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Policing Strategies for the 21<sup>st</sup> Century

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## **W. Craig Hartley, Jr.**

### **Curriculum Vitae**

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W. Craig Hartley, Jr. joined the Commission on Accreditation for Law Enforcement Agencies (CALEA) in June 2008 as the Deputy Director / Chief of Staff and was appointed Executive Director in January 2014. He began his career with the Greensboro, North Carolina Police Department in 1989 and served in a number of positions within the agency before becoming an Assistant Chief of Police. During his tenure with Greensboro, he worked in the functional areas of patrol operations, tactical operations, accreditation, internal affairs, personnel, training, budget and planning, information and technology, and served as the chief of staff.

Before coming to CALEA, Craig also worked for the Virginia Department of Criminal Justice Services, an agency within the Executive Branch of state government assigned to the Secretary of Public Safety. While there he led the department's Policy, Planning and Research Division and coordinated legislative affairs and public information.

Craig is a graduate of Appalachian State University and the University of North Carolina at Greensboro. He holds a Bachelor's degree in criminal justice/political science and a Master of Public Affairs. He has received specialized police management and leadership training from the Southern Police Institute and the Center for Creative Leadership, and he is a graduate of the Federal Bureau of Investigation National Academy.

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## **Position Statement:**

Public safety leaders and practitioners operate in challenging environments, which include intense discretionary demands and public scrutiny. Despite the complexity of their responsibilities, routinely they meet their professional obligations effectively. However, this can only occur through the establishment and maintenance of trusting relationships with the community served and accountability at all levels of such organizations.

Recently, the country has observed examples of situations where trust in public safety has been lost, resulting in undesirable outcomes and an inability for effective service to occur. Although there is never a singular solution to multifaceted social issues, the Commission on Accreditation for Law Enforcement Agencies (CALEA) provides a complementary strategy for public safety agencies that institutionalizes industry best practices through the application of standards.

CALEA Accreditation promotes community confidence in public safety through effective and judicious management principles that have the following returns on investment:

- Development and delivery of contemporary training and equipment
- Effective community engagements and relationships
- Access to relevant data for sound decision making
- Alerts to emerging organizational trends and patterns
- Development and implementation of sound policy and procedures
- Organizational culture of transparency and openness to inspection
- Enhanced relationship with other service providers for end-user benefit
- Preparedness for litigation to support staff and promote confidence
- Readiness for unusual occurrences and critical events
- Reduction in service-related risk factors
- Scheduled reviews and audits to promote attentiveness to responsibilities

Although the above denoted points serve only as examples of the broad range of benefits resulting from CALEA Accreditation, they clearly indicate the process fosters the development of a culture of professionalism within participating agencies. Because the applied standards are dynamic and continuously address contemporary issues, the process remains relevant and provides a solution for agencies seeking professional excellence.

## Organization Overview:

CALEA was founded in 1979 by the four leading law enforcement professional associations. These include the International Association of Chiefs of Police (IACP), National Sheriff's Association (NSA), National Organization of Black Law Enforcement Executives (NOBLE), and the Police Executive Research Forum (PERF). Each of these organizations recognized a need for enhanced professionalism in the field of police services four decades ago and developed a plan for the creation and maintenance of relevant standards. This included a credentialing program to acknowledge public safety agencies adhering to the established best practices. The concept has matured into what is now broadly recognized as CALEA Accreditation - The Gold Standard for Public Safety Agencies.

The purpose of CALEA Accreditation is to improve the delivery of public safety services, primarily by:

- ❖ Maintaining a body of standards, developed by public safety practitioners and other experts, covering a wide range of relevant and contemporary public safety responsibilities;
- ❖ Establishing and administering an accreditation process; and
- ❖ Recognizing professional excellence.

Currently, more than 1,030 public safety agencies participate in CALEA Accreditation programming, and the organization has expanded its breadth of services to include public safety communication centers, campus security organizations and public safety training academies, as well as the original focus of law enforcement. Services are also provided on an international basis, as public safety agencies from Canada, Mexico, the Caribbean, and the United States are enrolled.

Throughout the organization's existence it has provided accreditation services to the public safety community under the following tenets:

- Engagement in the process is voluntary to promote accountability.
- Peer review by impartial and trained assessors is critical on an ongoing basis.
- The service environment is ever-evolving and requires a dynamic process of standards development and adherence.
- The public safety community has a responsibility to create accountability measures to the public.
- Community engagement and capacity building is essential to the effectiveness of any public safety organization.
- Transparency and public trust must be institutionalized as key objectives and constantly measured by organizations responsible for the public's safety.

- Police powers and resources are provided by the public and must be cared for through review, inspection, research, and relentless accountability.
- Reports to the public are essential and efforts must be applied to ensure the community's needs are addressed within the constructs of fairness, equity and the democratic principles of a civilized society.
- Feedback loops with the public are essential to understanding the service delivery landscape and fostering effective relationships that contribute to public order and safety.

Specifically, CALEA's goals are to:

- Professionalize public safety services;
- Strengthen crime prevention and control capabilities;
- Formalize essential public safety management procedures;
- Establish fair and nondiscriminatory practices;
- Improve public safety service delivery;
- Solidify interagency cooperation and coordination among service providers; and
- Increase community and staff confidence in the agency.

The CALEA Accreditation process is a proven modern management model; once implemented, it presents the Chief Executive Officer (CEO), on a continuing basis, with a framework that promotes the efficient use of resources and improves service delivery regardless of the size, geographic location, or functional responsibilities of the agency. This accreditation program provides public safety agencies an opportunity to voluntarily demonstrate they meet an established set of professional standards which:

- Require an agency to develop a comprehensive, well thought out, uniform set of written directives
- Establish administrative and operational goals that provide direction to personnel and define mission, purpose and values
- Provide the necessary reports and analyses to make fact-based, informed management decisions
- Require preparedness programs to ensure agencies are ready to address critical incidents, community concerns and a broad range of public safety service issues
- Improve community awareness regarding public safety operations and further trusting relationships that are essential during times of crisis
- Strengthen agency accountability, both internally and externally, through a continuum of standards that clearly define authority, performance, and responsibilities

- Control for liability and risk exposure through compliance verified from an internationally recognized team of independent disinterested CALEA-trained assessors.
- Facilitate the pursuit of professional excellence and ongoing awareness of critical operational and administrative trends, patterns and outcomes.

Although the total enrollment of public safety agencies in CALEA Accreditation programming is variable and increasing, currently just over five percent of the nation's 18,000 law enforcement agencies participate. This equates to slightly more than twenty-five percent of the police officers in the United States working for organizations that participate in the program. Invariably, participating entities have created organizational cultures that adhere to the conceptual tenets described previously. They embrace the concept of external review for the purpose of enhancing accountability and consistently pursue professional changes in procedures to ensure their delivery of service complements contemporary best practices. Their collective involvement works to define the role of police in a democratic society, and this role is created through not only peer involvement, but through community engagement which is required by the accreditation process.

CALEA Accreditation has perpetuated much success during its four decades of existence, as an ever-improving and evolving public safety strategy. As recently as this year, CALEA transitioned from a three-year review cycle to a four-year cycle with annual remote reviews and site-based assessments occurring every fourth year. This approach leverages the value of ongoing feedback and monitoring to support public safety agencies, while resourcefully applying technology to provide the greatest level of inspection in the most cost effective and efficient manner. Additionally, the organization is currently in the process of reviewing all published standards with respect to recent research and findings from such groups as the President's Task Force on 21st Century Policing, PERF, the Police Foundation, and other leading research organizations in the field. This project is being led with a focus on systemic issues that erode public trust and findings from Department of Justice investigations that revealed pattern and practice concerns.

### **Governing Structure:**

A Commission Board composed of 21 members governs CALEA. Eleven must be law enforcement practitioners; the balance is selected from the public and private sectors. Generally, they reflect a representation from local, state/provincial and international law enforcement and public safety organizations, along with business, academia, the judiciary, and state/provincial and local government. The Commissioners are appointed by the four founding law enforcement organizations.

CALEA operates as an independent, nonprofit (501[c]3) corporation, and maintains a professional staff managed by an Executive Director. The staff conducts all administrative and operational duties as directed by the Commission. As a successful

corporation with a public service mission, efforts are made to invest proceeds in strategies that further advance the organization's purpose.

The voluntary Commission Board serves without compensation and is responsible for the promulgation of contemporary standards and reviews each candidate agency for accredited status. Members of the governing body also serve on standing business and program committees of the organization, and make policy decisions regarding operations and programming.

### **Standards Development:**

The process of standards development and review employs the professional wisdom of seasoned public safety leaders, city and county managers, judicial and elected officials, academicians, business representatives, and other subject matter experts to hold participating agencies accountable. These individuals serve as CALEA Commissioners and include representatives from both within and outside the domestic borders of the United States. They rely on contemporary research and evidence based findings to guide their decision-making and they are all involved in other professional organizations that provide opportunities to learn about leading edge issues facing the public safety community and the services they are sworn to provide.

The standards are subject to ongoing review and revision by the Commission through the Standards Review and Interpretation Committee (SRIC). When modifications are recommended, they are presented to the SRIC for consideration. If appropriate, SRIC approves draft language and then presents the draft to the Commission for their approval to publicize the proposed change for review and comment from the public safety community. Comments are referred back to the SRIC for consideration. The SRIC then makes a recommendation to the Commission for final approval.

The Commission is open to the receipt of information from other organizations and subject matter experts as it relates to standards development. This is specifically the case with governmental organizations that collect information which contributes to patterns and trends that could be applicable in the development of standards. It is important to remember that CALEA Accreditation affects change quickly and broadly in the public safety community because of the number of operational personnel impacted by the standards. Therefore, the standards serve as a conduit for the advancement of contemporary thinking in the industry and best practices.

Each standard requires agency policy consideration, implementation of complementary practices and ongoing proof of compliance. Furthermore, the Commission is not only concerned with simple standards compliance, there is a focus on intended outcomes that are supported by sound professional actions and procedures, thereby creating progressive agencies with proper mission, purpose and values. This model links training, equipment, employment, promotion, operations and a full range of organizational resources to the stated mission of the participating agency.

Specifically, the CALEA Standards for Law Enforcement Agencies address major administrative and operational areas vital to the success of the organization:

- role, responsibilities, and relationships with other agencies and the community;
- organization, management, and administration
- personnel administration
- law enforcement operations, criminal investigations, operational support, and traffic law enforcement
- detainee and court-related services; and auxiliary and technical services

Examples of specific CALEA Standards for Law Enforcement Agencies include:

- ✓ Alternatives to Arrest
- ✓ Use of Discretion
- ✓ Use of Reasonable Force
- ✓ Use of Deadly Force
- ✓ Reporting Uses of Force
- ✓ Reviewing Use of Force Reports
- ✓ Annual/Biennial Proficiency Training with Use of Force Implements
- ✓ Analyze Use of Force Patterns and Trends
- ✓ Disciplinary System
- ✓ Role and Authority of Supervisors
- ✓ Recruitment Planning
- ✓ Emotional Stability/Psychological Fitness Examinations
- ✓ Employee Counseling
- ✓ Personnel Early Warning System
- ✓ Criminal investigation Line-ups
- ✓ Criminal Investigation Show-ups
- ✓ Juvenile Operations Policy
- ✓ Citizens Survey
- ✓ Organizational Integrity
- ✓ Complaint Investigation Procedures
- ✓ Prisoner Restraint Requirements

A full list of CALEA Standards for Law Enforcement Agencies is attached to this document as an **Addendum**.



## **Process of Accreditation:**

There are five phases in the accreditation process:

- Enrollment
- Self-assessment
- On-site Assessment
- Commission Review and Decision
- Maintaining Compliance and Reaccreditation

Following enrollment, the candidate agency begins a self-assessment phase by complying with applicable standards, developing proofs of compliance, and preparing for the initial assessment process. During this time, a CALEA Regional Program Manager is available to provide guidance on the applicability of standards and attaining compliance. Near the end of the self-assessment phase, the agency, in conjunction with the CALEA Assessment Manager, develops plans for accomplishing assessment activities.

Once the agency has notified CALEA of its completion of the self-assessment phase and its desire to schedule an assessment, the CALEA Assessment Manager schedules a date that is mutually agreeable and in compliance with the agreement between the agency and CALEA. Trained assessors with professionally relevant experience conduct the assessment. The process includes both off-site and onsite reviews. The assessment also includes observations, interviews with citizens and other special interest groups, process mapping, outcomes analysis, and discussions with other professional organizations that interact with the agency. Additionally, the assessment includes public call-in sessions and public hearings. The work culminates in a report of findings to the Commission for review and decision.

The Commission's Agency Review Committees conduct hearings, which are open for public attendance, regarding the agency's compliance to applicable standards. Agency representatives are invited to participate in this review portion of the process to address questions of the Commission.


Given this information, the Commission makes a determination about the candidate's status as an accredited agency. This may result in the findings of accreditation, accreditation denied, accreditation with conditions, or several other categories to ensure the process maintains integrity and adherence to key principles of professional development for participating organizations.


Each agency awarded accredited status must maintain compliance with all applicable standards, keep its proofs of compliance up-to-date, and operate by the letter and spirit of the standards. To retain its accreditation status, the agency is required to annually submit to CALEA, detailed Agency Status Reports, as well as participate in an annual review of select standards.


The focus of the accreditation process is to advance each participating agency's professional capacity and service strategies, while pursuing continuous organization improvement. This includes attention to mission, purpose and values, as well as consideration of data that impacts key measures of agency success.


The process of self-assessment by the agency, annual standards review by trained staff, and on-site observation, interview, process mapping, and outcome measure continues in perpetuity for each accredited agency. This stresses the value of continuous monitoring of changing circumstances and environmental issues impacting the organization and its success. It also requires attention to community concerns and ensures strong relationships are developed to address critical events that could erode public confidence and support if not anticipated prior to such occurrences.


### **Returns on Investment from CALEA Accreditation:**


 Relevant standards include content on the agency's role in the community, limitations on authority, compliance with constitutional requirements, and alternatives to arrest. Additionally, the process of review for accreditation involves public information collection sessions and opportunities for the community to share their thoughts about the activities and interactions of the candidate agency.


 The accreditation model stringently works to define the use of police authority. This includes the adherence to standards associated with the use of force, review and analysis of related events for the purpose of policy reformation, sharing information regarding citizen complaint findings and statistics, and the use of discretion in the delivery of police services.


 The concept of bias in the delivery of law enforcement service is also addressed within the constructs of accreditation. This includes policy and training related to prohibitions in bias based activities related to such events as traffic enforcement contacts, field interviews, and asset forfeiture. It requires the application of corrective measures with findings of prohibited activities and involves documented annual administrative reviews of related practices and citizen concerns in this area. The accreditation process also applies trend analyses of individual officer activities to promote alertness to irregular patterns that deserve awareness and corrective measures.


 The process of accreditation not only mandates the incorporation of public-facing accountability processes, such as documented surveys of citizen attitudes and opinions that focus on agency performance, competency, professionalism, and community suggestions, but also internal assessment measures. These include analyses of disciplinary actions, employee grievances, promotional processes, and employment outcomes. Each of these contribute to building internal capacities that enhance the agency's ability to provide external services in a manner that adhere to the public's sense of fairness and equity.

 CALEA Accreditation mandates work performance reviews of police personnel against job related activities and requires scheduled training in areas such as interactions with citizens with mental illness, the application of force, and other critical service delivery issues. And, there exist requirements related to demonstrated proficiencies and documented understanding of organizational philosophy as it relates to response to unusual and critical events.

 The adherence to CALEA Standards requires attention to the rights of not only those under investigation, but also victims and the families of victims, regardless of the circumstances. It promotes stronger relations with the media to create an atmosphere of trust with information sharing and actually mandates discussions with representatives of the press in developing or reviewing public information policies. This concept alone works to foster understanding and reduce inaccuracies in reporting resulting from an absence of information during developing events.

 As a prerequisite to being recognized as a CALEA Accredited agency, participating organizations must create and demonstrate the effectiveness of citizen complaint procedures. These procedures must include the investigation of all complaints, including those of an anonymous nature. The agency's model for receiving complaints must be accessible to the public and create accountability in reviewing the issues. The associated process must establish timelines for notifications to complainants and result in the posting of summaries of data for the public's consumption about related findings.

 The concept of integrity in criminal investigative procedures is included in the accreditation process. This involves accountability with the preservation, collection, maintenance, and presentation of evidence. Policies related to interviews, line-ups and show-ups must also be developed and followed. The standards within this topical area reflect contemporary research and a desire to support appropriate arrest, prosecution and conviction of suspects.

 CALEA promulgates and requires agencies to develop and address community involvement practices to include establishing liaisons with significant community organizations, the involvement of community members in the development of policy, publicizing agency objectives and activities, improving agency practices with impacts on community relations, and developing problem oriented policing strategies. This topical area also requires reporting on significant community concerns, potential community problems, statements of recommended actions, and progress toward desired results.

Although these examples are only a sampling of the comprehensive nature of the accreditation process, it clearly demonstrates a bias toward the development of police agencies that continuously engage the community and its membership for the purpose of professional service delivery. It recognizes the value of ongoing assessment for the purpose of continuous accountability and it focuses the resources of the agency on supporting the maintenance of a well informed and safe community. The process

recognizes that significant events will occur in every community that pull at the appropriate balance between safety and freedom, but works to establish relationships that promote civil discussion to ensure the needs of the community are maintained as the priority.

### **Considerations Regarding Legislative Initiatives:**

It is important to note that CALEA understands its philosophical and practical role in the public safety community and is constantly reinventing its approach to provide the very best return on investment for participating agencies. This includes consideration for the communities and citizens these agencies serve and the impacts resulting from applied deployment strategies. To this end, the mission of CALEA remains, “To promote professionalism in public safety through the promulgation of standards and the administration of an accreditation program.”

Given the mission of CALEA, its historical influence in the respective field, and its position within the public safety profession, we would offer the following points:

- Although CALEA does not generally participate in lobbying efforts, the organization supports reasonable federal and state legislation promulgated to improve professionalism in the field of public safety.
- The concept of voluntary participation in CALEA Accreditation programming has promoted healthy and productive relationships with enrolled agencies. Although this engagement model has yielded positive outcomes, CALEA can support legislation that provides incentives and encouragement for agencies to participate in accreditation as a tool for public safety professional advancement.
- Federal or state legislative actions that serve to support the involvement of public safety agencies in accreditation with financial resources or technical assistance directly complement the mission and purpose of CALEA.
- The application of grant-based incentives for CALEA Accredited agencies is a responsible action, as such agencies have demonstrated through broad and specific standards compliance the capacity to appropriately manage these resources and also openness to inspection promoting transparency and community confidence.
- The incorporation of special groups, committees and entities with relevant subject matter expertise is an ongoing tenet of standards development and is applied within the CALEA Accreditation environment. The engagement of governmental and community entities with subject matter expertise or interest in a more robust manner would be considered a positive approach.
- The establishment of an institutionalized liaison strategy with the Department of Justice to advance standards through contemporary

investigative findings and lessons learned from trends or patterns would be considered an important advancement and is supported as an approach to provide agencies participating in accreditation with tools to prevent unintended outcomes.

- The application of technical services to support agencies pursuing CALEA Accreditation could be addressed with additional resources through the existing accreditation program infrastructure or could be accomplished through partnerships with other relevant associations, where more intensive requirements exist. It is important to ensure credentialing integrity is not lost through the delivery of technical assistance.
- CALEA values its professional partnerships with other associations and endorses strategies that advance these relationships to support leaders and practitioners in the field of public safety whose missions address community safety and instill confidence in the delivery of law enforcement services.
- CALEA endorses legislative approaches that gradually and systematically transition public safety agencies to value-added programs and include reasonable implementation timelines, technical assistance, funding, and opportunities for proper program application.
- Although over twenty-five percent of the nation's state and local law enforcement officers are employed with agencies participating in CALEA Accreditation, the organization has developed the infrastructure and capacity to provide services to a significantly larger service population and is prepared to make business model adjustments as necessary to support agencies seeking accreditation.

### **Summary Considerations:**

The leadership of CALEA sees tremendous value in the application of its accreditation programming and standards promulgation process. Additionally, the organization understands the critical nature of public safety as a stabilizing institution within communities across the nation and the important responsibility of police agencies in maintaining Constitutionally-protected freedoms and rights. Based on our organizational values and mission, CALEA is positioned to support public safety leaders and practitioners as they effectively serve their communities through the application of professional standards and credentialing programming, thereby promoting public confidence in their services.

CALEA advocates for voluntary participation in accreditation programming for process integrity. Additionally, the organization advocates for the advancement of accreditation within the respective industry through strategies that encourage agency participation and provide resources to assist in reaching important accreditation-related milestones. The use of directed grant funding and the leveraging of existing professional relationships would be viewed as a significant advancement. Additionally, the creation

of information sharing platforms with governmental and community entities, that have specific interests in improving public safety services, for the purpose of continually evaluating and enhancing standards is a responsible approach.

As an institution with an effective history of meeting its defined mission, CALEA recognizes change is important to ensure ongoing relevance. Therefore, the organization is open to new strategies that further its capacity to enhance professionalism within the field of public safety, and promote the delivery of such services in a responsible manner with sensitivity to procedural justice. The organization also recognizes accreditation serves as an important component of broader public policy strategies to promote safe and secure communities.

# Addendum

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## ***CALEA® Standards for Law Enforcement Agencies***

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Below is a comprehensive list of the titles of all Law Enforcement Standards. The 189 highlighted standards constitute the tier 1 option, **CALEA® Law Enforcement Accreditation Program**. The tier 2 option, **CALEA® Advanced Law Enforcement Accreditation Program**, is composed of all the 484 standards listed.

### **1 Law Enforcement Role and Authority**

#### 1.1 Law Enforcement Agency Role

##### 1.1.1 Oath of Office

##### 1.1.2 Code of Ethics

##### 1.1.3 Agency's Role in Criminal Justice Diversion Programs

##### 1.1.4 Consular Notification

#### 1.2 Limits of Authority

##### 1.2.1 Legal Authority Defined

##### 1.2.2 Legal Authority to Carry/Use Weapons

##### 1.2.3 Compliance with Constitutional Requirements

##### 1.2.4 Search and Seizure

##### 1.2.5 Arrest with/without Warrant

##### 1.2.6 Alternatives to Arrest

##### 1.2.7 Use of Discretion

##### 1.2.8 Strip/Body Cavity Search

##### 1.2.9 Bias Based Profiling

#### 1.3 Use of Force

##### 1.3.1 Use of Reasonable Force

##### 1.3.2 Use of Deadly Force

##### 1.3.3 Warning Shots

##### 1.3.4 Use of Authorized Less Lethal Weapons

##### 1.3.5 Rendering Aid After Use of Weapons

##### 1.3.6 Reporting Uses of Force

##### 1.3.7 Reviewing Reports of 1.3.6

##### 1.3.8 Removal from Line of Duty Assignment, Use of Force

- 1.3.9 Authorization: Weapons and Ammunition
- 1.3.10 Demonstrating Proficiency with Weapons
- 1.3.11 Annual/Biennial Proficiency Training
- 1.3.12 Issuing Written Directives
- 1.3.13 Analyze Reports from 1.3.6

## **2 Agency Jurisdiction and Mutual Aid**

- 2.1 Agency Jurisdiction and Mutual Aid
  - 2.1.1 Geographical Boundaries
  - 2.1.2 Concurrent Jurisdiction
  - 2.1.3 Written Agreements for Mutual Aid
  - 2.1.4 Requesting Assistance: Federal LE/National Guard

## **3 Contractual Agreements for Law Enforcement Services**

- 3.1 Contractual Agreements
  - 3.1.1 Written Agreement for Services Provided
  - 3.1.2 Employee Rights

## **11 Organization and Administration**

- 11.1 Organizational Structure
  - 11.1.1 Description of Organization
  - 11.1.2 Organizational Chart
- 11.2 Unity of Command
  - 11.2.1 Employee Accountability
  - 11.2.2 Direct Command, Component
- 11.3 Authority and Responsibility
  - 11.3.1 Responsibility/Authority
  - 11.3.2 Supervisory Accountability
- 11.4 General Management and Administration
  - 11.4.1 Administrative Reporting Program
  - 11.4.2 Accountability for Agency Forms
  - 11.4.3 Accreditation Maintenance
  - 11.4.4 Computer Software Policy
  - 11.4.5 Notify CEO of Incident with Liability

## **12 Direction**

- 12.1 Direction
  - 12.1.1 CEO Authority and Responsibility
  - 12.1.2 Command Protocol
  - 12.1.3 Obey Lawful Orders
  - 12.1.4 Functional Communication/Cooperation
- 12.2 Written Directives
  - 12.2.1 The Written Directive System
  - 12.2.2 Dissemination and Storage



## **15 Planning and Research, Goals and Objectives, and Crime Analysis**

### **15.1 Planning and Research**

#### **15.1.1 Activities of Planning and Research**

#### **15.1.2 Organizational Placement/Planning and Research**

#### **15.1.3 Multiyear Plan**

### **15.2 Goals and Objectives**

#### **15.2.1 Annual Updating/Goals and Objectives**

#### **15.2.2 System for Evaluation/Goals and Objectives**

### **15.3 Crime Analysis**

#### **15.3.1 Establish Procedures**

## **16 Allocation and Distribution of Personnel and Personnel Alternatives**

### **16.1 Allocation and Distribution of Personnel**

#### **16.1.1 Position Management System**

#### **16.1.2 Workload Assessments**

### **16.2 Specialized Assignment**

#### **16.2.1 Annual Review**

#### **16.2.2 Announce Openings**

#### **16.2.3 Temporary/Rotating Assignments**

### **16.3 Reserves**

#### **16.3.1 Program Description**

#### **16.3.2 Selection Criteria**

#### **16.3.3 Entry Level Training**

#### **16.3.4 Uniforms and Equipment**

#### **16.3.5 In-Service Training**

#### **16.3.6 Use of Force Training & Firearms Proficiency**

#### **16.3.7 Bonding/Liability Protection**

#### **16.3.8 Performance Evaluations**

#### **16.3.9 Educational Requirements**

### **16.4 Auxiliaries**

#### **16.4.1 Program Description**

#### **16.4.2 Training**

#### **16.4.3 Uniforms**

## **17 Fiscal Management and Agency Property**

### **17.1 Fiscal Management**

#### **17.1.1 CEO Authority and Responsibility**

### **17.2 Budget**

#### **17.2.1 Budget Process and Responsibility Described**

#### **17.2.2 Functional Recommendations to Budget**

### **17.3 Purchasing**

#### **17.3.1 Requisition and Purchasing Procedures**

### **17.4 Accounting**

- 17.4.1 Accounting System
- 17.4.2 Cash Fund/Accounts Maintenance
- 17.4.3 Independent Audit
- 17.5 Agency Property
  - 17.5.1 Inventory and Control
  - 17.5.2 Issue/Reissue Procedures
  - 17.5.3 Operational Readiness
  - 17.5.4 Electronic Data Storage

## **21 Classification and Delineation of Duties and Responsibilities**

- 21.1 Task Analysis
  - 21.1.1 Task Analysis
- 21.2 Classification
  - 21.2.1 Classification Plan
  - 21.2.2 Job Description Maintenance and Availability

## **22.0 Compensation, Benefits, and Conditions of Work**

- 22.1 Compensation
  - 22.1.1 Salary Program
- 22.2 Benefits
  - 22.2.1 Leave Program
  - 22.2.2 Benefits Program
  - 22.2.3 Personnel Support Services Program
  - 22.2.4 Victim Witness Services/Line of Duty Death
  - 22.2.5 Clothing and Equipment
  - 22.2.6 Employee Assistance Program
  - 22.2.7 Employee Identification
  - 22.2.8 Military Deployment and Reintegration
- 22.3 Conditions of Work
  - 22.3.1 Physical Examinations
  - 22.3.2 General Health and Physical Fitness
  - 22.3.3 Fitness and Wellness Program
  - 22.3.4 Off-Duty Employment
  - 22.3.5 Extra-Duty Employment

## **24 Collective Bargaining**

- 24.1 Collective Bargaining and Contract Management
  - 24.1.1 Agency Role
  - 24.1.2 Ratification Responsibilities

## **25 Grievance Procedures**

- 25.1 Grievance Procedures

- 25.1.1 Grievance Procedures
- 25.1.2 Coordination/Control of Records
- 25.1.3 Annual Analysis

## **26 Disciplinary Procedures**

- 26.1 Disciplinary Procedures
  - 26.1.1 Code of Conduct and Appearance
  - 26.1.2 Employee Awards
  - 26.1.3 Sexual Harassment
  - 26.1.4 Disciplinary System
  - 26.1.5 Role and Authority of Supervisors
  - 26.1.6 Appeal Procedures
  - 26.1.7 Dismissal Procedures
  - 26.1.8 Records

## **31 Recruitment**

- 31.1 Administrative Practices and Procedures
  - 31.1.1 Agency Participation
  - 31.1.2 Assignment/Recruitment
- 31.2 Equal Employment Opportunity and Recruitment
  - 31.2.1 Recruitment Plan
  - 31.2.2 Annual Analysis
  - 31.2.3 Equal Employment Opportunity Plan
- 31.3 Job Announcements and Publicity
  - 31.3.1 Job Announcements
  - 31.3.2 Posting Locations
  - 31.3.3 Maintaining Applicant Contact
  - 31.3.4 Application Rejection

## **32 Selection**

- 32.1 Professional and Legal Requirements
  - 32.1.1 Selection Process Described
  - 32.1.2 Job Relatedness
  - 32.1.3 Uniform Administration
  - 32.1.4 Candidate Information
  - 32.1.5 Notification of Ineligibility
  - 32.1.6 Records
  - 32.1.7 Selection Material Security
- 32.2 Administrative Practices and Procedures
  - 32.2.1 Background Investigations
  - 32.2.2 Training
  - 32.2.3 Records Retention
  - 32.2.4 Polygraph Examinations
  - 32.2.5 Conducted by Trained Personnel
  - 32.2.6 Use of Results

- 32.2.7 Medical Examinations
- 32.2.8 Emotional Stability/Psychological Fitness Examinations
- 32.2.9 Records Retention
- 32.2.10 Entry Level Probation

## **33 Training and Career Development**

- 33.1 Administration
  - 33.1.1 Training Committee
  - 33.1.2 Attendance Requirements
  - 33.1.3 Outside Training Reimbursement
  - 33.1.4 Lesson Plan Requirements
  - 33.1.5 Remedial Training
  - 33.1.6 Employee Training Record Maintenance
  - 33.1.7 Training Class Records Maintenance
- 33.2 Academy
  - 33.2.1 Academy Administration and Operation
  - 33.2.2 Academy Facilities
  - 33.2.3 Outside Academy, Role
  - 33.2.4 Outside Academy, Agency Specific Training
- 33.3 Training Instructors
  - 33.3.1 Instructor Training
- 33.4 Recruit Training
  - 33.4.1 Entry Level Training Required
  - 33.4.2 Recruit Training Program
  - 33.4.3 Field Training Program
- 33.5 In-Service, Shift Briefing, and Advanced Training
  - 33.5.1 Annual Retraining Program
  - 33.5.2 Shift Briefing Training
  - 33.5.3 Accreditation Training
  - 33.5.4 Accreditation Manager Training
- 33.6 Specialized In-Service Training
  - 33.6.1 Specialized Training
  - 33.6.2 Tactical Team Training Program
- 33.7 Civilian Training
  - 33.7.1 Civilian Orientation
  - 33.7.2 Civilian Pre-Service and In-Service Training
- 33.8 Career Development and Education
  - 33.8.1 Career Development Personnel Training
  - 33.8.2 Skill Development Training Upon Promotion
  - 33.8.3 Career Development Program
  - 33.8.4 Educational Incentives

## **34 Promotion**

- 34.1 Professional and Legal Requirements
  - 34.1.1 Agency Role

- 34.1.2 Authority and Responsibility
- 34.1.3 Promotional Process Described
- 34.1.4 Job Relatedness
- 34.1.5 Promotional Announcement
- 34.1.6 Eligibility Lists
- 34.1.7 Promotional Probation

## **35 Performance Evaluation**

- 35.1 Administration
  - 35.1.1 Performance Evaluation System
  - 35.1.2 Annual Evaluation
  - 35.1.3 Quarterly Evaluation of Probationary Employees
  - 35.1.4 Evaluation Criteria
  - 35.1.5 Evaluation Period
  - 35.1.6 Unsatisfactory Performance
  - 35.1.7 Employee Counseling
  - 35.1.8 Rater Evaluation
  - 35.1.9 Personnel Early Warning System

## **41 Patrol**

- 41.1 Administration
  - 41.1.1 Shift/Beat Assignment
  - 41.1.2 Shift Briefing
  - 41.1.3 Special-Purpose Vehicles
  - 41.1.4 Agency Animals
- 41.2 Operations
  - 41.2.1 Responding Procedures
  - 41.2.2 Pursuit of Motor Vehicles
  - 41.2.3 Roadblocks and Forcible Stopping
  - 41.2.4 Notification Procedures
  - 41.2.5 Missing Persons
  - 41.2.6 Missing Children
  - 41.2.7 Mental Illness
- 41.3 Equipment
  - 41.3.1 Patrol Vehicles Lights, Sirens
  - 41.3.2 Equipment Specification/Replenishment
  - 41.3.3 Occupant Safety Restraints
  - 41.3.4 Authorized Personal Equipment
  - 41.3.5 Protective Vests
  - 41.3.6 Protective Vests/Pre-Planned, High Risk Situations
  - 41.3.7 Mobile Data Access
  - 41.3.8 In-Car Audio/Video
  - 41.3.9 License Plate Recognition Systems

## **42 Criminal Investigation**

### **42.1 Administration**

#### **42.1.1 On-Call Schedule**

#### **42.1.2 Case-Screening System**

#### **42.1.3 Case File Management**

#### **42.1.4 Accountability, Preliminary/Follow-Up Investigations**

#### **42.1.5 Habitual/Serious Offenders**

#### **42.1.6 Criminal Intelligence**

### **42.2 Operations**

#### **42.2.1 Preliminary Investigations Steps**

#### **42.2.2 Follow-Up Investigations Steps**

#### **42.2.3 Investigative Checklists**

#### **42.2.4 Patrol Shift Briefing Attendance**

#### **42.2.5 Investigative Task Forces**

#### **42.2.6 Polygraph Examinations**

#### **42.2.7 Informants**

#### **42.2.8 Identity Crimes**

#### **42.2.9 Cold Cases**

#### **42.2.10 Interview Rooms**

#### **42.2.11 Line-ups**

#### **42.2.12 Show-ups**

## **43 Vice, Drugs, and Organized Crime**

### **43.1 Administration and Operations**

#### **43.1.1 Complaint Management**

#### **43.1.2 Records, Storage and Security**

#### **43.1.3 Confidential Funds**

#### **43.1.4 Equipment, Authorization and Control**

#### **43.1.5 Covert Operations**

## **44 Juvenile Operations**

### **44.1 Administration**

#### **44.1.1 Juvenile Operations Policy**

#### **44.1.2 Policy Input, Others**

#### **44.1.3 Annual Program Review**

### **44.2 Operations**

#### **44.2.1 Handling Offenders**

#### **44.2.2 Procedures for Custody**

#### **44.2.3 Custodial Interrogation**

#### **44.2.4 School Liaison Program**

#### **44.2.5 Community Recreation Programs**

## **45 Crime Prevention and Community Involvement**

### **45.1 Crime Prevention**

#### **45.1.1 Activities**

#### **45.1.2 Organizing Prevention Groups**

#### **45.1.3 Prevention Input**

### **45.2 Community Involvement**

#### **45.2.1 Activities**

#### **45.2.2 Quarterly Progress Report**

#### **45.2.3 Procedures for Transmitting Information**

#### **45.2.4 Citizens Survey**

#### **45.2.5 Survey Summary to CEO**

## **46 Critical Incidents, Special Operations, and Homeland Security**

### **46.1 Critical Incidents**

#### **46.1.1 Planning Responsibility**

#### **46.1.2 All Hazard Plan**

#### **46.1.3 Command Function**

#### **46.1.4 Operations Function**

#### **46.1.5 Planning Function**

#### **46.1.6 Logistics Function**

#### **46.1.7 Finance/Administration Function**

#### **46.1.8 Equipment Inspection**

#### **46.1.9 Annual Training**

#### **46.1.10 Active Threats**

### **46.2 Special Operations**

#### **46.2.1 Special Operations Activities**

#### **46.2.2 Tactical Team Selection**

#### **46.2.3 Tactical Team Equipment**

#### **46.2.4 Hostage Negotiator Selection**

#### **46.2.5 Search and Rescue**

#### **46.2.6 VIP Security Plan**

#### **46.2.7 Special Events Plan**

#### **46.2.8 Event De-confliction**

### **46.3 Homeland Security**

#### **46.3.1 Liaison with other Organizations**

#### **46.3.2 Terrorism Related Intelligence**

#### **46.3.3 Providing Awareness Information**

#### **46.3.4 Hazmat Awareness**

## **52 Internal Affairs**

### **52.1 Organizational Integrity**

#### **52.1.1 Complaint Investigation**

#### **52.1.2 Records, Maintenance and Security**

- 52.1.3 CEO, Direct Accessibility
- 52.1.4 Complaint Registering Procedures
- 52.1.5 Annual Summaries; Public Availability
- 52.2 Complaint Procedures
  - 52.2.1 Complaint Types
  - 52.2.2 CEO, Notification
  - 52.2.3 Investigation Time Limits
  - 52.2.4 Informing Complainant
  - 52.2.5 Statement of Allegations/Rights
  - 52.2.6 Submission to Tests, Procedures
  - 52.2.7 Relieved from Duty
  - 52.2.8 Conclusion of Fact

## **53 Inspectional Services**

- 53.1 Line Inspections
  - 53.1.1 Procedures
- 53.2 Staff Inspections
  - 53.2.1 Procedures

## **54 Public Information**

- 54.1 Public Information
  - 54.1.1 Activities
  - 54.1.2 Policy Input
  - 54.1.3 News Media Access

## **55 Victim/Witness Assistance**

- 55.1 Administration
  - 55.1.1 Summary of Rights
  - 55.1.2 Analysis, Need/Services
  - 55.1.3 Policy/Procedure Development
- 55.2 Operations
  - 55.2.1 Initial Assistance
  - 55.2.2 Assistance, Threats
  - 55.2.3 Assistance, Preliminary Investigation
  - 55.2.4 Assistance, Follow-Up Investigation
  - 55.2.5 Assistance, Suspect Arrest
  - 55.2.6 Next-of-Kin Notification

## **61 Traffic**

- 61.1 Traffic Enforcement
  - 61.1.1 Selective Enforcement Activities
  - 61.1.2 Uniform Enforcement Procedures
  - 61.1.3 Violator Procedures
  - 61.1.4 Informing The Violator



- 61.1.5 Uniform Enforcement Policies
- 61.1.6 Enforcement Practices
- 61.1.7 Stopping/Approaching
- 61.1.8 Officer-Violator Relations
- 61.1.9 Speed-Measuring Devices
- 61.1.10 Alcohol Enforcement Program
- 61.1.11 DUI Procedures
- 61.1.12 License Reexamination Referrals
- 61.1.13 Parking Enforcement
- 61.2 Traffic Collision Investigation
  - 61.2.1 Reporting and Investigation
  - 61.2.2 Collision Scene Responses
  - 61.2.3 Collision Scene Duties
  - 61.2.4 Follow-Up Investigations
- 61.3 Traffic Direction and Control
  - 61.3.1 Traffic Engineering
  - 61.3.2 Direction/Control Procedures
  - 61.3.3 Escorts
  - 61.3.4 Adult School Crossing Guards
  - 61.3.5 Student Safety Patrol Program
  - 61.3.6 Local/Region Planning Committees
- 61.4 Ancillary Services
  - 61.4.1 Assistance, Highway Users
  - 61.4.2 Hazardous Highway Conditions
  - 61.4.3 Towing
  - 61.4.4 Traffic Safety Materials

## **70 Detainee Transportation**

- 70.1 Transport Operations
  - 70.1.1 Pre-Transport Prisoner Searches
  - 70.1.2 Searching Transport Vehicles
  - 70.1.3 Procedures, Transporting by Vehicle
  - 70.1.4 Interruption of Transport
  - 70.1.5 Prisoner Communication
  - 70.1.6 Procedures, Transport Destination
  - 70.1.7 Procedures, Escape
  - 70.1.8 Notify Court of Security Hazard
- 70.2 Restraining Devices
  - 70.2.1 Prisoner Restraint Requirement
- 70.3 Special Transport Situations
  - 70.3.1 Sick, Injured, Disabled
  - 70.3.2 Hospital Security and Control
  - 70.3.3 Special Situations
- 70.4 Transport Equipment
  - 70.4.1 Vehicle Safety Barriers

70.4.2 Rear Compartment Modifications  
70.5 Documentation  
70.5.1 Prisoner ID and Documentation

## **71 Processing and Temporary Detention**

71.1 Authorization  
71.1.1 Designate Rooms or Areas  
71.2 Training  
71.2.1 Training of Personnel  
71.3 Detainee Processing and Control  
71.3.1 Procedures  
71.3.2 Immovable Objects  
71.3.3 Security  
71.4 Temporary Detention Facility Conditions  
71.4.1 Physical Conditions  
71.4.2 Fire Prevention/Suppression  
71.4.3 Inspections  
71.5 Processing and Testing  
71.5.1 Security Concerns in Designated Processing or Testing Rooms/Areas

## **72 Holding Facility**

72.1 Organization, Administration, and Management  
72.1.1 Training User Personnel  
72.1.2 Access, Nonessential Persons  
72.1.3 Records Security  
72.2 Physical Plant  
72.2.1 Minimum Conditions  
72.3 Safety and Sanitation  
72.3.1 Fire, Heat, Smoke Detection System, Inspections  
72.3.2 Posted Evacuation Plan  
72.3.3 Weekly Sanitation Inspection  
72.4 Security and Control  
72.4.1 Securing Firearms  
72.4.2 Entering Occupied Cells  
72.4.3 Key Control  
72.4.4 Facility Door Security  
72.4.5 Security Checks  
72.4.6 Security Inspections  
72.4.7 Tool and Culinary Equipment  
72.4.8 Alerting Control Point  
72.4.9 Panic Alarms  
72.4.10. Procedures, Escape  
72.4.11 Report, Threats to Facility  
72.5 Detainee Processing  
72.5.1 Detainee Searches

- 72.5.2 Intake Forms
- 72.5.3 Sight and Sound Separation
- 72.5.4 Segregation
- 72.5.5 Procedure, Outside Detainees
- 72.5.6 Procedure, Exceeding Capacity
- 72.5.7 Identification, Released Detainees
- 72.6 Medical and Health Care Services
  - 72.6.1 Procedure, Medical Assistance
  - 72.6.2 First Aid Kit
  - 72.6.3 Receiving-Screening Information
  - 72.6.4 Posted Access to Medical Service
  - 72.6.5 Dispensing Pharmaceuticals
- 72.7 Detainee Rights
  - 72.7.1 Procedure, Detainee Rights
- 72.8 Supervision of Detainees
  - 72.8.1 24-Hour Supervision
  - 72.8.2 Audio/Visual Surveillance
  - 72.8.3 Supervision, Opposite Sex
  - 72.8.4 Receiving Mail/Packages
  - 72.8.5 Visiting

## **73 Court Security**

- 73.1 Administration
  - 73.1.1 Role, Authority, Policies
- 73.2 Operations
  - 73.2.1 Facilities, Equipment, Security Survey
- 73.3 Security Policy and Procedures
  - 73.3.1 Weapon Lockboxes
  - 73.3.2 Use of Restraints
- 73.4 Equipment
  - 73.4.1 Identification, Availability, Operational Readiness
  - 73.4.2 External Communications
  - 73.4.3 Duress Alarms
- 73.5 Court Holding Facilities
  - 73.5.1 Training
  - 73.5.2 Detainee Searches
  - 73.5.3 Detainee Property Security
  - 73.5.4 Segregation
  - 73.5.5 Procedure for Medical Assistance
  - 73.5.6 First Aid Kit
  - 73.5.7 Access of Nonessential Persons
  - 73.5.8 Minimum Conditions
  - 73.5.9 Fire Alarm System
  - 73.5.10 Evacuation Plan
  - 73.5.11 Sanitation Inspection
  - 73.5.12 Securing Firearms

- 73.5.13 Entering Occupied Cells
- 73.5.14 Key Control
- 73.5.15 Facility Door Security
- 73.5.16 Security Checks
- 73.5.17 Security Inspections
- 73.5.18 Designated Control Point
- 73.5.19 Panic Alarms
- 73.5.20 Escape Procedures
- 73.5.21 Report of Threats to Facility
- 73.5.22 Posted Access to Medical Service
- 73.5.23 Audio/Visual Surveillance
- 73.5.24 Supervision of Opposite Sex

## **74 Legal Process**

- 74.1 Records
  - 74.1.1 Information, Recording
  - 74.1.2 Execution/Attempt Service, Recording
  - 74.1.3 Warrant/Wanted Person Procedures
- 74.2 Civil Process
  - 74.2.1 Procedure, Civil Service
- 74.3 Criminal Process
  - 74.3.1 Procedure, Criminal Process
  - 74.3.2 Arrest Warrants Require Sworn Service

## **81 Communications**

- 81.1 Administration
  - 81.1.1 Agreements, Shared/Regional Facility
  - 81.1.2 Operations Meet FCC Requirements
- 81.2 Operations
  - 81.2.1 24 Hour, Toll-Free Service
  - 81.2.2 Continuous, Two-Way Capability
  - 81.2.3 Recording Information
  - 81.2.4 Radio Communications Procedures
  - 81.2.5 Access to Resources
  - 81.2.6 Victim/Witness Calls
  - 81.2.7 Victim/Witness Requests for Information
  - 81.2.8 Recording and Playback
  - 81.2.9 Local/State/Federal CJI Systems
  - 81.2.10 Alternative Methods of Communication
  - 81.2.11 Emergency Messages
  - 81.2.12 Misdirected Emergency Calls
  - 81.2.13 Private Security Alarms
  - 81.2.14 First Aid Over Phone
- 81.3 Facilities and Equipment
  - 81.3.1 Communications Center Security

- 81.3.2 Alternate Power Source
- 81.3.3 Telephone System
- 81.3.4 Mobile/Portable Radios

## **82 Central Records**

- 82.1 Administration
  - 82.1.1 Privacy and Security
  - 82.1.2 Juvenile Records
  - 82.1.3 Records Retention Schedule
  - 82.1.4 UCR/NIBRS
  - 82.1.5 Report Accounting System
  - 82.1.6 Computer File Backup and Storage
  - 82.1.7 Computerized Security Protocol
- 82.2 Field Reporting and Management
  - 82.2.1 Field Reporting System
  - 82.2.2 Reporting Requirements
  - 82.2.3 Case Numbering System
  - 82.2.4 Report Distribution
  - 82.2.5 Reports by Phone, Mail or Internet
- 82.3 Records
  - 82.3.1 Master Name Index
  - 82.3.2 Index File
  - 82.3.3 Traffic Records System
  - 82.3.4 Traffic Citation Maintenance
  - 82.3.5 Operational Component Record
  - 82.3.6 ID Number and Criminal History

## **83 Collection and Preservation of Evidence**

- 83.1 Administration
  - 83.1.1 24 Hour Availability
- 83.2 Operations
  - 83.2.1 Guidelines and Procedures
  - 83.2.2 Photography and Video Tapes
  - 83.2.3 Fingerprinting
  - 83.2.4 Equipment and Supplies
  - 83.2.5 Procedures, Seizure of Computer Equipment
  - 83.2.6 Report Preparation
  - 83.2.7 DNA Evidence Collection
- 83.3 Evidence Handling
  - 83.3.1 Collecting from Known Source
  - 83.3.2 Evidence, Laboratory Submission

## **84 Property and Evidence Control**

- 84.1 Administration and Operation

- 84.1.1 Evidence/Property Control System
- 84.1.2 Storage and Security
- 84.1.3 Temporary Security
- 84.1.4 Security of Controlled Substances, Weapons for Training
- 84.1.5 Records, Status of Property
- 84.1.6 Inspections and Reports
- 84.1.7 Final Disposition
- 84.1.8 Property Acquired through the Civil Process

## **91 Campus Law Enforcement**

- 91.1 General Supplement
  - 91.1.1 Risk Assessment and Analysis
  - 91.1.2 Out of Agency Budget Coordination
  - 91.1.3 Campus Background Investigation
  - 91.1.4 Campus Security Escort Service
  - 91.1.5 Emergency Notification System
  - 91.1.7 Behavioral Threat Assessment
  - 91.1.8 Security Camera Responsibilities
  - 91.1.9 Emergency Only Phones and Devices
  - 91.1.10 Administrative Investigation Procedures
- 91.2 Medical Centers
  - 91.2.1 Agency Role and Responsibilities
  - 91.2.2 Personnel Assigned to Medical Centers
  - 91.2.3 First Responses Responsibilities
- 91.3 Research Intensive Facilities
  - 91.3.1 Agency Role and Responsibilities
- 91.4 Administration
  - 91.4.1 Position Responsible for Clery Act