the Virginia law that prohibits insurance providers from discriminating against victims of domestic violence. See Va. Code § 38.2-508.

Performance Issues Related to Being a Victim of Workplace Violence

Fairfax County is aware that victims of Workplace Violence may have performance problems, such as chronic absenteeism or trouble concentrating, as a result of Workplace Violence.

Fairfax County will consider all aspects of an employee's situation related to Workplace Violence and, to the extent possible, utilize reasonable options to attempt to resolve the performance or conduct problem.

If attempts to address performance or conduct problems are not successful, appropriate personnel action may be taken in accordance with county policy governing performance management or progressive discipline.

IDENTIFICATION OF WORKPLACE VIOLENCE OVERSIGHT, RESPONSE, AND INTERVENTION

The primary duties of the team relates to assessment of and response to allegations of threats or violent behavior against County personnel.

Workplace Violence Oversight Committee

The Workplace Violence Oversight Committee includes members from the following Departments (individual members are identified in a list maintained by the County Security Manager):

- Risk Management
- Human Resources
- County Attorney's Office
- Office of Human Rights and Equity Programs
- Office for Women & Domestic and Sexual Violence Services
- Woodburn Mental Health
- Security
- Other Department's if needed as determined by the County Security Manager

The Workplace Violence Oversight Committee:

- Meets as necessary
- Provides general oversight regarding the County's Workplace Violence Policy and procedures
- Provides critique of incidents
- Maintains awareness of current trends, events and information
- Promotes employee and supervisor training

Workplace Violence Response Team

The Workplace Violence Response Team includes the Oversight Committee members, as well as:

- Involved Department's Director
- Involved Department's HR Staff
- Involved Employee's Supervisor(s)

The Workplace Violence Response Team:

- Responds immediately for a briefing and situation analysis
- Determines the Threat Level
- Decides a course of action

Workplace Violence Intervention Team

The Workplace Violence Intervention Team includes Woodburn Mental Health Staff (depending on the situation), Security Staff (Fairfax County Police may be required, depending on Threat Level), as well as:

- Involved Department's Director
- Involved Department's HR Staff
- Involved Employee's Supervisor(s)

The Workplace Violence Intervention Team:

- Conducts structured intervention meeting(s) with employee
- Presents and implements specific action for employee

CATEGORIES FOR POTENTIAL VIOLENCE – THREAT LEVELS

- Low Threat Level
 - Verbal or written
 - Loud or angry tone
 - Cursive language
 - Causes fear or concern
 - Statements that indicate person does not have touch with reality
- High Level Threat
 - Physical contact
 - Threats made to injure, harm, or kill
 - Access to weapons, or implied access or use of weapons
 - Possible possession of weapons

PROTECTIVE STRATEGIES

All threats must be considered serious until proven otherwise and appropriate action must be taken accordingly to protect County personnel and property. Particular attention must be given to those individuals who are directly threatened and protection must be provided for them at work as required. Protective measures will vary according to the circumstances of each threat and may include, but are not limited to the following:

- Change victim's work shift
- Transfer victim to another work area/building/site
- Make arrangements for victim to be escorted to and from vehicle
- Increased site security or police presence may be requested as deemed necessary and appropriate
- Issuance of a "Notice Forbidding Trespass"
- Identify individuals prohibited from entry at the victim's work site
- Control access to the victim's work area
- Determine if CCTV is available for monitoring of the victim's work area
- Determine if emergency alarm device is available for use by the victim or the victims supervisor

THREATS AND INCIDENTS – RESPONSE

A threat maker may be known or anonymous. A threat may be made in person, by telephone, in writing or through a third-party. While most threats and acts of violence are unpredictable, the potential for violence in some situations can be foreseen and predicted by management, however, in all cases, the basic policy is the same: take whatever action is necessary to contain the threat, minimize the risk of harm to County employees, visitors and property. Control and remove the threat maker from the premises as quickly as safety permits.

Predictable Incidents

When management and/or security are aware of a situation which has the potential for violence, a detailed action plan must be prepared in advance. In anticipation of these predictable situations, management is encouraged to maintain contact with the individual involved, preferably through his/her supervisor. In addition, contact should be maintained directly or indirectly through fellow employees so that the potential seriousness of the situation can be continually assessed.

In a predictable situation, the Workplace Violence Intervention Team should be convened to:

- Examine administrative, disciplinary, and security options and their consequences.
- Examine the legal alternatives, such as seeking an arrest-warrant, review by a medical/mental facility (if warranted), and/or issuance of a protective order.
- Develop a detailed action plan which provides for an appropriate response should an incident occur.

On-Site Incidents

Follow the instructions detailed in the "**TYPES OF Workplace Violence AND SPECIFIC RESPONSES**" section of this document.

Telephone Threats

- Attempt to keep the threat maker on the telephone as long as possible and obtain as much information as possible.
- Immediately record the information obtained as accurately as possible
- Alert security while the threat maker is still on the telephone, or as soon as possible thereafter.

Written Threats

- Secure the written material as evidence with minimum handling.
- Forward the material to the County Security Manager.

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- If the written material is anonymous, the County Security Manager will consult with police to assess the seriousness of the threat and to attempt to identify the threat maker.

WORKPLACE VIOLENCE – INVESTIGATIVE PROCEDURES

Summary of Investigative Process

First, the Workplace Violence Response Team reviews the facts of the reporting person. The team then makes a decision about whether the event requires further investigation and review. If so, assignments are made to:

- Interview the person allegedly making the threat
- Interview witnesses
- Review all documentation and files concerning the threatening individual
- Notifying appropriate management personnel.

Depending on the seriousness of the threat, immediate notification of law enforcement may be warranted.

Post Threat Actions

Post threat actions are required to insure follow through with appropriate management, administrative, legal and security decisions. Obtain victim/witness cooperation where required to support these decisions. Review the entire incident situation in depth to determine if all that could be done was done. Investigative issues to be addressed include the following:

What was the incident?

- If a violent act, what was the act, where did it occur, any physical contact or injuries, was a weapon involved?
- If a threat, what was said and how was it delivered, in person, by telephone, in writing, or by a third party?

Names of all victims and witnesses

- Are they employees, contractors, visitors, or other?
- Obtain business and home addresses, and telephone numbers.

Name of person making the threat or committing the act

- Is this person an employee, contractor, visitor, or other?
- Name of the person reporting the incident to management/security.
- Date, time, and mode of the report, i.e., in person, telephone, or written.

Other available data that relates to the intent of a threat, circumstances surrounding its issuance and environment at the location where it was delivered.

- In order to develop an appropriate response, it is necessary to verify that a threat was in fact made and to accurately document it. It must be remembered that this

is a time sensitive situation. Both speed and accuracy are essential. Facts should be separated from emotions. Victim(s) and witness(es) should be interviewed separately if possible to obtain:

- Who was threatened and who was the threat maker. Have there been any prior incidents of a similar nature involving the victim and/or the threat maker?
- What was the threat, what precipitated the threat, under what circumstances was the threat made, what was the actual intent of the threat maker, and what was the environment in which the threat was made?
- When the threat was made and/or when was the threat to be carried out?
- How the threat was made and/or how was the threat to be carried out?
- Why was the particular victim(s) selected by the threat maker - are they related, or otherwise known to each other?

Once a threat has been verified and understood, a preliminary assessment of the seriousness of the threat must be made so that a suitable, tailored response can be initiated. If deemed appropriate and necessary to make a valid assessment, and after consultation with supervisory personnel, the threat maker may be confronted to determine intent, capability, and emotional and physical state.

DOCUMENTATION AND REPORTING

It is essential that all aspects of the incident be thoroughly documented to provide a sound basis for an initial assessment of the seriousness of the incident.

Fairfax County encourages individuals who believe that a violation of this policy may have occurred to report the circumstances to their supervisor, the County Security Manager, or Human Resources. Fairfax County encourages prompt reporting of complaints so that rapid and appropriate action may be taken.

Retaliation against an individual who makes a Workplace Violence report alleging a violation of this policy is prohibited. An employee who feels that he or has been retaliated against should immediately report such conduct to his/her supervisor or Human Resources.

Any allegation of a violation of this policy will be promptly investigated by the appropriate County agency. Reports will be kept confidential to the extent practical and appropriate under the circumstances. The immediate goal is to take prompt remedial action to stop inappropriate or unlawful conduct. The second goal is to assure violations do not recur. Even where a violation is not found, it may be appropriate to counsel individuals regarding their behavior.

Reporting

All County employees having knowledge of a violent act involving any other County employee must report it immediately. Reporting procedures to be followed include:

- The employee shall report the disturbance to his/her supervisor or department/agency director
- The person filing the report may ask for anonymity during all or part of the investigation
- The employee's supervisor is responsible for seeing that a Work Place Violence Report is prepared and submitted to the County Security Manager. The employee or the employee's supervisor may write the report.

The County Security Manager will maintain a central database of all reported incidents of workplace violence.

After Action Report

For all substantiated threats and acts of violence against County employees or visitors, a formal after action report will be prepared and submitted to the County Security Manager. Format of the after action report will be as follows:

- *Background* - Events which led up to the incident, threat maker identification, name, length of employment, level of employment, performance level, history of work related problems, history of medical problems, prior arrest and convictions.
- *Incident* - Complete description of what happened, to whom, by whom, where, when, how circumstances surrounding the incident and environment in which it occurred.
- *Chronology of Events* - All aspects of the situation including the County's response and follow-up actions by date and time.
- *Recommendations* - All recommendations which would enhance responding to threats or violent acts in the future.

Confidentiality

If an employee reports that she or he is a victim of Workplace Violence, requests a workplace accommodation because of such violence, or seeks a benefits or payroll change related to such violence, Fairfax County will, to the extent allowed by law, take reasonable steps to respect the confidentiality and anonymity of the reporting employee, informing other employees or other persons on a need to know basis only, and only to the extent reasonably necessary to protect the safety of the employee or others and to comply with the law. If feasible, Fairfax County will attempt to notify the reporting employee if the County needs to disclose the Workplace Violence situation to other employees or persons.

TYPES OF WORKPLACE VIOLENCE AND SPECIFIC RESPONSES FOR EMPLOYEES

- Type 1: Violence by Strangers
 - Response for Low Level Threat:
 - Report the incident to your Supervisor
 - Issue verbal notice/warning that behavior will not be tolerated
 - Contact Police or Security and order removal from the facility
 - Response for High Level Threat:
 - Call Police and Security
 - Notify your Supervisor
 - Contact the County Security Manager
 - ❖ Evaluate the need to increase security
 - ❖ Consider issuing a "Notice Forbidding Trespass"

- Type 2: Violence by Customers or Clients
 - Same as #1

- Type 3: Violence by Co-Workers
 - Response for Low Level Threat:
 - Notify your Supervisor
 - The Supervisor will interview the involved employee and identify improper acts in violation of County policy
 - The Supervisor will take appropriate disciplinary action
 - Response for High Level Threat:
 - Call Police and Security if threat is in progress
 - Notify your Supervisor
 - The Supervisor notifies the Department's Director and the Department of Human Resources
 - Department's Director notifies the County Security Manager
 - ❖ County Security Manager activates the Work Place Violence Response Team
 - ❖ A briefing is initiated as soon as possible

- Type 4: Violence by Personal Relations
 - Response for Low Level Threat:
 - Notify your Supervisor
 - The Supervisor notifies on-site Security or Police
 - Copies of Protective Orders shall be sent to the County Security Manager
 - ❖ Protective Orders are filed in the Security Operations Control Room and maintained for the duration the Order is active
 - ❖ The Order is destroyed upon expiration
 - Response for High Level Threat:

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- Seek safe location or escape if there is an immediate danger of harm
 - Call Police and Security
 - Notify your Supervisor
 - Supervisor notifies the Department's Director and Human Resources

Security Actions During a Workplace Violence Incident

- Determine Immediate Threats
 - Request immediate response of Police or Security Officers as needed
- Determine Threat Level
 - Low Level: Handle with Security and Department Staff
 - High Level: Initiate Workplace Violence Program procedures
- Ensure all Workplace Violence Staff are notified and involved
- Coordinate Workplace Violence briefing time and location with the Department Director
- Determine the need and level of Security involvement
 - Are additional Security Officers needed? (armed or unarmed)
 - Where, and for what times, and initial temporary period?

INDIVIDUAL RESPONSIBILITIES

Employees - All County employees will be responsible for immediately reporting any instance of verbal or physical threats or other forms of intimidation to their supervisor. In addition, all employees have a responsibility to mitigate the potential for violence.

- When an employee observes an act of violence or the threat of violence at work, whether involving employees or members of the public, the employee should report the incident immediately to his/her supervisor, the nearest supervisor, or other management personnel.
- A County employee witnessing violence directed against another employee or visitor in the workplace should observe the situation and attempt to get such information, such as the name and description of the perpetrator, but only if it can be done without endangering the employee or does not need to.
- The employee observing the violence or inappropriate behavior should dial 911 for police assistance and provide a detailed description of the incident so that the appropriate emergency response units can be dispatched. The employee should remain on the line until the 911 dispatcher advises him or her to hang up
- County employees shall cooperate fully with police and other law enforcement officials in the investigation and prosecution of violent acts that occur in the workplace.
- Unlawful possession and use of firearms and other weapons are prohibited on County property.
- All County employees or individuals who apply for or obtain a protective or restraining order which lists Fairfax County Government locations as being

protected areas, or when the subject listed in the order may appear at the victims work place, the employee will need to advise their supervisor and Security. The protective order and all associated information will be maintained in a confidential manner to the extent permitted by law.

- All workplace disturbances shall be reported on the Workplace Violence Incident Report Form and submitted to the County Security Manager.

Supervisors - Supervisors will investigate all incidents of threats and/or violence and report such incidents to the appropriate Department Director for further investigation and possible disciplinary action. Supervisors have an additional responsibility of anticipating, assessing, and defusing violent or potentially violent situations.

- If an altercation, either verbal or physical, occurs in the workplace, the supervisor should attempt to defuse the situation. Individuals involved in the incident should be separated and directed to different areas of the work site.
- The County does not expect supervisors or employees who are not law enforcement personnel to become physically involved or to place themselves at risk in an attempt to separate the individuals involved in an incident.
- In facilities where security staff exists, the supervisor will immediately contact facility security to report the altercation and request assistance in addressing the situation. If the facility is not staffed with security personnel, the supervisor should contact the Police Department at 703-691-2131 to request assistance
- If the individuals cannot be separated and order restored, the supervisor should call 911 immediately and then notify his/her director of the emergency. In addition, the supervisor should remain on the line until the 911 dispatcher advises him or her to hang up.
- If the situation is not an emergency but the supervisor believes that a police report should be filed, call the Police Department at 703-691-2131.
- Once the situation is controlled, the supervisor shall separately interview all persons involved, including any witnesses, in order to obtain an accurate account of the incident.
- The supervisor should coordinate his/her investigation with the Police Department. Where criminal investigation by the Police Department is warranted, the supervisor's investigation will be deferred pending completion of the criminal investigation to avoid hindering or obstructing it. Additionally, the Police Department's Victim Services Section can provide assistance to victims of workplace violence.
- A Workplace Violence Incident Report form shall be completed immediately by the supervisor and shall be sent to the County Security Manager.
- The Incident Report is intended to document all workplace disturbances and will be used to monitor the County's efforts to prevent such disturbances from occurring.
- The County will work with law enforcement agencies in the investigation and prosecution of any employee or any individual identified as within the scope of this policy who commits or threatens to commit a violent act.

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- All appointing authorities shall assure prompt and thorough investigation and resolution of all disturbances. Employees shall be advised of the outcome of such investigations if they so request, within information releasing policies.
 - The Department of Human Resources shall assist department directors, as needed, in implementing the appropriate disciplinary action according to the County Personnel Regulations.

Management - Appointing authorities, Department Directors, and other supervisory personnel shall promptly and thoroughly investigate all instances of suspected or reported workplace violence and take swift and appropriate action to resolve such situations.

- Upon receipt of a Protective Order, the department will notify security personnel for that facility.
- Department management will ensure that affected employees are provided with all resources available to assist in coping with issues arising from workplace violence.

Disciplinary Action for Violating This Policy

If Fairfax County finds that this policy has been violated, the violator may be subject to appropriate disciplinary action, up to and including dismissal from county employment.

Employees who commit acts or threats of Workplace Violence, regardless of where such conduct occurs, may be subject to disciplinary action up to and including dismissal. This includes employees who use workplace resources such as phones, fax machines, e-mail, mail or other means to threaten, harass or abuse a family or household member. Disciplinary action may also be considered for employees who commit or contribute to the commission of unlawful violence outside the workplace.

Employees with access to private or sensitive information regarding a victim of domestic violence, sexual assault, or stalking, who uses such inform to enable an abuser to harm any victim may be subject to disciplinary action.

GLOSSARY OF TERMS AND DEFINITIONS

Access Control and Alarm Monitoring System (ACAMS) – The electronic access control system grants access based on the credential presented. When access is granted, the door is unlocked for a predetermined time and the transaction is recorded. When access is refused, the door remains locked and the attempted access is recorded. The system will also monitor the door and alarm if the door is forced open or held open too long after being unlocked.

Assets – Any real or personal property, tangible or intangible, that is owned that can be given or assigned a monetary value. Intangible property includes things such as goodwill, proprietary information, and related property. People are included as assets.

Closed Circuit Television (CCTV) System – The use of video cameras to transmit signal to a specific, limited set of monitors. CCTV is often used for surveillance in areas that may need monitoring such as banks, casinos, airports, military installations and convenience stores. CCTV systems may operate continuously or only as required to monitor a particular event.

Crime Prevention Through Environmental Design (CPTED) – A multi-disciplinary approach to deterring criminal behavior. CPTED strategies rely upon the ability to influence offender decisions that precede criminal acts.

Criminal Background Check – A background check or background investigation is the process of looking up official and commercial records about a person. It is often done when someone applies for a job but mostly for those that require high security or position of trust like a school, hospital, bank, airport, law enforcement, etc. It is traditionally done by the police but is now most often purchased as a service from a private business. Information usually includes the following: past employment, credit worthiness, and criminal history.

County Security Manager – Security position within the Facility Management Department responsible for all Fairfax County Government security operations.

Department of Homeland Security (DHS) – A Cabinet department of the U.S. federal government with the responsibility of protecting the territory of the U.S. from terrorist attacks and responding to natural disasters.

Emergency Operations Center (EOC) – A central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level in an emergency situation, and ensuring the continuity of operation of a company, political subdivision or other organization.

Events – Something that happens; a noteworthy happening. In the security context, this usually represents an occurrence such as a security incident, alarm, medical emergency, or related episode or experience.

Facility Security Assessment – An examination of the existing security features and vulnerabilities of a facility, and recommended corrective measures.

Fairfax County Fire and Rescue Department (FCFRD) - Established in 1949, it is a combination career and volunteer organization providing fire suppression, emergency medical, technical rescue, fire prevention and educational services to more than one million citizens that reside within Fairfax County's 395 square miles of urban and suburban development.

Fairfax County Police Department (FCPD) – Established in 1940, the Fairfax County Police Department is the largest local law enforcement agency in Virginia, with more than 1200 sworn police officers and over 500 civilian personnel. The Fairfax County Police Department protects persons and property by providing essential law enforcement and public safety services, while promoting community involvement, stability and order through service, assistance and visibility.

Fairfax County Sheriff's Office (FCSO) – Established in 1742, the Fairfax County Sheriff's Office is the largest in Virginia with nearly 600 employees. Since the Police Department was formed, the Sheriff's Office has provided three main areas of service to the community—managing the Adult Detention Center, providing security in the courthouses, and serving civil law process.

Facilities Management Department (FMD) – A Department within the Fairfax County Government system; provides safe, comfortable, well-maintained facilities and offers a wide range of facility and property management services to all County agencies.

Incident Reporting System (IRS) – A reporting system utilized by contract security officers detailing information specific to safety hazards, emergencies, law enforcement contact, and other security-related incidents.

Natural Disaster – A naturally occurring calamitous event bringing great damage, loss, or destruction such as tornadoes, hurricanes, earthquakes, and related occurrences.

Office of Emergency Management (OEM) – Provides emergency mitigation, preparedness, response and recovery services to the residents of Fairfax County by writing the Emergency Operations Plan, managing the County's emergency operations center and 24/7 watch center and by coordinating post disaster recovery activities. OEM also provides emergency planning in such areas as special needs, continuity of operations and emergency operations

Premise Distribution System (PDS) – The underground infrastructure pathway (underground conduit, cable vaults, ducts, and duct banks), which is the foundational component of an outside plant low voltage communications distribution system.

Perimeter Intrusion Detection System (PIDS) – A single system or combination of two or more technical security systems designed to reliably and immediately sense an intrusion or intrusion attempt into a defined protected area. A sound perimeter intrusion detection system should provide an accurate alarm indication (or warning if set up to identify when a perimeter is being approached) with simultaneous notification to the pre-determined response force (access control and alarm monitoring operator and/or security force member) denoting the precise location as to where the event occurred, is occurring, or may occur (this would apply when such a system is set to identify that someone or something is approaching a perimeter boundary).

McConnell Public Safety and Transportation Operations Center (MPSTOC) - The MPSTOC will be a model of multi-agency coordination and cooperation. The state-of-the-art center, being built on West Ox Road at the Fairfax County Parkway, will house the Fairfax County Department of Public Safety Communications (9-1-1 Communication Center), the Office of Emergency Management and the County's Emergency Operations Center, along with the Virginia State Police Division 7 dispatchers and call-takers and Virginia Department of Transportation Smart Traffic Center.

Risk - The possibility of loss resulting from a threat, security incident, or event.

Security Incident – A security-related occurrence or action that could lead to injury or monetary loss, or even death.

Site - A spatial location that can be designated by longitude and latitude.

Threat - An intent of damage or injury; an indication of something impending.

Threat, Vulnerability and Risk Assessment – The process of assessing security-related risks and vulnerabilities from internal and external threats to an entity, its assets, or personnel.

Vulnerability – An exploitable capability; an exploitable security weakness or deficiency at a facility, entity, venue, or of a person.