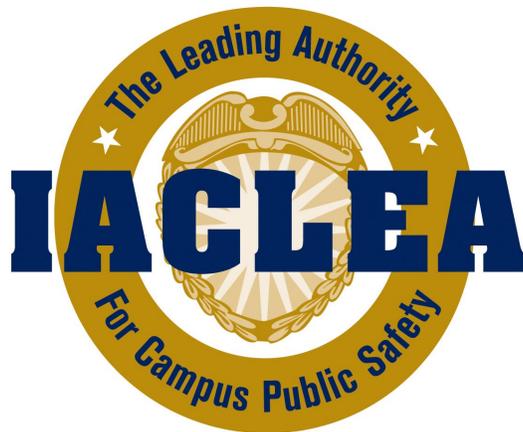


IACLEA Accreditation Standards Manual

Second Edition

**International Association of
Campus Law Enforcement Administrators**



May 15, 2021

Limitation of Liability

The International Association of Campus Law Enforcement Administrators (IACLEA) makes no warranty, express or written, for the benefit of any person or entity with regard to any aspect of the standards contained herein. These standards were adopted for the sole use of IACLEA for the exclusive purpose of their application to the agency seeking to obtain IACLEA accreditation, there being no intended third-party beneficiaries hereof, express or implied. These standards shall in no way be construed to be an individual act of any elected officer, director, employee, agent, member, individual, or legal entity associated with IACLEA or otherwise be construed as to create any personal liability on the part of any elected officer, director, employee, agent, member, individual, or legal entity associated with IACLEA.

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Preface

The International Association of Campus Law Enforcement Administrators (IACLEA) developed the following standards as a part of the IACLEA accreditation program. These standards are viewed as best practices and appropriate criteria for the effective and efficient operations of a campus public safety agency. They represent minimum requirements for an agency to achieve accreditation through the IACLEA program.

Campus public safety executives who choose to have their agencies accredited under this program will have thoroughly examined all aspects of their operations. They will have made conscious decisions about policies and procedures that fit the public safety requirements of their campuses and will have implemented those policies and trained their employees in their use. Accreditation does not purport that one agency provides better services to its campus than a non-accredited agency. What it does signify is that the accredited agency was carefully measured against an established set of standards and has met or exceeded accepted practices in campus public safety.

As "*The Leading Authority for Campus Public Safety*," IACLEA's intent is to advance public safety for educational institutions by providing educational resources, advocacy, and professional development services. These standards and the related accreditation process are viewed as one vehicle to accomplish this objective.

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Introduction

Accreditation Commission

The IACLEA Accreditation Commission is the Association's governing body for the accreditation program. As such, it is empowered by the Board of Directors to develop, revise and interpret accreditation standards and procedures. It also holds the authority to grant or deny accreditation to agencies, based upon their compliance with applicable standards.

The Commission consists of twelve voluntary members, nine of whom are IACLEA members appointed by the President and confirmed by the Board. Particular care is taken to ensure that Commission membership is representative of the diversity of the Association. To the extent possible, efforts are made to include representatives of both two- and four-year institutions; sworn and non-sworn agencies; public and private institutions; and the six geographic regions within the United States, as well as Canada. Additional members are drawn from allied associations, including a business officer, appointed by the National Association of College and University Business Officers; a student affairs officer, appointed by the National Association of Student Personnel Administrators; and a college president, appointed by the American Council on Education or from one of the other three college presidents' associations, or an attorney, appointed by the National Association of College and University Attorneys.

Accreditation Standards

The Standards Manual contains 227 standards organized into seventeen (17) chapters. The view of the IACLEA Accreditation Commission is that these standards reflect the best professional requirements and practices for campus public safety agencies. The standards describe "what" must be accomplished by the agency while allowing that agency latitude in determining "how" it will achieve its compliance with each applicable standard.

Standard Parts: The Standard Statement and the Commentary

The standard statement appears in *italics* and is a declarative sentence that places a clear-cut requirement, or multiple requirements, on an agency. When standards include itemized or bulleted lists, each bullet represents a unique requirement. Proofs of compliance must be developed for each bullet. Many standards call for the development and implementation of [written directives](#), such as general or special orders, that articulate the agency's policies, procedures, rules, and regulations. Other standards require an activity, a report, an inspection, or other action. Standards that require a certain activity to be performed on a regularly scheduled timeframe are identified as being "**time sensitive.**"

The commentary supports the standard statement but is not binding. The commentary can serve as a prompt, as guidance to clarify the intent of the standard, or offer suggestions as to how compliance may be achieved.

Core Standards and Elective Standards

Core standards form the foundation of the accreditation program. They are deemed the minimum basic criteria for accreditation. Core standards address high liability issues and high-

risk subjects, including life, health and safety concerns. Compliance with the core standards is required.

Elective standards are considered important and relevant but supplemental to the core standards. Agencies are expected to comply with at least 60% of the applicable elective standards. However, they may choose or “elect” which standards to adopt. The elective standards are identified by the letter “E” in parentheses after the title.

Standards may or may not be applicable based upon the functions performed by the agency. Applicant agencies must [review](#) all standards to identify those that are not applicable by [function](#). The agency must consider its mission, its legally mandated responsibilities, and the demands of its service to the community in determining which standards are applicable to the agency and how it will comply with them. Standards are considered applicable if the function is an integral element for improving the delivery of law enforcement, public safety or security services or professional management of an agency. On occasion, an agency may encounter circumstances beyond its control, such as applicable state/local laws, labor contracts, court decrees, or institutional policy that prohibit compliance with an applicable standard. The agency may request that its obligation to comply be *waived* so that it can proceed.

Part of the value of accreditation is the self-assessment process, when agencies must determine the functions they perform, or should perform. Agencies may find situations that require the performance of new functions or the development of written directives that previously did not exist.

Glossary

The **Glossary** contains definitions of key terms found throughout the manual. A few of those terms bear mentioning here. An [Institution](#) is a generic term used to describe the college or university within which the agency exists. The term *Agency* refers to the police or security organization, whether sworn or non-sworn. The terms [Officer](#), [Non-sworn Officer](#) and [Employee](#) are used throughout the standards. Each has a specific meaning, and agencies should regularly consult the Glossary for guidance.

New or Amended Standards

The standards and the accreditation process are constantly under review and [evaluation](#). Each agency self-assessment and formal assessment by Commission assessors brings the potential for change. The recognition of and adjustment to new and innovative improvements in law enforcement and campus public safety are welcomed and provisions for their inclusion in the accreditation program are available.

The Standard Revision Request Form may be used to recommend modifications to standards. Issues concerning the standards or the accreditation process may originate from several sources, including agency personnel, assessors, staff, Commissioners, or the campus community. Submissions will be directed to the Standards Review and Interpretation Committee (SRIC) for review and consideration. If approved, the proposed changes will be forwarded to the full Commission for adoption. Copies of the form are available from staff and on the IACLEA website. The Standard Revision Request Form is only one means of recommending changes and does not preclude an individual from raising pertinent issues directly with the Commission or its staff.

Accreditation Process

The IACLEA accreditation process has five (5) steps.

1. Application – Agencies interested in the accreditation program can initiate the process by a simple inquiry to IACLEA Headquarters. Staff will provide information describing the standards, the IACLEA accreditation process, and an application form. The application form is also available on the Association website. Agencies are also encouraged to thoroughly review the *IACLEA Accreditation Standards Manual*. Familiarity with the scope and complexity of the standards will enable the agency to make an informed and reasoned decision about beginning the accreditation process. If the agency makes the voluntary decision to begin the IACLEA accreditation process, it submits the completed application form. IACLEA staff will then respond with materials for continuing the application process.

2. Self-Assessment – The agency then begins a thorough examination of its operational practices and written policies. Written directives may have to be prepared or modified. Systems or procedures may have to be established to meet standards' requirements and ensure accreditation compliance. Proofs of compliance with applicable standards must also be identified, copied and filed.

3. Agency Evaluation – The IACLEA Accreditation Commission will select a team of assessors to visit the agency and review its suitability for accreditation. Assessors are experienced campus law enforcement professionals or trained and certified assessors from related fields. The evaluation will generally consist of a tour of facilities, interviews with agency personnel and members of the campus community served by the agency, a compliance review of applicable standards, and receipt of public comment. The assessors will review all standards and verify applicable standards as well as standards not applicable to the agency. The assessors' relationship with the candidate agency is non-adversarial. Assessors will provide on-site feedback to the agency as the assessment progresses. The assessors will prepare a formal written report and submit it to the IACLEA Accreditation Commission.

4. Commission Review – The final report will be distributed to the Compliance Review Panel, a subcommittee of the IACLEA Accreditation Commission. If the Compliance Review Panel is satisfied that the agency has met all compliance criteria, the Compliance Review Panel will recommend the agency be accredited by the full Commission. If the Commission grants the agency accredited status, the agency will be notified via letter and a Certificate of Accreditation will be forwarded to them.

5. Maintenance and Reaccreditation – To maintain accredited status, the agency must remain compliant with all applicable standards and live by the letter and spirit of the standards. It is presumed that agencies operate in compliance with their [written directives](#). The agency will submit Annual Reports to the IACLEA Accreditation Commission attesting to continuing compliance and reporting changes or difficulties during the year, including actions taken to resolve non-compliance issues. Prior to the end of the four-year period, the agency will be required to re-apply to IACLEA to be considered for reaccreditation.

Dates for Adopting the Second Edition

This second edition of IACLEA Standards was issued May 15, 2021. Adoption of the second edition will occur according to the following timeline:

- Agencies enrolling in the Accreditation Program after May 16, 2021 will be issued the second edition of standards and will demonstrate compliance with those standards during their first assessment.
- Agencies currently enrolled in the Accreditation Program seeking their first accreditation or reaccreditation will have the option of complying with the first or second edition up to December 31, 2021. After January 1, 2022, all agencies will demonstrate compliance with the second edition of standards.
- Agencies currently enrolled in the Accreditation Program seeking their first accreditation or reaccreditation will be expected to comply with the following new and amended standards by September 1, 2021. After this date, assessors will verify compliance consistent with an agency's next recurring assessment.
 - 2.1.4 Duty to Intervene (new standard)
 - 2.2.4 Search and Seizure with a Warrant (modified standard)
 - 3.1.3 Personnel Early Intervention System (E) (new standard)
 - 7.1.1 Reasonable Force (modified standard)
 - 7.1.4 Firearms and Moving Vehicles (new standard)
 - 7.1.5 Vascular Neck Restrictions (new standard)
 - 7.1.6 Choke Holds (new standard)
 - 7.1.7 Electronic Control Weapons (ECW) (new standard)
 - 7.1.9 Medical Aid after Use of Force (modified standard)

1 – Organization and Administration

1.1 Agency Organization

1.1.1 Organization and Administration

A [written directive](#) outlines the organizational structure of the agency. It shall include the following:

- a. The chain of command;
- b. Functional responsibilities; and
- c. An organizational chart that is updated, as necessary, and is available to all members.

Commentary: None.

1.1.2 Jurisdiction and Service Boundaries

A written directive defines the geographical boundaries of the agency's legal jurisdiction and/or [patrol](#) service area and includes a map that illustrates them.

Commentary: Some agency jurisdictions are easy to define with a distinct campus, while others may have facilities that are spread out across a city. Regardless of the size or complexity of the area covered, agency personnel should have clear, unambiguous boundaries within which they may exercise [arrest](#) authority or are responsible for providing service.

1.1.3 Mission and Values

A written directive clearly defines the mission and values of the agency and is communicated to all employees.

Commentary: This directive should clearly address both required statements: mission and values. Ideally, the agency's mission and values should be linked to those of the institution. In a campus public safety agency, it is important that employees understand that the agency exists to support the missions of the institution. For sworn agencies, there exists a dual obligation to function both in a quasi-governmental, law enforcement capacity as well as to serve the greater interests of the institution. Agency employees need to understand how their role supports the overarching institutional missions.

1.1.4 Written Directive System (time sensitive)

A written directive system is readily available to all employees that includes, but is not limited to, all policies, rules, regulations and procedures of the agency. The written directive system will:

- a. Include a description of the system's structure and format;
- b. Identify who, in addition to the agency's [chief executive officer](#), is authorized to issue, modify, revise or rescind any part of the directive system;
- c. Identify procedures for indexing, purging, updating and disseminating written directives;
- d. Assure the receipt of directives by affected personnel;
- e. Outline the process for an annual [review](#) of all policies, procedures and directives; and
- f. Describe procedures for soliciting recommendations and feedback from appropriate campus stakeholders regarding policies that affect other institutional departments.

Commentary: The agency should make a good-faith effort to collaborate with departments such as human resources, student affairs, public information, and others. For example, directives involving residence halls should be vetted through the office of residence life or student affairs department. Doing so helps to maintain a productive dialogue between the agency and other departments and helps to generate confidence in and support for agency practices from stakeholders within the institution.

Annual review of directives ensures consistency with applicable state law and institutional policy. Changes to statutes, institutional directives and court decisions can influence agency [policy](#) and [procedure](#). A system that tracks the history of changed directives allows previous versions to be referenced if necessary.

1.1.5 Command Protocol

A written directive establishes the command structure to include:

- a. During normal operations;*
- b. During the absence of senior command staff; and*
- c. During extraordinary situations.*

Commentary: A clear command structure guides agency personnel at all times. The agency may define which positions are considered senior command staff and then specify protocols for when those positions are absent. Extraordinary situations are unplanned or emergent and can occur at any time. A clear command structure ensures continuity for these situations as well. Examples of extraordinary situations include medical emergencies, travel complications (e.g., delays, cancellations, quarantines), short-notice deployments, etc.

1.1.6 Obeying Lawful Orders

A written directive requires officers to obey any lawful order of a [supervisor](#), even when conveyed by another [employee](#), regardless of rank, and establishes procedures to be followed when a conflicting order or directive is received.

Commentary: None.

1.1.7 Authority of Agency Chief Executive Officer

A written statement issued by the institution designates the authority and responsibility of the agency's chief executive officer for the following matters:

- a. Financial and budget management;*
- b. Personnel matters to include employee discipline; and*
- c. Issuing and modifying agency policies and procedures.*

Commentary: The written statement can be satisfied through inclusion in the chief executive officer's position description as issued and managed by the chief executive officer's supervisor, in a memo from the supervisor, or specified in institutional policy.

1.2 General Management

1.2.1 Maintenance of Cash Accounts (time sensitive)

If the agency accepts cash payments or utilizes cash accounts, a written directive establishes procedures for collecting, safeguarding and disbursing cash to include:

- a. Maintenance of an allotment system or, alternately, records of appropriations among organizational components;*
- b. Authorization for cash disbursement, including the chief executive officer's authorization for expenses in excess of a given amount;*
- c. A requirement that receipts or other documentation for disbursements be maintained;*
- d. Identification of person(s), by name or position, authorized to accept and disburse funds;*
- e. Preparation of quarterly financial statements to include balances at the commencement of each period as well as expenditures and funds received during the period;*
- f. Reconciliation of account(s); and*
- g. Conducting an annual internal audit.*

Commentary: Formal fiscal control procedures enable the agency to establish accountability, to comply with funding authorizations and restrictions, to ensure the disbursements are for designated and approved recipients and, more importantly, to alert agency management to possible problems requiring remedial action. Cash accounts include but are not limited to petty cash funds. Checks are not considered to be cash for the purpose of this standard.

1.2.2 Line Inspections (time sensitive)

A written directive specifies the agency's line [inspection](#) process and includes:

- a. Procedures to be used in conducting line inspections;*
- b. Frequency of line inspections;*
- c. Identity, authority and responsibilities of person(s) conducting line inspections;*
- d. Criteria to identify those inspections that require a written report;*
- e. Follow-up procedures to ensure noted deficiencies are corrected; and*
- f. At least annually, a summary of each [function](#)'s line inspections shall be forwarded to the chief executive officer.*

Commentary: Line inspections are the frequent inspection of personnel, equipment and/or facilities. Line inspections should be a primary responsibility of supervisors and managers, providing a mechanism for achieving accountability within the agency.

1.2.3 Equipment and Operational Readiness (time sensitive)

If the agency stores emergency response equipment, a written directive requires that equipment and supplies are in a state of operational readiness and are inspected at least twice per year.

Commentary: Periodically inspecting and maintaining emergency response equipment, such as special [weapons](#), tactical gear, and equipment stored for use in a disaster, ensures their operational readiness. Response plans (see Chapter 17 – Critical Incident Management) can list the types and numbers of supplies (i.e., consumables or items with expiration dates) and equipment to be maintained in preparation for various [emergency](#) situations.

2 – Role and Authority

2.1 Responsibilities of Office

2.1.1 Oath of Office for Sworn Officers

A [written directive](#) requires all officers, prior to assuming sworn status, to take and subsequently abide by an oath to uphold the Constitution, to enforce the laws under their jurisdiction.

Commentary: The term “Constitution” refers to a set of fundamental principles or established precedents according to which a country, state, province or other governmental entity is governed. It is important that all officers in an organization understand all of their responsibilities including those to their institutions. Renewing the oath on a set time schedule confirms officers’ commitment to the Constitution. The oath can be administered jointly with the affirmation of duty in Standard 2.1.2. This standard does not apply to non-sworn officers.

2.1.2 Affirmation of Duty for Officers

A written directive requires all campus public safety officers, prior to assuming their duties, to take and subsequently abide by a declaration to enforce institutional policies and support the missions of their institution.

Commentary: It is important that officers in an organization understand their responsibilities including those to their institution. The standard applies to sworn and non-sworn officers. Renewing the affirmation on a set time schedule confirms officers’ duty to the institution. For [sworn officers](#), this affirmation of duty can be combined with the oath in Standard 2.1.1.

2.1.3 Code of Ethics (time sensitive)

A written directive requires that all personnel be issued a code of ethics that has been adopted by the agency, prior to assuming operational duties. Entry-level and annual ethics refresher training, appropriate to their job function, shall be conducted for all personnel.

Commentary: Appropriate professional canons or code of ethics may be adapted to the specific agency. Training and delivery methods may be determined by the agency but must deal directly with position-related ethical issues, including affirming the sanctity of human life and the duty to intervene. Ethical behavior by all public safety employees is the foundation upon which community trust and respect is built.

2.1.4 Duty to Intervene

A written directive establishes a duty to intervene for all agency employees to either stop, or attempt to stop, another member of the agency when they witness abuse of power, excessive force, [sexual harassment](#) and other behaviors as specified by the agency that may be in violation of agency policies or local, state or federal laws.

Commentary: Examples of when a duty to intervene may be required include excessive force, theft, fraud, sexual misconduct, harassment, falsifying documents, and other inappropriate behavior as determined by the agency. All employees benefit when potential misconduct is not perpetrated or when a potential mistake is not made. Preventing misconduct preserves job

security and the integrity of all employees and the agency. Agencies should consider including in their written directive that agency employees:

- Ensure that medical attention has been rendered if aid is required by any individual;
- Take a preventive approach, whenever possible, if observing behavior that suggests another member is about to engage in unethical or inappropriate behavior;
- Take an active approach to intervene to stop any unethical behavior or misconduct when such conduct is being committed by another member;
- May verbally or physically intervene;
- Document an incident when a physical intervention was performed;
- Immediately notify a [supervisor](#) after conducting any type of intervention, when safe to do so; and
- May be subject to disciplinary action, civil liability, and/or criminal prosecution should they fail to intervene.

2.1.5 Legally Mandated Authority and Responsibility

A written directive defines the authority and responsibilities of all officers. If applicable, the directive shall include [arrest](#) authority and from where such authority is drawn.

Commentary: It is important to clearly define authority and responsibilities of each type of officer that an agency employs. Many institutions employ both sworn and non-sworn officers, and their responsibilities and authority differ. Furthermore, the legal authority of campus law enforcement and security officers can vary widely according to state laws. Clearly spelled out distinctions in authority and responsibilities ensure officers understand what respective authority and responsibilities are or are not vested in their positions.

2.1.6 Mutual Aid or Memoranda of Understanding Agreements (E)

If the agency has written agreements with external agencies to provide [mutual aid](#) or assistance, the agreement must include, at a minimum, the following details:

- a. The legal status of agencies and agency personnel responding to mutual aid requests;*
- b. Procedures for vesting provider agency personnel with the legal authority to act within the receiver agency's jurisdiction;*
- c. Procedures for requesting aid or assistance;*
- d. Identity of those positions authorized to request aid or assistance;*
- e. Identity of positions to whom outside personnel are to report;*
- f. Procedures for coordinating radio communication with outside personnel;*
- g. Expenditures, if any, which should be borne by the receiver agency to compensate for the use of the provider agency's resources; and*
- h. Procedures for review and revision of the agreement.*

Commentary: [Emergency](#) and even non-emergency situations often require augmented law enforcement capabilities to provide services, restore order or assist victims. The agency's written agreement provides all the information necessary to initiate mutual aid or assistance either on behalf of the agency or at the request of a neighboring law enforcement agency. The agreement should also provide for the indemnification of the provider agency and its personnel, e.g., life, health, and liability insurance. Whether the agency operates under existing legislation or a written agreement, it should have a [plan](#) for providing or receiving aid or assistance. The plan also should assess the extent of aid that could be provided while maintaining adequate law enforcement coverage in the service area.

2.2 Limits of Authority

2.2.1 Interviews and Interrogations

A written directive describes procedures to be used by agency personnel conducting interviews and interrogations, to include applicable constitutional requirements and access to counsel.

Commentary: Interviews are a fundamental activity in any agency and the directive helps ensure that they are conducted professionally. Because of the unique power given to officers, procedures that meet individual constitutional requirements and ensure access to counsel are obviously critical for sworn agencies. Non-sworn agencies also should address some of these issues, so that agency personnel have no misconceptions about issues such as Miranda warnings and right to counsel. The directive should also address field interviews and the circumstances in which they are used. Valuable information can be collected during the process but agency personnel must take precautions to ensure legal requirements are met. The directive should include a process to document or record the circumstances of the field interview and the information collected.

Interrogations are also a type of interview although they are sometimes viewed as overtly oppressive, especially on a college/university campus. The directive thus should provide guidance to distinguish between an [interview](#) and an [interrogation](#) and should describe those times when an interrogation is appropriate. Under this standard, a subject need not be in custody for an interrogation to occur. It is therefore necessary for both sworn and non-sworn agencies to develop applicable directives.

2.2.2 Arrest with/without a Warrant

A written directive establishes procedures for ensuring compliance with all applicable constitutional requirements for:

- a. *Arrest made, with a warrant;*
- b. *Arrest made, without a warrant.*

Commentary: “Compliance with all applicable constitutional requirements” can be demonstrated through a [review](#) of the procedures by the institution’s counsel or the local prosecutor’s office. It is important for non-sworn agencies to remember there may be situations when their officers make arrests (i.e., a “citizen’s arrest”) based on their state statutes. If agency procedures prohibit any type of arrest, then the directive should state so. This directive should include procedures on how the agency interacts with outside agencies that come to campus to make an [arrest](#).

2.2.3 Alternatives to Arrest (E)

A written directive describes the circumstances when officers may exercise alternatives to arrest or to formalizing violations of campus policy.

Commentary: It may be appropriate for agencies to articulate when minor infractions are to be handled through campus disciplinary procedures in lieu of an arrest. The directive should delineate situations when the appropriate alternative is diversion to mental health or substance abuse or other services, such as behavioral intervention teams.

2.2.4 Search and Seizure with a Warrant

A written directive governs the execution of judicial and public safety orders including subpoenas and search warrants by sworn officers, including the use and execution of no-knock warrants.

Commentary: This directive contemplates those times when outside agencies serve subpoenas and search warrants on campus, and specifies agency protocols when that occurs. This directive also addresses federal privacy laws pertaining to student records. The Family Educational Rights and Privacy Act (FERPA) generally requires that search warrants for student records not be executed until the student whose records are the target of the search is notified and has an opportunity to respond. However, there are several exceptions, and the directive should ensure the agency identifies and complies with the requirements based upon the specifics of the order. It is appropriate for the agency to document the assessment and determination related to compliance for potential future [audit](#) or challenge.

2.2.5 Search and Seizure without a Warrant

A written directive governs search and seizure by officers without a warrant including:

- a. Consent search;*
- b. Pat-down search;*
- c. Plain view seizure;*
- d. Exigent circumstances;*
- e. Vehicle searches, including both moving exceptions and [inventory](#) of contents; and*
- f. Residence halls and other institutional property.*

Commentary: This directive clearly instructs both sworn and non-sworn officers in the exceptions to the search warrant requirement in accordance with all other applicable constitutional requirements as well as institutional policy. Generally, searches by non-sworn officers are conducted either by consent or in a way authorized by institutional policies. The directive should contemplate what actions, if any, may be taken by non-sworn officers when dealing with subjects suspected of possessing a [weapon](#). Safeguards also should be incorporated into the directive that prohibit non-sworn officers from knowingly acting as agents of the police in conducting searches. Directives on search and seizure in residence hall rooms should be consistent with any relevant housing contracts and the student handbook. Care should also be taken to ensure that sworn officers do not use their role as institutional officials to circumvent constitutional restrictions on search and seizure. It is highly recommended that search and seizure policy directives be reviewed periodically by the institution's legal counsel and/or the local prosecutor's office.

3 – Personnel Services

3.1 Performance Evaluation and Promotion Systems

3.1.1 Describes Performance Evaluation System (time sensitive)

A [written directive](#) describes the performance evaluation process and shall include at a minimum:

- a. An annual performance evaluation of each [employee](#);
- b. Measurement definitions specific to the job being evaluated;
- c. Procedures for the use of the forms;
- d. A general requirement that the immediate [supervisor](#) rates employees;
- e. [Rater](#) responsibilities; and
- f. Rater training.

Commentary: While it is likely that the institution's human resources office develops the [performance evaluation system](#), the agency CEO should work collaboratively with institutional human resources representatives to ensure that the performance evaluation system is relevant and applicable. Performance evaluations have three purposes: They provide a standardized and longitudinal view of employee performance. They help assure the institutional community that the agency's personnel are qualified to carry out their assigned duties. Most importantly, they provide feedback to employees on areas needing improvement and provide an opportunity to discuss the employee's leadership aspirations and skill development. The employee's immediate supervisor should be the person completing the evaluation. However, there may be times when this is not feasible, such as when there are vacancies in supervisory positions or when the employee is newly promoted and may have a different supervisor. The intent of this directive is that an employee's immediate supervisor (the rater or [reviewer](#), depending on agency terminology) having the best first-hand knowledge of the employee's performance should be the one to complete the evaluation.

3.1.2 Requirements for Performance Evaluation System

The agency's performance evaluation reports shall include at a minimum:

- a. Evaluation of the employee's performance for a specific period;
- b. Explanatory statements when performance evaluations are unsatisfactory or outstanding;
- c. Each performance evaluation report is reviewed and confirmed by the rater's supervisor; and
- d. The employee is given an opportunity to sign and provide comments on the performance evaluation.

Commentary: Even if institutional policies do not permit employees to formally appeal their evaluation, the agency still needs a process by which employees can seek clarification or additional feedback, or contest the outcome of the performance review process within the agency. Many institutions rely upon electronic forms and processes, which bullets a-d above allow for.

3.1.3 Personnel Early Intervention System (E)

A written directive establishes a personnel Early Intervention System (EIS) to identify agency employees who may require agency intervention efforts. The system shall include procedures for:

- a. Agency reporting requirements of conduct and behavior;*
- b. Provisions to initiate a [review](#) based on current patterns of collected material;*
- c. The role of first- and second-level supervision;*
- d. Remedial action;*
- e. Some type of employee assistance such as peer counseling, etc.; and*
- f. Documented annual evaluation of the system.*

Commentary: A comprehensive personnel EIS can identify an escalating pattern of conduct that can be mitigated prior to a more serious case of misconduct. Early identification of problematic conduct, coupled with remedial actions, can increase agency accountability and offer employees opportunities to address conduct or underlying problems. The agency should determine the types of conduct and incidents that will comprise the EIS. These can include employee performance evaluations, citizen complaints, disciplinary actions, use-of-force incidents, internal affairs investigations and findings, violation of rules/policies, workers' compensation claims, and traffic accidents. Remedial actions can include training, discipline, peer counseling or referral to a formal employee assistance program. The first and second levels of supervision are crucial elements for a successful EIS and should be emphasized in agency policies and reinforced with training and education.

3.1.4 Employee Wellness Program (E)

A written directive addresses the physical or mental wellness services and resources that the agency provides for employees, to include:

- a. Personnel eligible to participate;*
- b. Education on stress management, mindfulness, resilience, or other techniques to minimize personal or workplace stressors;*
- c. Participation while on duty;*
- d. Individual health screening;*
- e. Physical fitness assessment and resources; and*
- f. Incentives for participation, if any.*

Commentary: The health and wellness of an employee is essential to the overall operation of any agency. Agencies are encouraged to develop physical and mental wellness programs along with applicable policies. Portions of the program can be available in the agency, as part of an institutional program, or through other approved wellness partners. The [policy](#) should discuss program participation, how to access wellness resources, and incentives to encourage employee participation.

3.1.5 Describes Promotional Process (E)

A written directive describes the agency's promotional process, to include:

- a. Identifying a position, or positions, responsible for administering the promotional process;*
- b. Describing the elements to be used in the promotional process;*
- c. Ensuring all elements used in the promotional process are job related and nondiscriminatory.*

- d. *Ensuring that eligible employees have the opportunity to view promotional announcements; and*
- e. *Establishing procedures for non-selected candidates to receive feedback on their candidacy.*

Commentary: Posting promotional opportunities on the institution's centralized position vacancy website is sufficient for ensuring that eligible employees have the opportunity to view available promotional opportunities. The processes used to select candidates for promotion should be as transparent as possible. A process that is viewed as biased, secretive, or unfair will undermine employee morale and also can lead to a lack of respect for and confidence in those employees selected. The standard does not apply to acting, temporary or interim appointments or position reclassification/promotions that are not competitive.

3.2 Conditions of Employment

3.2.1 Shift Assignments (E)

A written directive describes the process for determining shift assignments and regular days off.

Commentary: None.

3.2.2 Leave Requests (E)

A written directive describes the process for submission and approval of leave time, to include agency procedures for resolving conflicting leave requests.

Commentary: Leave policy may be established through collective bargaining; where it is not, the agency or the agency's institution develops written policy addressing leave. The process used to award or approve leave time needs to be equitable and transparent. This standard applies to vacation, holiday, personal and compensatory leave, as well as unpaid leave. Any procedures developed should be consistent with institutional policies.

3.2.3 Off-Duty Employment

If the agency permits employees to engage in off-duty employment, a written directive addresses the following:

- a. *The requirement that employees receive agency permission to engage in off-duty employment;*
- b. *Types of employment in which the employee may not engage;*
- c. *Behavioral expectations of employees working off-duty employment;*
- d. *Agency expectations regarding work schedule conflicts, callbacks, and other scheduling considerations;*
- e. *The use of agency equipment while engaged in off-duty employment;*
- f. *The process by which an employee's permission to engage in off-duty employment may be revoked; and*
- g. *The position responsible for overseeing off-duty employment.*

Commentary: Off-duty employment is secondary employment outside the agency's service, irrespective of whether the secondary employment involves the use of law enforcement authority. Off-duty employment by non-sworn employees is often dictated by institutional policy,

rather than by the agency. The inherent conflicts associated with outside employment by sworn police officers are normally not contemplated by broader institutional policies and therefore are addressed by the agency. Agencies should consider clarifying or limiting the number of hours sworn or non-sworn officers or communications personnel may work an off-duty job prior to a scheduled agency shift.

3.3 Alternative Staffing Resources

3.3.1 Part-Time Officers

If the agency employs [part-time officers](#), a written directive establishes and describes their use, and includes the following requirements:

- a. That selection criteria and entry-level training program are the same as for full-time officers;*
- b. That sworn and/or armed part-time officers maintain certification as sworn and/or armed officers in accordance with regulations established by the governing authority;*
- c. That FTO, annual refresher/certification, and [in-service training](#) are provided commensurate with their duties and responsibilities;*
- d. That part-time officers are assigned to perform functions only for which they have been trained; and*
- e. That part-time officers are to be trained in the agency's use-of-force policy(s) and tested for weapons proficiency with the same frequency as full-time officers.*

Commentary: The standard applies to part-time personnel who are regularly scheduled to work, as well as those who work only in an on-call capacity. Irrespective of the regularity or frequency with which they work, part-time officers must undergo the same selection requirements and training program as full-time employees. The agency's FTO program should address how initial training will be delivered to part-time employees, who may not be available to participate in a traditional FTO program.

3.3.2 Auxiliary Employees

If an agency uses [auxiliary employees](#), a written directive establishes and describes the following:

- a. A statement that auxiliary employees do not maintain [sworn officer](#) status;*
- b. A description of the duties of auxiliary employees;*
- c. A requirement that a background check be conducted for any auxiliary employee prior to starting service;*
- d. A requirement that any uniforms worn by auxiliary employees clearly distinguish them from sworn officers; and*
- e. A requirement that auxiliary employees receive training for duties to which they are assigned.*

Commentary: Auxiliary employees can serve in a variety of capacities, including as uniformed officers. Those serving as auxiliary employees are not law enforcement officers but may be assigned to law-enforcement-related community service functions. They also can be used as a resource during emergencies and large-scale [special events](#). However, if the agency chooses to involve them in activities that assist in the day-to-day delivery of law enforcement services, it should ensure that their duties do not require the status of a sworn officer or do not put them in a situation where the need for sworn authority is likely to arise.

4 – Conduct and Professional Standards

4.1 Professional Conduct

4.1.1 Code of Conduct and Appearance Guidelines

A [written directive](#) specifies the code of conduct and appearance regulations for agency personnel.

Commentary: The boundaries of appropriate behavior should be clearly defined for all agency personnel. It should be clear to all personnel that failure to conform to all agency directives may result in disciplinary action. Because the community holds public safety/law enforcement to high standards of conduct, directives should address the agency's stance regarding acceptable off-duty conduct. In addressing off-duty conduct, it is important to ensure consistency with institutional policies on conduct. Policy direction on uniforms, cleanliness, grooming, jewelry and tattoos provide a professional image to the public. A comprehensive directive also includes standards for other agency personnel (e.g., investigators, administrators, and administrative support staff). If the agency uses special assignments (e.g., undercover narcotics investigators), specific exceptions to appearance rules should be made.

4.1.2 Unlawful Harassment Prohibited (time sensitive)

A written directive prohibits sexual or other unlawful harassment. The written directive must:

- a. Provide for reporting procedures that include when it is appropriate to make a report outside the chain of command or outside the agency; and
- b. Require initial and annual refresher training to all personnel.

Commentary: Strong policies and directives prohibiting any harassment (i.e., creation of an intimidating, hostile, or offensive work environment) require that all allegations of such activity are promptly and thoroughly investigated. It is recommended that the agency's policies be consistent with the institution's [sexual harassment](#) policies, training and investigative procedures. It is also recommended that the directive include "whistleblower" protection. Refresher training can be met through [roll-call training](#) and/or a review of agency [policy](#).

4.1.3 Bias Free Policing (time sensitive)

A written directive prohibits officers from engaging in biased enforcement activity. The directive will include:

- a. A clear definition of [biased policing](#) and/or enforcement;
- b. A prohibition of any biased policing;
- c. A requirement that all officers receive entry-level training as well as annual training on bias profiling;
- d. A requirement that all complaints of biased enforcement activity be investigated;
- e. A requirement that an annual review of all investigated complaints be conducted to identify trends or training needs; and
- f. A requirement that the chief executive officer [review](#) the annual summary in bullet "e" and acknowledge this in writing.

Commentary: Colleges and universities typically attract a diverse student and employee population. An important component of successful campus public safety is an agency's ability to

provide equal and professional delivery of services to a diverse demographic. Disparate treatment, whether through traditional law enforcement activities or the enforcement of institutional [rules and regulations](#), must be addressed by the agency's management. Regular training in this area addresses the changing needs of the community and reflects the agency's commitment to providing the highest level of service to all community members and constituencies. The refresher training can be met through roll-call training and/or a review of agency policy.

4.1.4 Social Media Policy

A written directive governs an [employee](#)'s posts on social networking sites or through other electronic communications to include:

- a. The use of agency material, photographs, images, recordings, etc.; and*
- b. A code of conduct for public electronic communication.*

Commentary: An employee's inappropriate public actions, words, or social media posts can undermine the campus community's confidence in the agency's and employee's ability to effectively provide public safety services. The directive should provide clear guidelines for what is unacceptable to post on social media or internet sites or to communicate through other public electronic communication. The directive also should specify when an employee needs to clarify that their opinion does not represent the agency.

4.1.5 Title IX Reporting

A written directive describes the agency's procedures for responding to and reporting sexual harassment complaints.

Commentary: Agency personnel may be designated as Responsible Employees, i.e., "Title IX reporters" by the institution. If so, the directive should describe steps to be taken by first responders and supervisory personnel when responding to an incident involving a possible Title IX violation. It is important to note that a person's conduct may constitute unlawful sexual harassment under Title IX even if there is no evidence of a criminal violation. It is therefore important that agency personnel do not dismiss or overlook behavior that violates Title IX by concluding that a criminal offense did not occur. Even if a criminal violation has not occurred, the institution still has a duty under Title IX to resolve complaints promptly and equitably, even if the complainant does not request such resolution. The directive should emphasize the agency's role as a Title IX reporter to the institution's Title IX coordinator and should likewise ensure that reports of sexual harassment are properly conveyed through appropriate institutional channels. The institution's Title IX policies and procedures may be used to satisfy all or part of this standard.

4.2 Internal Affairs Investigations

4.2.1 Complaint Investigations

A written directive requires the documentation and investigation of all complaints, including anonymous complaints, of misconduct or illegal behavior against the agency or its members.

Commentary: All complaints of misconduct should be investigated to ensure the integrity and professionalism of the agency's operations and personnel. The purpose of the internal affairs

process is to ensure the agency's integrity and reputation are maintained through administrative internal review. Objectivity, fairness and justice are assured by intensive and impartial investigation and review. Anonymous complaints are often difficult to investigate. However, agencies should not be too quick to dismiss anonymous complaints. The agency should remain diligent in conducting a careful review of the complaint to determine its validity.

4.2.2 Retain Secure Records of Complaints

A written directive requires that a record of all complaints against the agency or employees be securely maintained to safeguard the confidentiality of all parties to a complaint.

Commentary: Internal affairs records are exempt from central records or personnel records requirements.

4.2.3 Internal Affairs Function Reports to CEO

A written directive identifies the position or individual designated within the agency as being responsible for the internal affairs function with the authority to report directly to the agency's [chief executive officer](#).

Commentary: Internal affairs matters are among the most sensitive issues impacting the agency and, at times, the institution. Because of this, the agency's CEO should receive information about ongoing internal affairs matters directly. Identifying responsibility for the internal affairs function and the various levels of complaints informs members of steps in the process.

4.2.4 Inform Public of Complaint Process

The agency makes available to the public and agency employees the procedures for registering complaints against the agency or its employees.

Commentary: Complaint procedures should be made available to the public as well as all agency employees. This can be accomplished by making a complaint procedure document readily accessible on the agency's website or in hardcopy in the agency's lobby.

4.2.5 Annual Statistical Summaries (time sensitive) (E)

Annually, the agency compiles a statistical summary based upon the internal affairs investigations and complaints and makes the summary available to the public and agency employees.

Commentary: A comprehensive report should include, at a minimum, information on the affiliation of complainant (student, staff, non-affiliated); the type of complaint (personnel or agency policy/procedure); the category of allegation (unprofessional conduct, discrimination, dishonesty, excessive force, false detention/arrest, etc.); and the disposition (sustained, not sustained, exonerated, unfounded, pending).

4.2.6 Identify Level of Investigation

A written directive establishes:

- a. The categories of complaints that may be investigated by first-level supervisors; and*

- b. *The categories of complaints that must be investigated through the internal affairs function.*

Commentary: This directive outlines and informs agency employees of the complaint types and how they will be investigated. In some agencies minor complaints are investigated and documented by immediate supervisors. The directive can identify which categories of complaints are handled at different levels in the agency. Examples of minor complaints are employee tardiness and rudeness. Examples of serious complaints that should be investigated by the internal affairs function are corruption, brutality, death or serious injury, criminal misconduct and breach of civil rights.

4.2.7 CEO Notification of Complaints

A written directive specifies procedures for notifying the agency's chief executive officer, as soon as practical, of complaints against the agency, its employees, volunteers, and on-site workers contracted by the agency.

Commentary: The agency should articulate the time in which complaints are to be brought to the attention of the agency CEO. Complaints alleging serious misconduct require prompt notification. It is recommended notification occur no later than the next business day, regardless of how serious or trivial the complaint may seem. For complaints against on-site contract workers, the agency should specify its role in investigating complaints or referring them to other institutional authorities.

4.2.8 Time Limit for Internal Affairs Investigations

A written directive specifies the time limit in which internal affairs investigations are to be completed, as well as provisions for extensions.

Commentary: None.

4.2.9 Inform Complainant of Status ()

A written directive requires that the complainant be informed of the complaint's status and includes, at a minimum:

- a. *Complainant's receipt of the information;*
- b. *Providing periodic status reports if the investigation extends beyond thirty (30) days; and*
- c. *Providing notification of the completion of the complaint investigation and results.*

Commentary: An agency should have procedures ensuring verification to persons initiating complaints that the agency has received the information. This can be done in the form of a receipt, which also can include a description of the investigative process. Additionally, the investigation's status should be communicated periodically to the complainant up to the point of completion. In many jurisdictions, collective bargaining agreements or labor laws prevent informing the complainant of disciplinary actions taken against agency employees. The agency's notification to the complainant of investigation results should therefore focus on the results of the fact-finding exercise, and not on what disciplinary action, if any, was taken against an agency employee.

4.2.10 Inform Employee of Allegations

A written directive requires employees to be notified when they have become the subject of an internal affairs investigation, including a written statement of the allegations and the employee's rights and responsibilities relative to the investigation.

Commentary: In any internal affairs investigation, the interests of fairness and professionalism must prevail. This directive thus notifies employees of any internal affairs investigation and explains due process matters to them. This policy helps ensure that the agency meets its legal requirements while also looking after the interests of the employee. This directive also specifies when certain investigations may require an exemption from notifying the employee and documents those situations.

4.2.11 Conclusion of Fact Required

A written directive requires that each internal affairs investigation include a "conclusion of fact" for each allegation of misconduct.

Commentary: All participants in an internal affairs investigation should receive the disposition of the investigatory process. The agency should be aware that potential changes in policies, procedures, rules and regulations may prevent further allegations of misconduct. Additionally, there may be a need to modify or expand training relative to the misconduct.

4.3 Accountability System

4.3.1 Accountability System

A written directive establishes an employee accountability system, to include:

- a. Procedures and criteria for recognizing employees for exceptional performance including, but not limited to, letters of commendation, compensation, or awards for merit or valor;*
- b. Procedures and criteria for using training as a means for addressing performance deficiencies and corrective action of minor conduct violations;*
- c. Procedures and criteria for using counseling as a function of performance improvement and/or discipline;*
- d. Procedures for issuing discipline, including the identification of levels of discipline that becomes a part of the employee's official personnel file;*
- e. Role of [supervisors](#) in the disciplinary process; and*
- f. Authority commensurate with each level of supervision and command.*

Commentary: The components of the accountability/disciplinary system shall identify the measures to be applied to employee conduct in the interest of performance improvement. The system shall be based on fairness to the employee and the agency and also should function to stimulate employee morale and motivation. An effective employee accountability system not only includes disciplinary actions to be taken for poor, inappropriate, or unlawful actions and any [remedial training](#) and instruction to mitigate performance deficiencies but also recognizes noteworthy work performed by agency personnel. In recognizing noteworthy accomplishments by its employees, procedures and criteria should be established to ensure consistent and fair application of positive performance recognition throughout the agency. Agencies that present

awards for meritorious and/or heroic acts should establish criteria as prerequisites for these awards.

Training or performance development by instruction also can be a positive process when used as part of the accountability/disciplinary process. The written directive thus should encourage training as a means of improving employee productivity and effectiveness through positive and constructive methods. The role of supervisors, especially first-line supervisors, is crucial in the timeliness of addressing accountability/disciplinary issues. The directive should identify the conditions under which a supervisor or commander may act without approval from higher authorities including, but not limited to, such actions as remedial training, counseling, or formal discipline.

4.3.2 Appeal Procedures in Disciplinary Actions

If the agency allows appeals of disciplinary action, a written directive describes the appeal process.

Commentary: The purpose of this directive is to outline procedures for submitting and responding to disciplinary appeals and/or grievances including initiation procedures, timeframes, method of recording and scope of the appeal process. These procedures should be consistent with institutional policies as well as applicable collective bargaining agreements.

5 – Recruitment and Selection

5.1 Recruitment

5.1.1 Recruitment Plan for Full-Time Officers (time sensitive) (E)

The agency actively engages in recruitment and has a recruitment [plan](#) for full-time officers that includes:

- a. A statement of objectives;*
- b. An action plan designed to achieve those objectives;*
- c. A [biennial evaluation](#) of progress towards objectives; and*
- d. Updates or revisions as necessary.*

Commentary: An active recruitment campaign helps ensure that the agency maintains a pool of the most highly qualified candidates, which is especially important in competitive hiring markets. The recruitment plan should also aim to support the institution's Equal Employment Opportunity (EEO) plan by ensuring recruiting efforts in forums likely to draw candidates from those underrepresented groups identified in the EEO plan. An [analysis](#) of service area demographics is also helpful in guiding recruitment efforts. The recruitment plan can take the form of a written directive or it can be a stand-alone document; however, given that ongoing modifications to the plan are typically needed, a stand-alone document is recommended and is less cumbersome to change.

5.1.2 Equal Employment Opportunity Plan

The agency has an [equal employment opportunity](#) plan.

Commentary: The agency is permitted to rely on the institution's EEO plan, but it should solicit compliance data specific to the agency's workgroup to ensure ongoing compliance. The EEO plan should inform the recruitment plan.

5.1.3 Job Descriptions

The agency maintains written job descriptions for each position in the organization, to include the duties and responsibilities as well as the knowledge, skills and abilities required to carry out those duties and responsibilities. Written job descriptions shall be made available to all personnel.

Commentary: The [job description](#) is the foundation upon which proper training, supervision, performance appraisal, and corrective action are based. Written job descriptions include the minimum level of proficiency necessary in job-related skills, knowledge, abilities and behaviors, and other qualifications for employment and for transfer or promotion to other job positions within the agency. Job descriptions should be reviewed regularly.

5.2 Selection

5.2.1 Selection Processes

A [written directive](#) describes all elements and activities of the selection processes for all personnel.

Commentary: The purpose of this directive is to promote a professional, fair and equitable selection process that attracts qualified candidates meeting minimum requirements as established by the institution and agency. Employment standards created for each job classification should, at a minimum, include required special training, abilities, knowledge and skills. Such written directives are essential for the proper administration, use and defensibility of the selection process. The directive should describe the order of events in the selection process and should include, at the least, information about the purpose, development, job relatedness, administration, scoring and interpretation of all elements used in the selection process. If an outside agency is utilized for any portion of the selection process, the agency is still required to demonstrate all elements of the selection process.

5.2.2 Selection Process Is Job Related

All elements of the agency's selection process use rating criteria and/or minimum qualifications that are job related and nondiscriminatory.

Commentary: The selection process should measure characteristics, skills, knowledge, abilities and traits that are necessary for a candidate to be successful in a given position. Processes to measure these may include, but are not limited to, oral interviews, written exams, practical exercises, in-basket exercises and assessment centers. Nothing in this standard limits the use of one or more of the above processes in assessing a candidate. The purpose of this standard is to ensure the agency has the documentation necessary to support candidate selection decisions as they are consistently and equitably applied.

5.2.3 Selection Process Applied Uniformly

A written directive requires that all elements of the agency's selection process are administered, scored and interpreted in a uniform manner.

Commentary: The selection process should be clearly established, advertised and carried out identically for all candidates. The process should include such operational elements as time limits, oral instructions, practice problems, answer sheets and scoring formulas. Consistent application of the above validates the selection process and limits susceptibility to legal challenges.

5.2.4 Background Investigation

A written directive requires a background investigation be conducted of each candidate for all agency positions prior to appointment, and includes:

- a. Verification of qualifying credentials;
- b. Verification of any prior criminal justice employment including terms of separation;
- c. A review of any criminal record; and
- d. Verification of at least three professional references.

Commentary: State employment laws and institutional policies often delineate the scope of pre-employment background investigations. The steps in the background investigation may vary depending on the position. Conducting a background investigation in person is more reliable than telephone and mail inquiries, although the latter are appropriate in obtaining criminal history and driving records. Home visits with the candidate and their family should be considered, as well as interviews with neighbors. Background investigations are often initiated in the later stages of the selection process; however, they may commence much earlier. A background investigation should include but is not limited to family, education, residences, work record, organizations and affiliations, references and social contacts, social media, credit history, DMV record, military history, county records such as liens and judgments, and criminal history record. It is recommended that all personnel conducting pre-employment background investigations receive training on how to do so. Proper training helps ensure compliance with applicable legal restrictions on areas that cannot be subject to inquiry during a background investigation.

5.2.5 Medical Examination

A written directive requires that a medical examination be performed by a licensed medical practitioner for each candidate for an officer's position, prior to appointment.

Commentary: A full and complete medical examination is necessary to ensure the health and physical condition of candidates for law enforcement and public safety employment. The physical examination should include a drug screening.

5.2.6 Psychological Examination (E)

A written directive requires a pre-service psychological exam, administered by a licensed psychologist or psychiatrist, for all [sworn officers](#) employed by the agency, as well as non-sworn officers who are authorized to carry a [firearm](#).

Commentary: The mental and psychological health of all law enforcement and public safety officers is essential. It is especially important that officers whose duties require them to carry weapons have been evaluated in this manner prior to appointment. Consultation with the institution's Human Resources Office is recommended as the timing and conditions of these examinations may be subject to employment law restrictions. This standard also applies to armed [contract guards](#) who work directly under the agency's control.

5.2.7 Polygraph Examination (E)

A written directive requires a pre-service polygraph exam, administered by a qualified examiner, for all sworn officers employed by the agency, as well as non-sworn officers who are authorized to carry a firearm.

Commentary: Candidates should be provided with a list of areas from which polygraph questions will be drawn, prior to such examination. Polygraph examinations should be used only as an investigative aid. Consultation with the institution's Human Resources Office is recommended as the timing and conditions of these examinations may be subject to employment law restrictions. This standard also applies to armed contract guards who work directly under the agency's control.

6 – Training and Professional Development

6.1 Training Function

6.1.1 Establishes Training Committee (E)

A [written directive](#) establishes a training committee and includes the following provisions:

- a. A statement of the committee's responsibilities;
- b. A process for selecting and replacing committee members that is designed to include a representative cross section of the agency;
- c. A statement defining the connection of the training function to the committee;
- d. A designation of a person or position to whom the committee reports.

Commentary: The agency has broad discretion with respect to the training committee's role and authority in the training process. At a minimum, however, the training committee should have significant input into the agency's training content and delivery methods. An active training committee can benefit the agency in many ways and can help establish trust and confidence in the agency's training program by emphasizing employee input into training needs, content and delivery.

6.1.2 Lesson Plans

A written directive requires [lesson plans](#) be established for all training courses conducted by the agency, to include:

- a. Expected performance objectives;
- b. Training content and instructional techniques;
- c. Review and approval processes for the lesson plans; and
- d. Specification of assessments, if any, used in determining competency.

Commentary: Lesson plans provide an important link between the intended purpose of the training course as envisioned by planners and administrators and its delivery by providing a written framework within which [instructors](#) must work. Lesson plans should be stored consistent with the agency's records retention schedule (see Standard 16.1.7).

6.1.3 Remedial Training

A written directive requires [remedial training](#) for personnel who demonstrate performance deficiencies.

Commentary: The directive should include the circumstances and criteria used to determine the need for remedial instruction, the timetable under which remedial training is provided and the consequences of nonparticipation by affected personnel.

6.1.4 Update Training Records

A written directive requires the agency to update records of all personnel following their participation in training programs.

Commentary: Training records should be stored consistent with the agency's records retention schedule (see Standard 16.1.7).

6.1.5 Records of All Classes

The agency maintains records of each training program presented by the agency to include:

- a. Course content (lesson plans);*
- b. Names of agency attendees;*
- c. Performance of individual attendees as measured by tests, if administered; and*
- d. Identification of the instructors or outside organization presenting the course.*

Commentary: The intent of this standard is to ensure that the agency documents the nature of the instruction, the identity of those attending and teaching the sessions, and the performance of the attendees. Records should include all programs of instruction conducted or sponsored by the agency. The standard would be satisfied, in part, by maintaining on file the lesson plans used by the course instructors. Records of training programs should be stored consistent with the agency's records retention schedule (see Standard 16.1.7).

6.2 Initial Training

6.2.1 Entry-Level Training

A written directive requires each officer and communications personnel to successfully complete a recruit training program prior to exercise of authority. The training/orientation program will vary by employee duties but should address, at a minimum:

- a. Officers with law enforcement authority and/or who are armed complete entry-level training as specified by their respective state; and*
- b. Non-sworn and/or unarmed employees complete a training program specific to their duties and that may be required by a [job description](#).*

Commentary: Entry-level training should meet all state requirements. Non-sworn officers can be armed or unarmed depending on agency preferences and state regulations. Completing training programs prior to starting a position provides employees with the foundation to perform their duties with confidence and competency while helping the agency mitigate risk and liability.

6.2.2 Field Training

A written directive requires newly hired officers to work under the direction of a designated [field training officer](#) (FTO). The directive should include, but is not limited to:

- a. Supervision of the [field training](#) program;*
- b. A specified time period for the training;*
- c. Selection and training criteria for field training officers;*
- d. Specific performance criteria;*
- e. Daily written evaluations; and*
- f. The process used to evaluate field training officers.*

Commentary: The field training program should be designed to meet the unique needs of the agency and be consistent with the demands of the positions. A short period of classroom training on institutional or agency policies and procedures may be appropriate prior to assigning newly hired officers to an FTO. A newly hired officer should not be released for general duty until the field training requirements are satisfactorily completed. If the agency employs [part-time officers](#), the field training program should ensure that part-time officers receive the same substantive field training as full-time officers.

6.2.3 Communications Personnel Field Training (E)

A written directive requires newly hired communications personnel to work under the direction of a designated training employee. The directive should include, but is not limited to:

- a. Supervision of the training program;*
- b. A specified time period for the training;*
- c. Selection and training criteria for instructors;*
- d. Specific performance criteria;*
- e. Daily written evaluations; and*
- f. The process used to evaluate instructors.*

Commentary: The training program should be designed to meet the unique needs of the agency. While this training does not meet the definition of a traditional field training program for officers, the intent is the same in that the new employee be able to apply skills and knowledge to actual on-the-job performance. A newly hired communications employee should not be released for general duty until training requirements are satisfactorily completed. If the agency employs part-time communications personnel, the training program should ensure that they receive the same substantive training as full-time communications personnel.

6.3 Continuing Training

6.3.1 Annual In-Service Training (time sensitive)

A written directive requires all officers to complete an annual [in-service training](#) program.

Commentary: Annual in-service training should cover those topics determined by the agency to be of critical importance to the agency and its personnel and should meet all state requirements for topics. Topic areas may include, but are not limited to, legal updates, changes to policies and procedures, search and seizure, driver training, transportation of [arrestees](#), emergency management, workplace violence, property and evidence, [sexual harassment](#), and dealing with persons with mental illness or diminished capacity. The standard does not preclude an agency from providing in-service training to employees who are not officers.

6.3.2 Shift Briefing Training (E)

A written directive governs shift briefing training.

Commentary: Shift briefing (or roll-call) training may be used to [review](#) policies and procedures, officer safety, tactical response, securing and collecting evidence, new technology and equipment, as well as other topics determined by the agency.

6.3.3 Specialized Training

A written directive requires a training program for those assignments for which [specialized training](#) is required. The directive shall include:

- a. Identification of the assignment(s) requiring specialized training; and*
- b. Identification of the training program(s) by assignment.*

Commentary: Assignments that may require such training include investigations, bicycle patrol, motorcycle patrol, gender-based violence and tactical teams. A specified training program

should exist to ensure that, as vacancies occur, the necessary training can be obtained consistently. Employees who desire to develop their skills should be considered for specialized training.

6.3.4 Training Newly Promoted Personnel (time sensitive)

A written directive requires that the agency provide job-related training to all personnel upon promotion or selection, and the training must be completed within one year of being promoted.

Commentary: The standard does not preclude agencies from providing the training prior to promotion or selection.

6.3.5 Title IX Training (time sensitive)

Title IX training is conducted for all agency personnel biennially, as well as for newly hired personnel. Training should consist of the following:

- a. How to identify sexual harassment;*
- b. The institution's Title IX reporting and grievance procedures; and*
- c. Any other procedures used by the institution to investigate reports of [sexual violence](#).*

Commentary: It is important to monitor changes in Title IX regulations and requirements to ensure that agency policies are current, and that agency personnel receive training that reflects those changes. This may necessitate providing training more frequently than every two years.

7 – Use of Force

7.1 Use of Force

7.1.1 Reasonable Force

A [written directive](#) recognizes/affirms the sanctity of human life, and stipulates that officers shall use only the force that is [objectively reasonable](#) to accomplish lawful objectives in accordance with state law and apply de-escalation techniques when possible.

Commentary: The agency may prohibit the use of force in some circumstances that would otherwise be permissible under state law. It is recommended that agencies employ a “Use-of-Force Continuum,” “wheel” or “level” as a guide in the progressive application of force in response to a subject’s action. A comprehensive directive addresses all issued lethal and [less-lethal weapons](#) authorized by the agency and weaponless force, to include de-escalation techniques at a level defined by the agency. It is important to emphasize that use of force is not limited to [firearms](#) and for this reason the standard applies to all officers.

7.1.2 Use of Deadly Force

If the agency authorizes the use of [deadly force](#), a written directive states that officers may use deadly force only under a reasonable belief that the action is in defense of human life or in defense of any person in imminent danger or facing a significant threat of serious physical injury and in accordance with state law. Definitions of conditional terms, such as those for reasonable belief, imminent danger, significant threat, or similar terms used to qualify the directive shall be included.

Commentary: Legal precedent establishes that the decision to use force requires careful attention to the facts and circumstances of each particular case, including the severity of the crime, whether the suspect poses an immediate threat to the safety of the officer or others, and whether the subject is actively resisting [arrest](#) or attempting to evade arrest by flight. In addition, the “reasonableness” of a particular use of force must be judged from the perspective of a reasonable officer on the scene, rather than with the 20/20 vision of hindsight. The question is whether the officer’s actions are “objectively reasonable” in light of the facts and circumstances confronting them.

7.1.3 Warning Shots Prohibited

A written directive prohibits the discharge of [warning shots](#).

Commentary: Warning shots pose a danger to the public and officers alike; this policy specifically prohibits their use.

7.1.4 Firearms and Moving Vehicles

A written directive states that firearms shall not be discharged from a moving vehicle except in articulable exigent circumstances; firearms shall not be discharged at a moving vehicle except under the following circumstances:

- a. a person in the vehicle is threatening the officer or another person with deadly force by means other than the vehicle; or

- b. the vehicle is operated in a manner deliberately intended to strike an officer or another person, and all other reasonable means of defense have been exhausted, which includes moving out of the path of the vehicle.*

Commentary: The use of [firearms](#) under such conditions often presents an unacceptable risk to innocent bystanders and officers. Should the driver be wounded or killed by shots, the vehicle might continue under its own power or momentum, creating another hazard, including proceeding out of control and becoming a serious threat to anyone in the area. The directive should clearly articulate the circumstances when shooting at a moving vehicle is the most appropriate and effective use of force.

7.1.5 Vascular Neck Restrictions

If the agency allows use of [vascular neck restrictions](#), a written directive defines the conditions when permissible and includes specific initial and annual training requirements on the technique and associated [policy](#).

Commentary: If vascular neck restrictions are prohibited by state or local law agencies, agency policy should explicitly reinforce this prohibition. If vascular neck restrictions are an authorized method of force for the agency, the directive should address circumstances when the restraint is permissible. Annual use-of-force training (see Standard 7.1.14) should include training for vascular neck restriction techniques, and officers should demonstrate proficiency.

7.1.6 Choke Holds

A written directive prohibits the use of any technique restricting the intake of oxygen for the purpose of gaining control of a subject unless deadly force would be considered reasonable.

Commentary: If [choke hold](#)s are prohibited by state or local law, agency policy should explicitly reinforce this prohibition.

7.1.7 Electronic Control Weapons (ECW)

If the agency uses [electronic control weapons](#), a written directive addresses:

- a. Qualified and authorized ECW users;*
- b. Required training for qualified and authorized users;*
- c. Situations when the weapon can and cannot be used;*
- d. Risks associated with the weapon; and*
- e. Reporting and accountability.*

Commentary: ECWs are just one of several tools that officers have available to do their jobs, and they should be considered one part of an agency's overall use-of-force policy. In agencies that deploy ECWs, officers should receive comprehensive training on when and how to use them. Agencies should monitor their own use of ECWs and should conduct periodic analyses of practices and trends. Like any weapon, they are not harmless, and the potential for injury can be exacerbated by inappropriate use and deployment of the devices on elevated-risk populations, including those who reasonably appear or are known to be elderly, medically infirm, pregnant, users of internal cardiac devices, or who have low body mass, such as small children, persons in medical/mental crisis, and persons under the influence of drugs (prescription and illegal) or alcohol.

7.1.8 Physical Restraint by Non-Sworn Officers

A written directive specifies if non-sworn officers can physically restrain individuals and, if so, the directive governs that activity, to include:

- a. Circumstances when physical restraint is permissible;*
- b. Permissible restraint methods, including equipment that may be employed to assist in the restraint of an individual;*
- c. Conditions under which a restrained individual may be released; and*
- d. Procedures for documenting the restraint.*

Commentary: The agency should be explicit about the power of non-sworn officers to physically restrain individuals. Non-sworn officers may have the right to physically restrain individuals who are a threat to themselves or others or who have committed certain criminal offenses. If physical restraint is allowed, the directive should consider the safety of officers and the subject, as well as reflect applicable laws and legal restrictions.

7.1.9 Medical Aid after Use of Force

A written directive requires that appropriate medical aid is rendered as quickly as reasonably possible following any use-of-force action in which obvious injuries have been sustained, medical distress is apparent, or the individual is unconscious; the directive should include procedures for activating the emergency medical system.

Commentary: Not every use-of-force incident must result in treatment of the subject at a medical facility. In cases where verbal direction and soft empty-hand controls were used, the subject may only need to be observed by agency personnel. The policy should address agency procedure if the [arrestee](#) complains of pain or requests medical attention. However, in circumstances in which hard empty-hand controls, impact weapons, [Electronic Control Weapons](#) (ECW), or chemical irritant spray have been used, any person may need to be examined and/or treated by emergency medical personnel on scene. For example, if an ECW has been deployed, the policy addresses appropriate medical aid, to check for any closed head injuries due to the fall (see Standard 7.1.7).

7.1.10 Reporting Use-of-Force Incidents

A written directive requires a use-of-force report be completed whenever an officer on or off duty:

- a. Discharges a firearm (other than in training, recreation or in an authorized instance to euthanize an animal);*
- b. Applies force using lethal or less-lethal weapons; or*
- c. Applies weaponless force at a level defined by the agency.*

Commentary: The agency should carefully examine all incidents wherein its officers have caused, or are alleged to have caused, death or injury to another, have accidentally or intentionally discharged a firearm, or have applied physical force harming another. Such reporting should occur irrespective of the officer's duty status (i.e. on or off duty), while acting under color of employment with the agency. The intent of this standard is to ensure each event is properly documented whenever an officer is involved in the use of force. If physically able, the officer involved should be required to verbally report their involvement within a time period defined by the agency. The verbal report should be committed to writing as soon as practicable thereafter. Written procedures should state by whom, when, and how the report will be

submitted. The report may be a separate document or be incorporated into the main agency incident report.

7.1.11 Administrative Review of Use of Force

A written directive specifies agency procedure(s) for conducting a documented [review](#) of use-of-force incidents.

Commentary: The process for reviewing use-of-force reports should be articulated in the policy. Each use-of-force incident should be evaluated to determine whether the actions taken by the officer were within agency policies. Agencies should monitor use-of-force incidents to determine if policies or training need to be enhanced to address inappropriate use-of-force incidents.

7.1.12 Removal from Duty

A written directive requires any officer whose use of force results in serious physical harm or death to another be reassigned from regular duties pending a documented administrative review of the matter.

Commentary: In addition to the officer who used force, other employees involved in a [critical incident](#) that results in the death or serious physical injury of another person may be reassigned from regular duties pending a documented administrative review of the incident. Policy should define the [chief executive officer's](#) authority to place the officer on temporary inter-agency duty or grant an administrative leave of absence. This action is in the best interests of the agency, community, and officer.

7.1.13 Destruction of Animals (E)

A written directive describes those times, if any, when [weapons](#) may be used in the destruction of animals.

Commentary: When possible, the policy should provide guidance on who may be used to dispose of injured or dead animals.

7.1.14 Annual Use-of-Force Training (time sensitive)

A written directive states that the agency provides annual [in-service training](#) on its use-of-force policy.

Commentary: An officer must be prepared through training, leadership, and direction to act wisely when using any force in the course of their official activity. For these reasons, agency policy defines annual training requirements for all personnel authorized to use force, including familiarity with the agency's use-of-force policy, including definitions and qualifying statements, before being authorized to use those weapons.

7.2 Weapons Management

7.2.1 Less-Lethal Weapons

A written directive specifies the types of [less-lethal](#) weapons authorized by the agency.

Commentary: The standard is intended to identify and ensure the proper use of less-lethal substances and devices including but not limited to ECWs, chemical agents, and impact weapons. The agency also should identify any prohibitions against the carrying of such weapons.

7.2.2 Firearms and Ammunition

A written directive specifies the types of firearms and ammunition approved for use by the agency, including:

- a. On-duty [weapons](#) requirements;*
- b. Off-duty weapons requirements; and*
- c. Type and specification of authorized ammunition.*

Commentary: The agency should establish strict control over all firearms, weapons and ammunition it allows officers to carry and use, both on and off duty. The directive should specify the type, caliber, barrel length and other characteristics of authorized firearms, as well as expressly prohibit unauthorized weapons and ammunition.

7.2.3 Weapons Control (time sensitive)

A written directive describes:

- a. Agency weapons issuance and inventory control;*
- b. Review, inspection and approval by a certified weapons instructor or agency armorer of all agency, or otherwise authorized, weapons prior to use;*
- c. Guidelines for safe weapon storage;*
- d. A process to remove unsafe weapons; and*
- e. A documented annual safety [inspection](#) of all authorized weapons.*

Commentary: The standard applies to both lethal and less-lethal weapons. See Glossary for the definition of “weapon.”

7.2.4 Weapons Proficiency (time sensitive)

A written directive requires:

- a. Documented training from a certified weapons instructor and demonstrated proficiency in the use of any weapons authorized before issuance;*
- b. Documentation that officers qualify at least once each calendar year with any firearm they are authorized to use;*
- c. Documented refresher training annually for any issued or authorized weapons; and*
- d. Procedures for addressing duty status for those who fail to qualify with any issued or authorized weapon, to include [remedial training](#).*

Commentary: The standard distinguishes between qualifying (the demonstration of proficiency) and training (the appropriate application and uses). This standard applies to [part-time officers](#) authorized to carry firearms. The directive should include training on weapons authorized for off-duty carry.

8 – Arrestee Processing and Transportation

8.1 Processing

8.1.1 Designated Area for Arrestee Processing

A [written directive](#) requires that [arrestee processing](#) occurs in designated room(s) within the facility.

Commentary: Those agencies with [arrest](#) authority may need to temporarily hold an [arrestee](#) while completing certain processes such as photographing, fingerprinting, charge processing, or awaiting transfer to a detention facility. Processing should occur within a separate and distinctly defined area within the facility and with heightened awareness of the officer safety risks associated with arrestee processing. If the agency's facility cannot facilitate the safe processing of arrestees, the agency should pursue an arrangement to use another agency's processing facility.

8.1.2 Arrestee Processing

A written directive defines procedures for the following:

- a. Documenting the date, time and reason for arrestees processed in and out of the facility;
- b. When and where individuals may be restrained by securing them to fixed objects and identification of those fixed objects designed for such use; and
- c. Supervision of and responsibility for testing, processing, and searching individuals within the facility.

Commentary: Individuals should be restrained only to fixed objects that have been specifically identified for that purpose.

8.1.3 Security Concerns – Arrestee Processing

A written directive addresses the security concerns in processing areas, to include:

- a. Provisions to secure [firearms](#) and other [weapons](#) as specified by the agency prior to entering processing areas;
- b. Duress alarms; and
- c. Escape prevention.

Commentary: The control of firearms and other weapons must be of primary concern when dealing with arrestees. While retention holsters provide a considerable measure of safety for officers who may become engaged in confrontations in the field, arrestee processing requires subjects to be closer to officers than would ordinarily be acceptable in the field. It is therefore a best practice to exclude any access to weapons. A separate, designated processing room is recommended to prevent injury to officers, arrestees, and others. If processing occurs in a multi-purpose room, other uses of the room should be temporarily suspended when an arrestee is being processed. If the agency's facility cannot facilitate the safe processing of arrestees, the agency should pursue an arrangement to use another agency's processing facility.

8.2 Temporary Detention

8.2.1 Designated Area for Temporary Detention

A written directive requires that [temporary detention](#) of arrestees occurs in designated room(s) within the facility.

Commentary: None

8.2.2 Training for Operation of Detention Area

A written directive requires personnel to receive training on the operation of the [temporary detention area](#), to include fire suppression and equipment provided for use by the agency.

Commentary: Types and levels of training vary with the nature of assignments and responsibilities. Employees who work in direct, continuing contact with arrestees require special training, including use of physical restraint, to ensure safety and security of staff and arrestees. Employees who do not work in direct contact with arrestees should receive an orientation on the operation of the detention area and their role, if any. Fire suppression may include smoke and fire detectors, fire extinguishers, fire hoses and air packs.

8.2.3 Temporary Detention

A written directive defines procedures for the following:

- a. Documenting the date, time and reason for arrestees processed in and out of the facility;
- b. Providing food and water to arrestees, including documentation of any meals provided;
- c. The maximum length of time an individual may be detained in temporary custody before supervisory authorization for extended detention is required;
- d. The separation of gender, gender-identity, and juveniles while in the detention area;
- e. When and where individuals may be restrained by securing them to fixed objects and identification of those fixed objects designed for such use;
- f. Securing and monitoring individuals in locked spaces who are unattended, if allowed; and
- g. Supervision of and responsibility for testing, processing, searching and detaining individuals within the facility.

Commentary: Documentation of temporary custody as well as the separation of individuals according to age and gender or gender-identity is necessary to maintain compliance and reduce inappropriate behavior. Individuals should be restrained only to fixed objects that have been specifically identified for that purpose.

8.2.4 Security Concerns – Temporary Detention

A written directive addresses the security concerns in temporary detention areas, to include:

- a. Provisions to secure firearms and other weapons as specified by the agency prior to entering temporary detention areas;
- b. Duress alarms;
- c. Escape prevention;
- d. Authorized access to arrestee and area, if any;
- e. [Inspection](#) of area;

- f. *Face-to-face visual observation of unattended arrestees at least every thirty minutes; and*
- g. *If utilized, electronic surveillance devices to monitor arrestees between the face-to-face observations.*

Commentary: The control of firearms and other weapons must be of primary concern when dealing with arrestees. Authorized access and duress alarms assist with preventing escapes. Visual observation helps assure the safety of the arrestee.

8.2.5 Conditions of Temporary Detention Area

The agency's temporary detention area includes access to water and restrooms.

Commentary: None. **(COMPLIANCE MAY BE OBSERVED)**

8.2.6 Life Safety Plans

The agency has a [plan](#) for protecting the safety and life of arrestees in temporary detention areas, to include:

- a. *A plan for fire prevention, evacuation, and suppression; and*
- b. *The agency's all-hazards plan must address procedures for ensuring the safety and life of arrestees, including evacuation if necessary.*

Commentary: The plan should be in accordance with the prevailing fire code and may be part of a larger facility plan. The all-hazards plan should account for all natural and human-made disasters appropriate to the agency's area of the country (see Standard 17.1.2).

8.2.7 Inspection of Temporary Detention Area

A written directive describes the frequency of and procedures for [inspecting](#) temporary detention areas.

Commentary: None.

8.2.8 Review of Temporary Detention Directives (time sensitive) (E)

A written directive requires a [biennial review](#) of policies and procedures for temporary detention areas.

Commentary: None.

8.3 Arrestee Transportation

8.3.1 Search of Arrestee

A written directive prescribes the security and control of arrestees including, but not limited to:

- a. *Requiring a search of all arrestees prior to their being transported;*
- b. *Requiring an examination of the transport vehicle at the beginning of each shift and prior to and after transporting arrestees;*
- c. *Seating arrangements in vehicles without safety barriers; and*

d. Restraints authorized and methods used during arrestee transports.

Commentary: The transporting officer is responsible for conducting a thorough search of the arrestee and all of the arrestee's possessions before placing the person in the officer's vehicle. An additional search of the arrestee should always be conducted whenever the person is returned to the custody of the transporting officer. The officer should never assume that the arrestee has not had an opportunity to obtain a weapon or an implement of escape. At the beginning of each shift, any vehicle used for arrestee transportation should be thoroughly searched for contraband, weapons, or implements for escape. This also should be done before and after each arrestee transport. In the event the arrestee must be transported in a vehicle without a safety barrier, the officer(s) should ensure they are able to observe the arrestee. Arrestees should be restrained to ensure the safety of the transporting officer and the general public and to provide for the security of the arrestee in transport until arrival at the destination.

8.3.2 Officer's Actions at Destination

A written directive defines procedures for officers transporting arrestees to facilities, to include:

- a. Safety and security of firearms and other weapons as determined by the receiving facility;*
- b. Removing [restraining devices](#);*
- c. Transmittal of documentation confirming transfer and receipt of arrestee;*
- d. Advising receiving personnel of any potential medical or security concerns for or hazards posed by the arrestee; and*
- e. Notifying the recipient facility when the arrestee is considered an unusual security risk.*

Commentary: Upon arrival at the transport, certain actions are essential for public safety, officer safety, and the safety and security of the arrestee. The listed procedures are the responsibility of the transporting law enforcement agency and the completion of them is a requirement of the transporting officer(s).

8.3.3 Transporting Sick, Injured or Physically Disabled Arrestees

A written directive prescribes procedures for:

- a. Transporting sick, injured, or physically disabled arrestees; and*
- b. Security and control of arrestees transported to medical care facilities or hospitals.*

Commentary: Special needs will arise with certain individuals, and special attention should be given to ensure the safety and security of both the officer and the arrestee without giving the appearance that the agency is being overbearing with or inconsiderate of the arrestee. When necessary, special transport vehicles should be used. If the arrestee is admitted to a medical facility, security arrangements should be made with this facility that will not interfere with the arrestee's treatment but will also minimize escape risk. It is advised that agencies make prior contact with hospitals and develop a procedure to be followed before the need arises.

8.3.4 Driver Safety Barrier (E)

Vehicles used regularly for transporting arrestees have a safety barrier separating the arrestee from the driver.

Commentary: Installation of a safety barrier promotes the safety of occupants in the front and rear compartments and prevents the arrestee from having access to the vehicle driver's

compartment. The barrier should not prevent communication or conversation between the front and rear compartments. It is recommended that agencies designate at least one vehicle to be equipped with a barrier suitable for transporting arrestees. **(COMPLIANCE MAY BE OBSERVED)**

8.3.5 Rear Compartment Modifications

The compartments of vehicles used for transporting arrestees must minimize the potential of the arrestee exiting the vehicle without the officer's assistance.

Commentary: Rear compartments may consist of modular arrestee compartments, lack of interior door and window handles, remote locking/unlocking or disengaging child-safety locks. **(COMPLIANCE MAY BE OBSERVED)**

8.4 Juveniles

8.4.1 Juvenile Arrestees

A written directive addresses juvenile arrestees, which includes:

- a. The rights of arrested juveniles;*
- b. The searching of juveniles;*
- c. The transportation of juveniles;*
- d. The use of restraints on juveniles;*
- e. The monitoring of juvenile arrestees;*
- f. Approved methods and locations of detention; and*
- g. Notifying parents or guardians of juveniles who have been taken into custody.*

Commentary: The intent of this standard is to guide agency personnel when arresting, detaining and transporting juveniles. These standards should complement rather than usurp any statutory requirements.

8.4.2 Custodial Interviews of Juveniles

A written directive governs procedures for the custodial [interview](#) of juveniles, to include provisions for:

- a. Conferring with parents or guardians; and*
- b. Limiting the interview duration and the number of officers involved in the interview.*

Commentary: Proof of compliance can be shown through statutes.

9 – Patrol Services

9.1 Patrol Operations

9.1.1 Patrol or Service Area Coverage

The agency has a system for providing the following [patrol](#) coverage requirements:

- a. Establishment of a [continuous](#) patrol or service area coverage [plan](#); and*
- b. Service area assignments.*

Commentary: The primary intent of this standard is to provide effective patrol coverage, including the assurance of accountability and achievements in meeting the agency's goals and objectives. Continuous coverage may be designed around preventative patrols or simply ensuring that on-duty personnel are readily available to respond to calls for service. In the event an agency cannot provide continuous coverage, coverage may be established with a concurrent jurisdictional law enforcement or public safety agency.

9.1.2 Shift Briefing (E)

A [written directive](#) describes the agency's method for providing information to oncoming shifts, to include:

- a. A description of the previous shift's activities; and*
- b. Administrative and operational information.*

Commentary: Examples of administrative and operational activities include anticipated [special events](#), [policy](#) updates, unusual circumstances, and BOLO information. Shift briefings also can be used to conduct training and share information about crime trends and areas of concern. The agency should have a method to brief officers who are not able to attend shift briefings because of operational demands such as providing continuous coverage at fixed posts.

9.1.3 Response to Calls

A written directive describes the agency's system for responding to emergency and non-emergency calls for service, including the use of authorized emergency equipment on agency vehicles.

Commentary: This directive allows agencies to establish guidelines for handling routine, urgent, and emergency calls for service, and for the equipment to be used. These guidelines should permit designation of the seriousness of the call, when emergency lights and siren should be used, and when an [emergency](#) response is appropriate.

9.1.4 Patrol Vehicle Equipment

A written directive requires that vehicles used in traffic enforcement or general patrol services:

- a. Contain emergency response equipment and supplies as determined by the agency; and*
- b. Be replenished with supplies to consistently ensure operational readiness.*

Commentary: It is not the intent of this standard to direct an agency as to what equipment it must carry in a patrol car but rather to require the agency to specify such equipment on an official list. Equipment such as first aid kits, blankets, flares, and a fire extinguisher are generally considered the minimum needed by patrol officers to handle emergencies and preliminary

investigations effectively. The equipment carried in all patrol vehicles and a method for replenishing it should be standardized within the agency.

9.1.5 Emergency Lights and Siren

A written directive specifies that vehicles routinely used in patrol services, whether conspicuously marked or unmarked, must:

- a. Be equipped with operational emergency lights; and*
- b. Be equipped with an operational siren.*

Commentary: Non-sworn agencies are not required to equip patrol vehicles with emergency lights or sirens; however, consideration should be given to equipping at least one patrol vehicle with an operable PA system. Additionally, non-sworn agencies may wish to equip vehicles with auxiliary emergency lighting, as permitted by controlling legislation, to augment traffic control and other activities.

9.1.6 First Responder Access to Additional Resources

A written directive describes the process used by officers for requesting additional assistance and resources to the scene of an incident.

Commentary: Agency procedures should address first responders' notification of such agencies or persons as appropriate to the situation. These could include, but are not limited to, police supervisory personnel, emergency medical service, fire service, the medical examiner, public works department or public utilities personnel.

9.1.7 Use of Audio/Video Recorders

A written directive addresses wearable and/or in-car audio/video recording systems, including:

- a. Those circumstances when the system may or must be activated;*
- b. Permissible access and distribution of audio/visual data; and*
- c. Storage and data retention requirements.*

Commentary: Audio/video recording systems for use in patrol work may take the form of in-car video or body-mounted cameras. When used properly, these systems enhance accountability and protect the officer and the agency from allegations of misconduct. Agencies would be well served to review current research and governmental reports on the use of audio/video recorders in patrol operations. These publications provide well-rounded perspectives on the logistical, ethical, psychosocial, and legal impacts of the use of these devices.

Policies and procedures should mandate the circumstances when the system must be activated as well as those times when the system is not permitted to be activated. Employees should receive training on the technical workings of the equipment, as well as mandated and prohibited periods of use. Agencies also should review state statutes regarding expectation of privacy as well as the electronic interception of voice recording by both sworn and non-sworn agencies. The agency's policy also should contemplate whether data will be released for institutional student and employee disciplinary proceedings.

Given the prevalence of personal audio/video recording systems, the directive should clearly specify whether personal systems are authorized.

This standard is intended to address audio/visual systems used in field or patrol operations. It does not address audio or visual recordings made during undercover operations, when monitoring detention facilities, or recording interviews with subjects.

9.2 Special Circumstances

9.2.1 Operation of Special Purpose Vehicles (time sensitive) (E)

If the agency has, or uses, any [special purpose vehicles](#), a written directive governs their operation and includes, at a minimum:

- a. A statement of the purpose and intended use of the vehicle;*
- b. Required training for personnel authorized to operate and maintain the vehicle and its equipment;*
- c. A documented quarterly operational readiness [inspection](#) report of the vehicle; and*
- d. A list of equipment to be kept in or on the vehicle.*

Commentary: For the purpose of this standard, a special purpose vehicle is one that requires special training or authorization for deployment. Refer to the Glossary for the definition of Special Purpose Vehicles.

9.2.2 Pursuit of Motor Vehicles (time sensitive)

A written directive governs the pursuit of motor vehicles and includes a definition of [pursuit](#). If the agency allows pursuits, the directive must address specific policies and procedures for:

- a. Evaluation of circumstances;*
- b. Responsibilities of initiating officer;*
- c. Responsibilities of secondary units;*
- d. Responsibilities of communications personnel;*
- e. Responsibilities of supervisory personnel;*
- f. Roadblocks and forced stopping;*
- g. Termination of pursuit;*
- h. Inter- and intra-jurisdictional pursuit;*
- i. Roles and responsibilities of unmarked and special-purpose vehicles in pursuits;*
- j. Post-pursuit administrative review; and*
- k. Annual administrative [review](#) of pursuits.*

Commentary: If the agency has a “no pursuit” policy the directive is not required to address bullets a-k. If the agency allows pursuits, it must balance the necessity for the pursuit and the apprehension of the suspect with the possibility of injury or death to those involved as well as innocent bystanders. The threat of property damage also must be considered. The directive should address the safety of the public and officers, as well as roadblocks and other stopping techniques.

9.2.3 Pursuit Policy Training (time sensitive)

The agency conducts training on its pursuit policy for newly hired personnel as well as refresher training biennially.

Commentary: Training [lesson plans](#) and training attendance logs will reflect the training requirements.

9.2.4 Missing Persons

A written directive establishes the procedures to be used when responding to the report of a missing person. The directive must ensure that cases involving children and adults are investigated promptly using appropriate resources, and must include at a minimum:

- a. No requirement for a waiting period;*
- b. Requirement for sworn agencies for entry to and removal of information in the appropriate criminal justice information system;*
- c. The circumstances and timeframe by which the law enforcement agencies with jurisdiction must be notified;*
- d. The duties of call takers, first responders, supervisors and investigators;*
- e. Any special considerations applicable to at-risk persons; and*
- f. The use of electronic alert systems, if available to the agency (i.e., Amber Alert, Silver Alert, etc.).*

Commentary: Campus agencies often receive missing person reports about students who went missing from another jurisdiction. In addition to the above, the directive should address how those reports are handled. Reports of missing residential students must be handled in a manner consistent with Standard 9.2.5. Non-sworn agencies should establish an appropriate timeframe in which to notify law enforcement authorities.

9.2.5 Missing Student Notifications

A written directive requires that, within 24 hours of the determination that a student who lives in on-campus housing is missing, the following parties are notified:

- a. The parent(s) or guardian(s) of a student under the age of 18 and not emancipated;*
- b. The student's missing person or emergency contact; and*
- c. The local law enforcement agency.*

Commentary: These notifications are intended to supplement the reporting and investigative procedures described in Standard 9.2.4. The student's missing person or emergency contact (b) can be the student's confidential contact as determined by the student.

9.2.6 Individuals with Mental Illness (time sensitive)

A written directive establishes procedures for handling individuals with mental illness, to include:

- a. Guidelines for recognizing indicators of mental illness;*
- b. Procedures for accessing on- and off-campus mental health resources; and*
- c. Initial and refresher training for officers and communications personnel, at least biennially.*

Commentary: Procedures should address steps to be taken for students and other persons both affiliated and unaffiliated with the institution. Should the agency have personnel with [specialized training](#) or expertise (e.g., CIT Training) they should be included as a resource. Referral to mental health resources may include the campus behavioral intervention team.

9.2.7 Availability of Body Armor

A written directive specifies the agency's policy and procedures for body armor, including:

- a. Body armor is available to all armed personnel;*
- b. The type of body armor authorized by the agency;*
- c. Circumstances when its wearing is mandatory; and*
- d. If the agency authorizes unarmed personnel to wear body armor the directive must address bullets b and c for these personnel.*

Commentary: Officers should be provided with and encouraged to wear protective body armor. The standard applies to sworn and non-sworn personnel. The agency should ensure that personnel engaged in uniformed field duties or high-risk situations are wearing protective equipment. The issued body armor should, at a minimum, resist the ammunition carried by the officers on duty.

9.2.8 Safety Escort Staff Selection

If the agency uses students or civilian workers to provide safety escort services, a written directive specifies that these individuals will do the following, prior to serving as an escort:

- a. Undergo documented background checks;*
- b. Participate in a training program.*

Commentary: Personal safety escort services on campuses are normally an integral part of the campus public safety program. Members of the community should be reasonably assured that the agency has taken appropriate measures to screen out individuals not suitable to be escorting community members during hours of darkness from one point on campus to another. Minimally, the background check should include a review of any criminal and motor vehicle driving history, as well as a verification of two references. Any paid employees of the agency providing such services should undergo the pre-employment screening described in Standard 5.2.4.

9.2.9 Safety Escort Activities Logged

All requests for personal escort safety services are logged to document activity.

Commentary: None.

9.2.10 Consular Notification and Access

A written directive establishes procedures for sworn agencies to comply with consular notification and access requirements in the event of the arrest or detention of foreign nationals.

Commentary: If a foreign national is arrested or detained in the United States, they must be informed of their right to have their country's embassy or consulate notified, and officials from the embassy or consulate must be allowed access to them upon request. In some cases, the foreign embassy must be notified regardless of the individual's wishes.

These mutual obligations also apply to foreign authorities when they [arrest](#) or detain U.S. citizens abroad.

Agencies in the United States can obtain relevant information and detailed guidance by consulting the U.S. State Department's publication *Consular Notification and Access*, available on their website. Agencies outside the United States should contact their equivalent governmental office for information and reference material.

10 – Traffic and Parking Services

10.1 Motor Vehicle Enforcement Activities

10.1.1 Motorist Stops

If the agency enforces traffic laws, a [written directive](#) establishes procedures for officers in stopping, approaching and contacting traffic law violators, including high risk stops.

Commentary: A directive outlining procedures for stopping and approaching a motorist (or those operating pedicycles) is important for several reasons. The purpose of a traffic stop is to favorably influence the violator's future driving habits. Because of the nature of these stops, these activities are often tense and dangerous. The officer's personal safety and the safety of others also must be addressed. Because contacts of this nature are some of the most frequent for law enforcement officers and the public, the officer must remember that officer/citizen relations are also important. The [policy](#) should reflect that officer safety, public relations, and the improvement of poor driving habits are all concerns that can be addressed.

10.1.2 Enforcement Actions

A written directive establishes procedures for taking enforcement action incidental to traffic law violations, which includes:

- a. Physical [arrest](#);*
- b. Notices of infraction; and*
- c. Written warnings.*

Commentary: The overall goal of traffic enforcement is the education of motorists. The directive should establish guidelines that ensure enforcement actions are commensurate with applicable laws and institutional policies, and that they address the degree and severity of the violation committed. This directive should also emphasize that traffic enforcement quality is more important than quantity. Verbal and written warnings should be documented according to agency policy.

10.1.3 Special Processing Requirements

A written directive addresses special processing requirements for the following categories:

- a. Juveniles;*
- b. Legislators;*
- c. Foreign diplomats/consular officials; and*
- d. Military personnel during the performance of their duties.*

Commentary: The written directive should address all special processing requirements, e.g., diplomatic or legislative immunity, or procedures that apply to traffic law violations committed by the classes of persons enumerated above and any others that require special processing.

10.1.4 Information for Motorists

A written directive requires notification to a motorist of specific information relative to the citation, at the time of issuance, which includes the following:

- a. Court appearance date, time and location;*

- b. *Whether court appearance by the motorist is mandatory;*
- c. *Whether the motorist may be allowed to enter a plea and/or pay the fine by mail or otherwise; and*
- d. *Other information the agency indicates must be provided to the motorist prior to release.*

Commentary: Information for motorists can be conveyed verbally or in writing. It is essential that officers fully explain the rights and requirements imposed on motorists upon arrest or issuance of a citation for a traffic violation. A brief publication explaining motorists' rights and responsibilities and a fine schedule issued with the citation may augment the information provided verbally by the officer. It also may help to dispel some of the confusion, and therefore some of the bad feeling, on the part of the motoring public in what can be a negative situation.

10.1.5 Uniform Enforcement Policies

A written directive establishes uniform enforcement policies and procedures regarding:

- a. *Driving under the influence of alcohol/drugs;*
- b. *Suspended driver;*
- c. *Speed and other moving violations;*
- d. *Hazardous violations;*
- e. *Equipment violations;*
- f. *Public carrier/commercial vehicle violations;*
- g. *Non-hazardous violations;*
- h. *Off-road vehicle violations;*
- i. *Multiple violations;*
- j. *Newly enacted laws and/or regulations;*
- k. *Violations resulting in traffic collisions; and*
- l. *Pedestrian and bicycle violations.*

Commentary: The public has a right to consistent and fair treatment. This goal should be reflected in directives that require consistent treatment and bond for similar circumstances. The intent of this directive is to provide guidelines for uniform traffic law enforcement actions in routine situations. Uniform enforcement supports the ultimate aim of traffic law enforcement, that is, to achieve voluntary compliance with traffic laws and regulations. The policy cannot and should not supplant officer judgment, for it is impossible to foresee every conceivable situation involving traffic violations. In unusual circumstances, the officer must decide what enforcement action is proper, based on a combination of training, experience and common sense.

10.1.6 Speed Measuring Devices (E)

If the agency uses speed measuring devices in traffic enforcement, a written directive governs:

- a. *Equipment specifications and operating procedures;*
- b. *Care, maintenance and calibration of equipment; and*
- c. *Operator training and certification.*

Commentary: It is important that the directive clarify the credentials required for operators and procedures for maintaining equipment. Operators should be fully trained and required to demonstrate their competence with the equipment they have been trained to operate, under varying conditions, in supervised field performance tests.

10.1.7 Parking Enforcement Activities (E)

If the agency is responsible for parking enforcement, a written directive describes the agency's parking enforcement activities.

Commentary: As with traffic law enforcement, consistency is also important in enforcing parking laws and addressing violations. In larger agencies, it is likely that designated parking enforcement officers will issue the majority of the parking tickets. Under this scenario, it is particularly important that the directive provides structure and consistency between the enforcement activities of patrol officers and those of dedicated parking enforcement officers.

10.2 Traffic Collision Investigation

10.2.1 Collision Reporting and Investigation

A written directive establishes procedures for reporting and investigating traffic collisions generally, and specifically involving:

- a. Death or injury;*
- b. Property damage;*
- c. Hit and run;*
- d. Impairment due to alcohol or drugs;*
- e. Other criminal activity;*
- f. Public or mass transportation vehicles;*
- g. Agency vehicles; and*
- h. Accidents occurring on private property.*

Commentary: The agency should formulate methods to guarantee that it has the ability to investigate and report accidents skillfully and promptly. The directive should differentiate between accidents that require only a report and one that needs a detailed investigation. The policy as well as the recruit and [in-service training](#) should include the criteria for determining this distinction.

10.2.2 Response to Collision Scene

A written directive specifies responsibilities for officers at traffic collision scenes, including procedures for:

- a. Administering emergency medical care and providing basic life support;*
- b. Summoning required emergency services;*
- c. Protecting the crash scene;*
- d. Preserving short-lived evidence;*
- e. Establishing a safe traffic pattern around the scene;*
- f. Locating witnesses and recording crash information;*
- g. Expediting the removal of vehicles and debris from the roadway;*
- h. Identifying and dealing with [hazardous materials](#) and/or fire hazards;*
- i. Dealing with disturbances between involved parties; and*
- j. Securing property of involved parties.*

Commentary: Procedural guidance for the most serious incidents is necessary to protect the officer, the motorists in the collision, other motorists and the general public nearby. The directive should address the role of non-sworn officers prior to the arrival of [sworn officers](#).

10.3 Ancillary Traffic Services

10.3.1 Traffic Direction and Control

A written directive specifies procedures for traffic direction and control, to include:

- a. Uniform hand signals and gestures for manual traffic direction and control;*
- b. A requirement that personnel directing traffic wear reflective clothing at all times;*
- c. Considerations during periods of adverse road or weather conditions;*
- d. Circumstances warranting manual operation of traffic control devices; and*
- e. Use of temporary traffic control devices.*

Commentary: Officers must exercise traffic control through standardized hand signals that motorists will interpret correctly. For improved safety, officers should be highly visible. Many states and provinces have regulations and guidelines concerning visibility of “workers” on highways/roadways. Non-sworn agencies that perform traffic direction on institutional property must comply with this standard even if agency personnel do not direct traffic on public roadways.

10.3.2 Traffic Engineering (E)

A written directive specifies procedures for taking action to correct highway/roadway hazards, to include:

- a. Alleviation of immediate hazards; and*
- b. Reporting traffic engineering deficiencies.*

Commentary: Officers should understand the notification procedures to correct hazards on the highway/roadway. These situations may involve debris on the highway/roadway, road defects, missing or obstructed highway signs or traffic signals, and disabled or abandoned vehicles. The deficiency can be immediate and urgent or may require long-term redesign by engineers to protect the safety of pedestrians and vehicles.

10.3.3 Traffic Escorts (E)

A written directive governs traffic escort services.

Commentary: The directive should clearly state under what conditions, if any, the agency provides this service. The directive needs to differentiate between traffic escort procedures used in [emergency](#) situations and routine escorts. The directive also should address traffic escorts for unusual or hazardous loads as well as for oversize loads. The practice of escorting civilian vehicles in medical emergencies is inherently hazardous and should be avoided. If at all possible, any injured or ill person should be transported by ambulance. If the agency chooses to provide this service, strict guidelines should control the actions of the officers. This standard does not refer to student safety escort services.

10.3.4 Assistance to Motorists (E)

A written directive governs the provision of assistance to motorists, to include:

- a. General assistance;*
- b. Mechanical assistance and towing service;*
- c. Protection of stranded persons; and*
- d. Emergency assistance.*

Commentary: This directive involves the service elements provided to motorists who utilize roadways within the agency's jurisdiction. The activities performed by agency personnel range from providing emergency first aid to obtaining ambulances, tow trucks, fire suppression equipment and personnel, and any other service that may be required for the preservation of life and property.

10.3.5 Abandoned Vehicles

A written directive governs the removal of vehicles, to include:

- a. Identification of the circumstances and authority under which a vehicle may be removed;*
- b. Maintaining records of a removed vehicle, its condition and location; and*
- c. Any other requirements, such as property [inventory](#).*

Commentary: The directive should define the circumstances under which agency personnel may remove privately owned vehicles and when and how they are to be removed.

10.3.6 Traffic Safety Public Education (E)

The agency makes traffic safety educational materials available to the public.

Commentary: Public education plays as important a part in traffic safety initiatives as do enforcement practices. The two work together not only to enhance public compliance with traffic laws and regulations but also to increase the public's understanding of traffic safety problems and programs. **(COMPLIANCE MAY BE OBSERVED)**

11 – Communications and Dispatch Services

11.1 Communications

11.1.1 Authority/Responsibility for the Agency's Communications Function

If the communications function is provided by a shared or multi-jurisdictional entity, memoranda of understanding or written contracts shall be created to preside over the authority and responsibilities of both the agency and the entity; they include, at a minimum, a requirement that compliance with all applicable standards for this function be met on behalf of the agency.

Commentary: The purpose of this standard is to place accountability for the communications function within the agency's organizational structure when the communications function is operated through a shared or multi-jurisdictional communication system. If the agency contracts with other entities to provide communications services, these arrangements are to be documented in written contract form. This contract shall provide the scope and requirements of the services provided and is signed by all parties involved. A common language should be established and used by all agencies using a shared frequency.

11.1.2 FCC Requirements (E)

A [written directive](#) requires that an agency's radio operations be conducted in accordance with Federal Communications Commission (FCC) and/or other regulatory agency license procedures and requirements, including the requirement that all personnel assigned to the radio operations function have access to the regulatory agency's current [rules and regulations](#).

Commentary: In addition to the written directive, the agency may choose to link to the FCC website detailing the current rules and regulations and make this information available to communications center personnel.

11.1.3 Recording Information

A written directive establishes procedures for obtaining and recording appropriate information on each request for service or self-initiated activity, to include:

- a. Control number;*
- b. Date and time of request;*
- c. Name and address of complainant (if possible);*
- d. Type of incident reported;*
- e. Location of incident reported;*
- f. Identification of officer(s) assigned as primary and backup units;*
- g. Time of dispatch;*
- h. Time of officer arrival;*
- i. Time of officer return to service; and*
- j. Disposition or status of reported incident.*

Commentary: This standard ensures the agency has a comprehensive reporting system, CAD or otherwise (i.e., a card, log, or computer entry), to record all calls for service. Information from requests received via telephone, letter, in person, self-initiated officer activity, or reports received directly by officers in the field should be recorded into an intake control system. This is

especially important in critical incident calls for service, and checklists are recommended for such calls (e.g., bomb threats, hostage/barricade situations, crimes in progress, etc.).

11.1.4 Communications with Officers and Field Personnel

A written directive establishes procedures for communications to and from officers and [field personnel](#) responding to an incident, to include:

- a. Specifications of the circumstances requiring communications by all field personnel;*
- b. The recording of the status of officers when out of service;*
- c. The methods used for identifying officers during communications;*
- d. Criteria for the number of officers assigned in response to an incident;*
- e. Circumstances that require the presence of a [supervisor](#) at the scene for the purpose of assuming command; and*
- f. Responding to emergency requests for assistance from field personnel.*

Commentary: The directive should establish procedures for taking incoming telephone calls and radio information, determining the priority of these calls, and specifying the manner in which these calls will be dispatched. The directive also should include the handling of complaint cards and radio logs, tracking of on-duty officers and assignments, specifying supervisory authority, and other plans and procedures that are essential in the day-to-day operation of a communications network. Identification systems should be based on beat numbers or other assignment numbers, officer identification numbers, or a combination of the two. Field operations become much more efficient and officer safety is enhanced when officers, employees and supervisors know the status, location, call types and investigation developments. Administrative control systems can be in the form of a card, log sheet, computer record, or any other instrument that allows for a permanent record to be made.

11.1.5 Access to Resources

The agency provides communications personnel with immediate access to the following resources, at a minimum:

- a. Officer in charge;*
- b. Duty schedule for all field personnel;*
- c. Personnel roster containing the address and contact telephone number of every agency employee;*
- d. Visual depictions of the agency's current service area;*
- e. Officer/employee status information;*
- f. Written procedures and telephone numbers for procuring emergency and necessary campus and community services; and*
- g. Dispatching plans.*

Commentary: Communications personnel should have easy access to listings that provide contact information and call-out procedures for agency members and other service agencies that may be needed in an [emergency](#). This list should include information on [mutual aid](#) procedures and/or local public safety resources, utility companies, emergency services provided by other members of the private sector as well as state and federal law enforcement agencies.

Officer/employee status indicators not only help communication operators know the status of those employees but also show who is available for service. The administrative control system

can be maintained on a card, log sheet, computer record, or any instrument that permits a permanent record to be retained. The list should be available to all dispatchers.

Maps and reference materials give communications personnel a visual picture and important resource information for the area they are serving. These maps not only need to detail the agency's jurisdictional boundaries but also show the boundaries of any other agencies that may be under contract for dispatching services. It is advisable that the resources also include the jurisdictions immediately surrounding the agency. The additional information may become useful when routing other emergency services from their point of origin to their destination within the agency's jurisdiction during emergencies.

Dispatching plans greatly assist communications personnel in directing resources and obtaining information on crimes in progress (e.g., auto theft, burglary, bank robbery, pursuit, and/or tactical operations).

11.1.6 Calls for Information or Service (E)

A written directive establishes procedures for communications center personnel to follow in responding to calls for information or services, to include:

- a. Evaluation of a call to determine whether an emergency or non-emergency response is required; and*
- b. Advising the caller of the agency's response, which may include the agency's direct response and/or referral to another agency.*

Commentary: Communications center personnel are often the first contact a person has with the agency. Written procedures that specify the proper handling of calls for information or service should be established and communicated.

11.1.7 Victim/Witness Requests (E)

A written directive establishes procedures for communications personnel to provide victims and witnesses with information and/or services upon request.

Commentary: Victim and witness callers should receive timely and appropriate attention to their immediate needs. Information and/or services should be provided for requests even during non-business hours.

11.1.8 Misdirected Calls

A written directive establishes procedures for the prompt handling and forwarding of misdirected and hang-up emergency calls.

Commentary: An agency may receive emergency calls intended for another law enforcement or public safety agency. All misdirected and hang-up emergency calls should be promptly forwarded to the agency having jurisdiction of the call.

11.1.9 First Aid Instruction Training

If an agency authorizes emergency first aid services over the telephone or radio, the agency must train its employees and provide them with immediate access to agency-approved emergency medical guidelines or materials.

Commentary: Training should be provided by a skilled and experienced authority. The course of instruction should include the type of emergency life-saving information that may be given to callers until medical personnel arrive. Refresher training should occur on a schedule established and/or approved by the competent authority. Materials and guidelines provided to the call-takers should be complementary to the training.

11.2 Emergency Communications System

11.2.1 Alternate Power Source (time sensitive)

The agency's communication function (or its provider if not within the agency) maintains an alternate source of electrical power that is sufficient to ensure continued operations of emergency communications equipment in the event of the failure of the primary power source. The agency shall ensure:

- a. The operational readiness of the alternate source of power by scheduled and documented inspections and tests monthly, or in conformance with manufacturer recommendations; and*
- b. Documented annual tests operating the alternative power source under a full load.*

Commentary: Ensuring [continuous](#) emergency communications capability through an alternative power source is critical to the agency's communication function and mission. The alternative power source's state of readiness should be ensured by testing it on a reasonable basis (i.e., monthly) to help ensure the agency is prepared for any power interruption.

11.2.2 Separate Emergency/Routine Telephone Calls (E)

A written directive establishes a process for separating non-emergency from emergency calls.

Commentary: By having a process for separating non-emergency from emergency calls, which can include a telephone system capable of separating telephone lines, communications personnel become more efficient and effective in prioritizing calls for service and handling emergencies and other important matters. Line separation also helps minimize busy signals by routing administrative and outgoing calls to separate lines rather than those lines designated for emergencies. **(COMPLIANCE MAY BE OBSERVED)**

11.2.3 24-Hour Access for Persons with Hearing or Speech Impairment

Agencies shall provide 24-hour communications access for calls for service from, and have the capability to provide assistance to, persons with hearing or speech impairment.

Commentary: Each emergency answering point should be equipped with a communications system capable of communicating with persons who are hearing or speech impaired, in addition to accepting emergency calls from within the agency's jurisdiction. However, those agencies not able to maintain 24-hour coverage should arrange for such service through neighboring public safety/law enforcement agencies. **(COMPLIANCE MAY BE OBSERVED)**

11.2.4 Continuous Communication with Officers

The agency provides 24-hour, two-way radio capability that provides continuous communication between a communications center and its on-duty field personnel.

Commentary: Agency personnel must have immediate communications capability that provides a measure of safety and security both to personnel and the public. Communication between a communications center and field personnel allows for the rapid exchange of information, requesting assistance, receiving orders or instructions, and responding to calls for service. Special assignments, such as undercover officers, may dictate an exception to the continuous communication requirement. **(COMPLIANCE MAY BE OBSERVED)**

11.2.5 Immediate Play-Back of Radio and Phone Transmissions

The agency maintains a continuous recording of radio transmissions and emergency telephone conversations within the communications center with the dispatcher having the ability to immediately play back radio and telephonic conversations. A written directive establishes procedures for:

- a. Maintaining the recordings for a minimum of 30 days;*
- b. Secure handling and storage of recordings; and*
- c. Criteria and procedures for reviewing recorded conversations.*

Commentary: Radio and telephonic recordings provide a source of information for criminal investigations, internal investigations, training, and service delivery audits. In addition, they grant a dispatcher the ability to listen again to a call for service in the event he/she misses some of the transmitted information. When in replay mode, the recording system should continue recording other calls and radio transmissions. Access to the recordings, however, should be made available and provided through a specific procedure.

11.2.6 Emergency Phones (time sensitive)

If the agency has installed so called "blue light" or other similar outdoor emergency telephones and they are transmitted to the agency's dispatch center, a documented [inspection](#) and test of each telephone is completed at least quarterly.

Commentary: Emergency telephones on a campus are a critical component of the emergency access and emergency response system. Phones should be tested at reasonable intervals and any operating problems reported in a timely manner to appropriate repair entities for immediate attention. Automated systems that periodically test for operability can satisfy this standard's requirements.

11.2.7 Panic Alarms (time sensitive)

If the agency utilizes panic alarms installed within its facilities as part of a campus emergency response system, and the alarm signal is directed to the agency's dispatch center, the agency will conduct, at least quarterly, a documented test of each alarm.

Commentary: Panic alarms within facilities are an important component of a campus safety system and should be tested at reasonable intervals to ensure the alarms are operational. Automated systems that periodically test for operability can satisfy the standard's requirements. This standard is not intended to apply to personal and portable panic alarms that may be carried by individuals.

12 – Crime Prevention, Community Outreach, and Public Information

12.1 Crime Prevention

12.1.1 Crime Prevention Function (time sensitive)

A [written directive](#) establishes a crime prevention function that provides for the following:

- a. Development of programs designed to target crime type and geographic area formulated around crime [analysis](#) data;
- b. Development of programs that address community perceptions or misperceptions of crime within and around the affected community; and
- c. Completion of a comprehensive written [evaluation](#) of the agency's crime prevention programs, at least once every four years.

Commentary: Crime analysis should provide timely and useful information to aid operational personnel in meeting the agency's crime control and prevention objectives by identifying and analyzing methods of operation of individual criminals, providing crime pattern recognition and analyzing data from field [interviews](#) and arrests. Crime analysis also can be useful to the agency's long-range planning by providing estimates of future crime trends and helping identify enforcement priorities.

Knowledge of public safety risks within the community helps officers perform more effectively. Though risks may be permanent or temporary and may vary hourly, daily, or seasonally, the agency should attempt to identify as many as possible. Identification and understanding contribute to [patrol](#) techniques that most effectively counteract the risks. Agencies also should maintain close ties with the campus community through direct interaction with individuals and community groups. Community interaction provides the framework for the agency's establishment of action priorities. Together, the agency and community can decide which crime types pose the greatest problem, where problems are most severe and crime prevention activities can be most effective, and what types of response would be the most effective for the given problem(s).

Community may be limited to the institution's community or may extend to the community at large and working with campus neighbors on town/gown relationships.

12.1.2 Crime Prevention Groups (E)

The agency's crime prevention function assists groups in the institution's community by developing programs described in standard 12.1.1 and maintaining liaison relationships with these groups.

Commentary: Groups such as residence hall council, student government association, wellness peer educators and Greek life council have at least a tangential interest in community safety. The agency should seek to cultivate relationships with these and other student groups in an effort to infuse crime prevention messaging. On some campuses, there may even be sufficient interest in organizing student groups dedicated to campus crime prevention and student safety.

12.1.3 Crime Prevention Input

The agency provides crime prevention and safety/security input through:

- a. Development and/or revision of institutional policies affecting campus safety; and*
- b. Design and construction of campus facilities.*

Commentary: The agency's proactive involvement in providing crime prevention and safety/security input into construction projects (new and renovations) can greatly assist in reducing criminal activity. The partnerships that ensue from such activities over time become an integral element in ensuring crime prevention concerns are addressed prior to the legal enactment or construction phases.

12.1.4 Behavioral Intervention and/or Threat Assessment

If the institution has a behavioral intervention and/or threat assessment process, a written directive describes the agency's role in that process.

Commentary: Behavioral intervention and/or threat assessment is an essential tool for reducing risks of violence within campus communities. The creation and institutionalization of processes that support the early identification of individuals who might pose a threat to themselves or others can mitigate potential danger. A multi-disciplinary team, with clear written procedures and protocols that articulate the process of identifying and evaluating the violence potential of individuals of concern, provides an opportunity to engage them sooner rather than later, so that they can receive needed referrals or other appropriate assistance and treatment.

12.2 Physical Security

12.2.1 Security Surveys

If the agency conducts [security surveys](#), the staff conducting the surveys shall be appropriately trained and certified.

Commentary: Security surveys are an important component of a campus crime prevention program. Members of a campus community need to be confident that those individuals in a public safety agency who are responsible for making recommendations that affect their personal safety and security are well trained and current on new security developments, technologies, methods, approaches and processes as they relate to the campus community. Certifications in this field vary but should come from recognized programs such as the Institute for Community Security and Public Safety (formerly the National Crime Prevention Institute), the American Society of Industrial Security, a recognized state training agency, or other appropriate organization.

12.2.2 Video Surveillance Systems

If the agency utilizes video surveillance systems for the protection of their campus community a written directive defines system use, to include:

- a. Monitoring procedures and privacy limitations;*
- b. Testing of video systems;*
- c. Documentation requirements;*
- d. Records retention (of video recordings) in accordance with state or local laws within the agency's jurisdiction or institutional policy;*

- e. *Temporary systems for investigative purposes;*
- f. *Release of video in accordance with state or local laws within the agency's jurisdiction or institutional policy; and*
- g. *Any covert video use is consistent with state and local laws for privacy limitations.*

Commentary: Video surveillance, including closed circuit television and web-based systems, is a complex subject that has legal liability potential and requires standard operating procedures to ensure adherence to the intended use of the particular application. All aspects of a video security system should be clearly spelled out in policy and procedures to guide agency members and to ensure appropriate controls.

12.3 Community Outreach

12.3.1 Community Outreach Function

The agency's community outreach function provides for the following community involvement roles:

- a. *Interacting with organizations established within the community or developing community groups where they are needed;*
- b. *Advertising the agency's objectives, community problems, and successes;*
- c. *Forwarding community input to the appropriate institutional department or outside agency; and*
- d. *Developing community policing and problem-solving strategies as needed.*

Commentary: Community policing and problem-solving is a commitment to work proactively with the community and within the agency to enhance community safety and to proactively seek solutions that directly and indirectly prevent criminal activity. The agency's community policing program should define its commitment as well as its structure and activities that support this commitment. Community involvement can be extremely valuable in many ways and includes eliciting public support, identifying problems in the making, cultivating cooperative partnerships in resolving community issues and helping ensure that agency policies/practices accurately reflect community needs. To assure success, community outreach requires the participation, enthusiasm and skills of all agency personnel.

12.3.2 Community Outreach Report (time sensitive) (E)

The agency requires a person or persons responsible for the community outreach function to prepare a semiannual report that includes, at a minimum, the elements below. Upon completion, the report is to be forwarded to the chief executive officer for review.

- a. *An overview of progress made in addressing previously expressed community concerns and problems;*
- b. *An overview of current concerns voiced by community members;*
- c. *An overview of potential problems that could affect law enforcement, security, and public relations within the community; and*
- d. *Recommendations for action that address those concerns and problems identified by the community.*

Commentary: These reports allow the chief executive officer to remain informed of conditions in the community as well as the ability to react to community concerns in a timely manner in hopes

of averting problems. All command level staff should receive these reports as they relate to their specific community outreach functions.

12.3.3 Documented Citizen Survey of Attitudes (time sensitive)

At least once every four years, the agency conducts a documented survey of community attitudes and opinions to include:

- a. Overall agency performance;*
- b. Overall competence of agency employees;*
- c. Community members' perceptions of agency employee attitudes and behavior;*
- d. Concerns over safety and security within the agency service area as a whole;
and*
- e. Recommendations and suggestions for improvements.*

Commentary: Surveys have many benefits. However, first and foremost, they should be used for organizational learning. Asking specific questions about the agency's performance quality should be made to a broad section of the community to include victims, witnesses, and others who have had contact with police, employees, and/or direct observation of agency interactions. The survey can be conducted via mail, email, telephone, or in person and may be coordinated by agency personnel or by others with agency guidance. The results of the survey may be provided to the community and agency employees as deemed appropriate by the chief executive officer.

12.4 Public Information

12.4.1 Public Information Function

A written directive describes the standard procedures for dealing with media requests made to agency personnel. It will include the identification of the position within or outside the agency that is authorized to release information or to speak directly to the media and how to contact that person. This should include media requests for information:

- a. At the scene of an incident;*
- b. From agency files;*
- c. Concerning ongoing investigations;*
- d. Concerning victims, witnesses, or suspects; and*
- e. For other information that is not readily available to the media.*

Commentary: Many institutions have offices that deal specifically with media requests for information about institutional matters and are designated as the organization to release information. Agencies should work collaboratively with these offices to proactively promote their services and ensure that the media has reasonable, clearly understood access to agency information. If the public information function is handled by the agency, or it shares this responsibility with a media department, this collaboration should be clearly articulated to avoid problems with the release of information.

12.4.2 Media Access (E)

A written directive describes media access to incidents or locations.

Commentary: Media representatives should be allowed to collect information and report on incidents and investigations without hindering public safety response operations.

13 – Investigative Services

13.1 Investigative Services

13.1.1 Investigative Services Function

A [written directive](#) describes the agency's investigations services function, to include:

- a. Investigative coverage;
- b. Reliance on outside agencies;
- c. Responsibilities for conducting preliminary and [follow-up investigations](#); and
- d. Communications and information-sharing between preliminary and follow-up investigators.

Commentary: The standard should address whether the agency has 24-hour coverage for the investigative function. If the agency does not provide 24-hour coverage, the agency will establish an on-call system of investigators. In smaller agencies, on-duty patrol personnel frequently function as investigators and may be used to satisfy this standard as long as the function is covered on a 24-hour basis. If an outside agency conducts all or some investigations, the directive should describe the circumstances when and procedures for summoning outside investigators. To provide for continuity in the investigative process, the directive should specify which agency division/unit or personnel carry out the preliminary and follow-up phases. In smaller organizations the responsibility for both phases may rest on the same unit or individual. Collaboration between investigative and patrol personnel can enhance the likelihood of successfully resolving the incident, particularly in the early stages of an investigation.

13.1.2 Preliminary Investigations

A written directive describes the steps to be followed during a preliminary investigation, to include:

- a. Securing the scene;
- b. Noting scene conditions and any unusual conditions;
- c. Taking steps to ensure the safety of victims, suspects and witnesses;
- d. Locating and interviewing all parties involved;
- e. Arranging for the preservation (or collection) of evidence; and
- f. Reporting the incident fully and accurately.

Commentary: Generally, the first responder, who is normally the uniformed patrol officer, conducts preliminary investigations. Follow-up investigations are normally determined by the nature of the criminal act and are conducted in most instances by personnel assigned to the criminal investigations function.

13.1.3 Follow-Up Investigations

A written directive describes the steps to be taken during a follow-up investigation, to include:

- a. Criteria for case screening and initiating a follow-up investigation;
- b. Conducting additional [interviews](#) of victims, witnesses and suspects;
- c. Analyzing electronic access logs and digital media;
- d. Reviewing accessible information on social media sites;

- e. *Conducting searches and collecting additional physical evidence;*
- f. *Reviewing suspects' past criminal records and campus conduct files;*
- g. *Criteria for audio and/or video recording of interviews;*
- h. *Identifying and apprehending suspects; and*
- i. *Preparing cases for court presentation and administrative referral to campus judicial systems.*

Commentary: The written directive is intended as a guide. These procedures should be used only in the event they are applicable to the investigation. For example, every follow-up investigation may not include a search. Maintaining contact with principals in any investigation is valuable in building confidence in the agency as well as indicating that officers are genuinely concerned about the welfare of the victim and other citizens associated with the case.

13.1.4 Case Management

A written directive establishes a system of case management for the investigation function, to include:

- a. *Case status;*
- b. *Accessibility and security of active investigative case files;*
- c. *A designated primary investigator for each case;*
- d. *Documenting case activity; and*
- e. *Procedures for transferring completed files to records.*

Commentary: A system for case status management should be established to specify information that should be recorded for each case, such as investigator assigned, date assigned, case number and report due date. Administrative designations such as "open," "suspended," and "closed" are also recommended for assisting internal case management and control. Documenting case activity could include contacting the victim and case filing date and time. Case files should be maintained on all cases in which investigative activities are ongoing. Case files and records provide an immediate information resource to investigators.

13.1.5 Sharing Investigative Information (E)

If the agency has an investigative function, a written directive describes the periodic sharing of information by the investigative function with other operational components.

Commentary: The purpose of having investigators routinely share information is to stimulate a dialogue and enhance investigative effectiveness between agency investigators and other functional units. Investigators should impart information about current crime trends on campus (or surrounding campus, if applicable) and should seek information on crime from other personnel. Information may be shared at roll-call briefings and through electronic correspondence with other units throughout the agency.

13.2 Special Investigative Operations

13.2.1 Surveillance and High-Risk Operations

If the agency conducts or participates in surveillance operations, covert details, or high-risk warrant service execution, written procedures establish a system for:

- a. *Authorization;*

- b. *Command;*
- c. *Communication; and*
- d. *Documentation.*

Commentary: The intent of this standard is to ensure officers who engage in this activity do so with proper authorization and ongoing support from their superiors. An operations [plan](#), communications strategy, and [deconfliction](#) tactics are imperative for officer safety. All documentation should be managed to maintain the integrity of the investigation, the safety of the officers, and to meet legal and institutional requirements.

13.2.2 Confidential Informants

If the agency uses [confidential informants](#), a written directive establishes procedures, to include:

- a. *Criteria for use of informants;*
- b. *Criteria for eligibility of prospective informants, including the use of juveniles as informants;*
- c. *Approval procedures for recruitment and use of informants;*
- d. *Measures to ensure the protection of the identity of informants;*
- e. *Criteria for compensating informants and documentation of payments;*
- f. *General precautions for the protection of informants and agency personnel;*
- g. *Establishing and maintaining secure informant files, including a list of titles of those personnel authorized to access informant files; and*
- h. *Procedures for purging files of inactive informants.*

Commentary: The use of confidential informants is a sensitive and critical part of many investigations. Procedures established by the agency must ensure adequate safeguards regarding the reliability, confidentiality and security of information. Procedures are also needed to outline the handling of informants as well as steps to take to avoid putting either agency personnel or the informant in a compromising or unnecessarily dangerous position. This directive should include a requirement that records be partitioned and kept secure from unauthorized access. Access to these records should be limited to authorized personnel.

13.2.3 Interview Room Security

A written directive establishes procedures for use of rooms designated for [interviews](#), to include:

- a. *Security concerns, to include a search of the room prior to use;*
- b. *The presence of [weapons](#) in the interview room;*
- c. *Procedures for summoning help, if necessary;*
- d. *Procedures for [continuous](#) monitoring of unattended subjects; and*
- e. *Reasonable subject access to restrooms and water.*

Commentary: The interview room is a commonly used tool in the investigative process. The standard does not require the agency to have a dedicated interview room but does apply to rooms designated and used for interviews. The intent of this standard is to ensure that officers understand and avoid the civil liability that can be incurred when the room is used to hold a person who is not under constant supervision. Constant visual observation can be achieved in person or with video monitoring equipment.

13.2.4 Lineups and Field Show Ups (E)

A written directive describes procedures for eyewitness identifications and trains appropriate personnel in the administration of live and photographic [lineups](#) and [field show ups](#). The written directive shall include, at minimum:

- a. The composition and presentation process for live or photographic lineups designed to prevent opportunities to influence the witness;*
- b. Prescribed instructions to witnesses including a statement that the suspect may or may not be in the lineup or show up, as well as documentation of the exact words used by the witness in identifying the suspect;*
- c. The procedures to be used in administration to the deaf and illiterate or those with limited English language proficiency; and*
- d. Establishing criteria defining when it is appropriate to utilize on-scene identification (field show up).*

Commentary: Prevention of opportunities to influence a witness can further include using sequential presentation and taking steps to prevent inappropriate feedback by the administrator. Prohibition of feedback can be accomplished by instructing or cautioning officers to take steps to avoid influencing witness selection, developing procedures that would prevent such feedback, or by using blind administration. Blind administration refers to using an officer other than the officer constructing the photographic lineup and who does not know the identity of the true suspect to present the lineup to the eyewitness.

13.2.5 Special Investigations

A written directive specifies procedures for receiving, processing, and investigating vice, drug, or organized crime complaints.

Commentary: All agencies have the potential for receiving vice, drug, or organized crime complaints. Processing includes record keeping and dissemination of the information received, and the procedures should specify the scope of dissemination, including notification to the agency CEO. Information shared between agencies should be limited to those directly involved in the investigation and decision makers. Investigative processes should complement other criminal investigation procedures.

13.2.6 Referral to Campus Disciplinary Systems (E)

A written directive describes procedures for referring violations of law or institutional policies to the appropriate institutional disciplinary body, to include:

- a. The title of the agency employee or position responsible for overseeing the process of initiating disciplinary referrals;*
- b. The types of incidents to be referred;*
- c. The institutional office(s) to which referrals should be made;*
- d. The information, evidence, or documents to be included in the referral; and*
- e. The timing of referral submission relative to criminal proceedings.*

Commentary: Referrals by the agency to the student disciplinary process or human resources office are key to ensuring a timely and appropriate response to violations of law or institutional policy. Administrative disciplinary bodies typically have the authority to remove students or employees from the campus for policy violations and therefore play an important role in campus safety. Administrative referrals normally should not be delayed in lieu of criminal proceedings.

13.2.7 Title IX Investigations

A written directive addresses situations in which a Title IX investigation and a criminal investigation occur concurrently, to include:

- a. A requirement that the agency will not cause a Title IX investigation to be delayed pending the outcome of a criminal investigation, except for the collection of evidence; and*
- b. A requirement that the Title IX coordinator have access to agency investigation notes and findings as necessary for the Title IX investigation, as long as it does not compromise the criminal investigation or prosecution of the criminal case.*

Commentary: Title IX requires institutions to investigate reports of [sexual harassment](#) and sexual assault in a timely manner. As required by Title IX, the Title IX investigation often will be conducted concurrently with the criminal investigation. Collaboration with the institution's Title IX coordinator is critical. Discussions about and the implementation of an MOU with local police and prosecutors is highly recommended so that those agencies understand the implications of Title IX on the agency's investigative and disciplinary procedures.

13.2.8 Investigator Training

If agency personnel are responsible for investigating Title IX complaints, they receive training in conducting a civil rights investigation of [sexual violence](#) complaints, to include:

- a. Applicable confidentiality requirements;*
- a. How to investigate non-stranger sexual assault; and*
- b. The use of "clear and convincing" as the evidentiary standard.*

Commentary: None

13.3 Crime Victim Services

13.3.1 Victim and Witness Assistance

A written directive describes the agency's victim/witness assistance function to include, at a minimum:

- a. The role of agency personnel in delivering victim/witness assistance services;*
- b. Providing information to the victim/witness about available services provided by the institution;*
- c. Making information about victim/witness referral services available 24 hours per day; and*
- d. Providing the victim/witness with a number to call if they have further information or questions.*

Commentary: The purpose of crime victim/witness services is to ensure the rights of victims and witnesses are observed and to provide crisis intervention whenever possible. Additionally, the function assures victims/witnesses are treated fairly, with dignity and compassion, to foster and support understanding and cooperation throughout the criminal justice process. Early intervention aims to alleviate short- and long-term psychological and emotional effects of experienced trauma and are a recommended best practice.

13.3.2 Review of Victim/Witness Assistance Needs (time sensitive) (E)

The agency completes a documented [review](#) of victim/witness needs and available services at least once every two years.

Commentary: The agency should identify victim/witness services that it can provide effectively, and those that the agency is in a unique position to provide between first response and the time when (and if) the case is adjudicated. The agency should coordinate its services with other campus offices that may provide similar services.

13.3.3 Assistance When Threatened (E)

A written directive describes the available assistance provided to the victim or witness who has been threatened, intimidated, or further victimized from the time of the preliminary investigation through the adjudication.

Commentary: The agency should inform victims/witnesses of steps to take in the event they feel threatened or intimidated by any involved party.

13.3.4 Death/Injury Notifications

A written directive establishes procedures for notifying next of kin of deceased, seriously injured, or seriously ill persons.

Commentary: The procedures should not be limited to investigators but should apply to officers or any agency personnel that may deliver such notifications, including communications staff.

14 – Collection and Preservation of Evidence

14.1 Evidence Collection

14.1.1 24-Hour Availability of Qualified Personnel

The agency maintains or has access to personnel trained in crime scene processing, equipment and supplies to process crime scenes.

Commentary: When a scene requires evidence processing, personnel with those skills should be readily available. In some cases, crime scene processing personnel could provide direction to on-scene personnel on how to secure the scene. Agencies can have personnel on call for crime scene processing or arrange to acquire such services from another agency.

14.1.2 Collecting/Preserving Evidence

If agency personnel perform an evidence collection function, a [written directive](#) provides guidelines and procedures for the proper identification, preservation and collection of evidence in the field, including the documenting of custodial transfers of physical evidence.

Commentary: Agencies should establish written guidelines ensuring evidence is properly collected, handled and secured. This is critical to maintain the integrity of the chain of custody. It is imperative that evidence is properly marked and tagged, demonstrating chain of custody, for presentation in court. The agency's expectations for collection and handling of evidence must be clear to all agency personnel. The agency also should identify who is responsible for evidence-processing functions. Depending upon the agency, this may be performed by field personnel or specialists. Processing procedures should define the progression of tasks: photographing, sketching, fingerprinting, marking and collection. The policy should address chain of custody for items of evidence.

14.1.3 Photographing/Videotaping (E)

If the agency performs an evidence collection function, a written directive describes procedures concerning the collection, processing and preservation of film photography/digital imaging as well as any videography.

Commentary: Photography and/or videography are important to the collection, processing and preservation of evidence because they document the spatial relationship of evidence in the crime scene prior to collection. Preferably, those trained in photography and videography processes should take the lead in collecting and processing such evidence. If staffing allows, those tasks should be separated. Directives should specify the information to be recorded; when these methods are used; training of personnel who use film and/or digital equipment; storage of original images or documents; and protocols for processing digital evidence, to include gathering and editing, to ensure authenticity.

14.1.4 Fingerprinting (E)

If agency personnel perform an evidence collection function, a written directive describes procedures to be followed in the processing, developing, lifting, labeling and preserving of fingerprint evidence.

Commentary: Agencies must have established procedures for collecting and handling fingerprints from known individuals as well as latent prints, in accordance with statutory and case law. Procedures must address processes for the submission of latent print evidence to national databases, including submitting fingerprint evidence through another law enforcement agency. Furthermore, procedures also must address necessary training for [field personnel](#) responsible for fingerprint collection, to include proper handling, identification, labeling and storage of known and latent prints.

14.1.5 Seizing Electronic Devices (E)

If agency personnel seize and collect electronic devices as evidence, a written directive defines those procedures involving the collection, processing, and preservation of computer equipment seized as evidence, as well as other devices capable of storing electronic data.

Commentary: Electronic devices capable of storing data are extremely prone to damage from such things as electrostatic discharge. Improper care of such devices can damage and render them useless. Agencies should have procedures that direct field personnel in the collection, transportation and preservation of electronic devices, as well as training for personnel who extract and analyze data stored on such devices seized as evidence. Agencies also should make electrostatic shielding bags or containers available to safely store electronic devices. Both field personnel and investigators should be familiar with the proper legal precedent for the search and seizure of such evidence.

14.1.6 Traffic Collisions (E)

If agency personnel collect evidence from traffic collisions, a written directive defines those procedures involving the collection, processing, and preservation of traffic collision evidence.

Commentary: Agencies must have established procedures for collecting and handling traffic collision evidence. If a collision has occurred and the agency provides the prompt collection and preservation of physical evidence, 24-hour traffic collision investigative capability should be available. In many cases, implementing or continuing the investigative process should await completion of certain aspects of the traffic collision investigator's work. Therefore, it is important that the investigator be notified to coordinate their arrival at the scene and to provide instructions to on-scene personnel on how to proceed until they arrive. Agencies may have skilled personnel on call or may arrange to acquire such personnel from another agency. Procedures also should address necessary training for personnel responsible for traffic collision evidence collection, to include proper handling, identification, labeling and storage. The standard does not require the agency to have accident reconstruction capability, even though the evidence could be used in subsequent investigations and reconstruction.

14.1.7 Biological and Perishable Evidence (E)

If agency personnel collect biological and other perishable evidence, a written directive defines those procedures involving the collection, processing, and preservation of biological, serological and other forms of perishable evidence that require preservation.

Commentary: Agencies must have established procedures for collecting and handling biological, serological and other forms of perishable evidence. Procedures must address where biological evidence can be found, steps for avoiding contamination and methods for preserving evidence during identification, collection, and packaging, including refrigeration. Procedures also should

address necessary training for personnel responsible for biological evidence collection, to include proper handling, identification, labeling and storage.

14.1.8 Report Preparation

A written directive specifies requirements for preparing a report by the person processing a crime or traffic collision scene.

Commentary: Documentation of scene-processing tasks at the scene of a crime or traffic collision illustrates chain of custody during trial. The directive may include such elements as date/time of arrival to the scene; location of the crime or collision; and name of victims, witnesses, and suspects if known. Also, actions at the scene should include: taking photographs and measurements, making sketches, listing physical evidence recovered; and assigning a case number. For trained crime scene personnel, documented elements should include date and time the crime scene investigator was called to the scene; the name of the primary investigating officer; disposition of physical evidence obtained or received; and crime scene measurement and forensic information acquired.

14.1.9 Submission for Laboratory Analysis

If agency personnel perform an evidence collection function, a written directive identifies procedures for the submission of evidence to a forensic laboratory, to include:

- a. The person(s) responsible for submitting evidence to the laboratory;*
- b. Packaging requirements of evidence being submitted;*
- c. All documentation required to accompany evidence upon submittal; and*
- d. Obtaining receipts that document the chain of custody.*

Commentary: All items should be submitted in the same way to a forensic laboratory. Chain of custody should be carefully maintained and documented with a transmittal document submitted. Guidelines for evidence transmittals should be clearly described in the directive. The directive also should specify procedures for submission of serological evidence such as blood and blood-stained items, or any other stains, tissues and materials. Large bulky items, such as [firearms](#) and drugs or other items, should be prepared and submitted in accordance with the receiving laboratory's guidelines and requirements.

15 – Property and Evidence Control

15.1 Property and Evidence Control

15.1.1 Property/Evidence Management

The agency identifies property and/or evidence custodian(s) responsible for the management of the storage facility or facilities and their contents and provides appropriate training to those designees.

Commentary: Because of the importance of the property and/or evidence functions, including lost and found, personnel assigned to this function should be identified by job classification, with clear qualifications, skills, and duties. It is suggested that the chain of command, from the Property and/or Evidence Technician to the agency head, be clearly identified. Whenever possible, the chain of command should be shortened or flattened, allowing the agency head to have the most direct access to the property and/or evidence function.

The property and/or evidence function should be identified in the organizational chart and separated from operational units. This separation eliminates the potential conflict of interest between the personnel who collect evidence or property and those who are charged with storing the property and/or evidence.

Due to the technical expertise required and to better manage agency risk and reduce liability, all property and/or evidence personnel should complete an introductory program of instruction in Property and/or Evidence Management, as well as continuing education and training through organizations such as their state Police Officer Standards and Training (POST) organization or the International Association for Property and Evidence (IAPE).

15.1.2 Receipt of Property/Evidence

A [written directive](#) establishes continuous security measures and procedures for receiving all in-custody and evidentiary property obtained by employees into agency control, to include:

- a. Logging all property into agency records prior to the end of the employee's shift or under exceptional circumstances as defined by agency [policy](#);*
- b. Placing property in the appropriate property storage area prior to the end of the employee's shift or under exceptional circumstances as defined by agency policy;*
- c. A written report describing each item of property and the circumstances by which the property came into the agency's possession;*
- d. Guidelines for packaging and labeling of property being stored by the agency prior to submission;*
- e. Special security and control measures for handling and/or storing exceptional, valuable, or sensitive items of property (e.g., money/negotiable instruments, high value items, [weapons](#), drugs, sexual assault kits and biological samples that require refrigeration) while in custody of the agency;*
- f. Procedures describing what efforts agency personnel should make to identify and notify the owner of property in the agency's custody; and*
- g. Procedures for the temporary and final release of property items from the property and/or evidence control functions.*

Commentary: An adequate property and/or evidence management system is necessary to protect the chain of custody and to maintain the agency's credibility with the judiciary and the public. The agency should establish specific controls and ensure strict adherence to all of its policies and procedures governing in-custody and evidentiary property. All evidentiary and property items coming into an employee's possession should be entered into the agency's property management control system prior to the end of the employee's shift. A descriptive [inventory](#) of the property should be documented and all property entered uniformly into storage.

The directive should establish responsibility for and methods of property preparation, labeling, and recording. Detailed instructions and guidelines for properly packaging and storing each kind of property should be available to staff. These instructions and guidelines can be made available in a separate manual.

Items such as money, firearms and controlled substances pose significant security risks for public safety agencies. Placing these items on a shelf in the property room is not sufficient. Additional measures to provide enhanced security within the property room may include the use of a safe or lock and chain to secure firearms and/or the installation of a floor to ceiling chain link barrier. Controlled substances should be packaged in tamper-resistant packaging whenever they are received by, released by, or returned to the property custodian. All containers and packages containing controlled substances should be inspected for tampering as a safeguard against substitution.

Perishable items, such as biological samples, may need to be secured in refrigerated containers. All procedures developed should conform to occupational health and safety standards. The National Institute of Standards and Technology (NIST) and the Department of Justice's National Institute of Justice (NIJ) jointly published a handbook that provides forensic laboratories, law enforcement agencies and the judicial system with state-of-the-art guidelines and recommended best practices for preserving biological evidence. The handbook can be found on the NIST website.

Written reports should be submitted for all property taken into custody by agency employees. Property should be listed in the order it was obtained, and the report should describe the circumstances associated with property custody. Written reports describing the circumstances by which the agency received the property should obviously be more detailed in cases when the property will be used as evidence, as opposed to when it is merely being held for safekeeping. Case numbers should be used to cross-reference the property with the respective report(s).

The directive should clearly define the procedure for removal of any property from the agency's custody. This includes such activities as court, release, further investigation, or any other official purpose. Written documentation should show the uninterrupted chain of custody until final disposition.

Employees should never store property that came into the employee's or agency's possession within personal lockers, desks, vehicles, homes, or other places, as this undermines the security and uninterrupted chain of custody. The directive should strictly prohibit personal use of any agency-controlled evidence/property.

As quickly as possible, consistent with applicable law, evidentiary and stored property should be released back to the owner, if known. Reasonable attempts should be made to locate owners of property in agency custody and notify them of its status. It is recommended that the policy prescribes the responsibilities for identifying the property owner, notifying them of the property's

location, and releasing the property to them. Each activity can appropriately be undertaken by the field officer who seized the property, a detective or investigator, the property officer, or other agency employee as long as specific accountability is established.

15.1.3 Secure Property/Evidence Storage

The agency shall have a designated, secure storage area for in-custody and evidentiary property that has limited access for authorized personnel.

Commentary: The security of every piece of property that the agency has become responsible for should be a major concern. Special security considerations should be given to items such as firearms, weapons, drugs, and money, and high value, large, bulky, and perishable items requiring refrigeration. It is very important not to make any assumptions about the security of the areas where evidence is held, and the area should be surveyed regularly for possible improvements. Precautions also should be taken to ensure that only authorized individuals can enter the area where property is stored to ensure its chain of custody and prevent the alteration, unauthorized removal, theft, or any other compromise of stored property. Anyone not authorized to work unattended in the property and evidence area should document their presence in the area through a logbook or electronic access record and should be accompanied by a Property and Evidence employee at all times. **(COMPLIANCE MAY BE OBSERVED)**

15.1.4 Secure Property/Evidence Temporary Storage

The agency shall have secure area(s) designated for the temporary storage of in-custody or evidentiary property during periods when the property room is closed or not accessible by end of tour of duty.

Commentary: Provisions should be made for the security of every piece of property that comes into the agency's possession when the property room is closed. This can be accomplished through the use of locking temporary property lockers, drop boxes, refrigerators, or specially designed containers. **(COMPLIANCE MAY BE OBSERVED)**

15.1.5 Security of Controlled Substances/Weapons

If the agency uses controlled substances, weapons, or explosives for investigative or training purposes, a written directive establishes procedures for their security and accountability.

Commentary: Some agencies may choose to use controlled substances, weapons, or explosives for investigative or training purposes. It is critical that security protocols for every piece of property used in this manner are established to maintain the security and integrity of those items.

15.1.6 Property Records System

The agency maintains records showing the status of all found, recovered and evidentiary property maintained by the agency.

Commentary: A records system is fundamental to the integrity and accountability of an agency's property management system. The system should reflect the character, type and amount of property maintained by the agency; property location; dates and times when the property was received, transferred and released (i.e., chain of custody); and final disposition. Bar coding has

become a popular property management system. Many computer-aided dispatch (CAD) systems have an integrated property management component.

15.1.7 Audit and Inspections (time sensitive)

A written directive states that property custodians are accountable for all property within their control and addresses, at a minimum:

- a. At least once a year, the person responsible for the property and evidence control function, or his or her designee, inspects the property room for adherence to policies and procedures used for the control of property and evidence;*
- b. At least once a year, the agency's [chief executive officer](#) directs the completion of an [unannounced inspection](#) of all property storage areas and an [audit](#) of property and evidence by an employee not routinely or directly connected with property control;*
- c. Whenever the primary property custodian is assigned to and/or transferred from the property and evidence control function, an [inventory](#) of the property room is conducted jointly by the newly designated primary property custodian and a designee of the agency's chief executive officer, to ensure that records are correct and properly annotated; and*
- d. Whenever a change in the agency CEO occurs, an inventory of the property room is conducted once the new CEO takes control of the agency.*

Commentary: Refer to the Glossary for definitions. The inspection (bullets a and b) is conducted to determine that the property room is being maintained in a clean and orderly fashion, that the integrity of the property is being maintained, that provisions of agency orders or other directives concerning the property management system are being followed, that property is being protected from damage or deterioration, that proper accountability procedures are being maintained and that property no longer needed is being disposed of promptly and appropriately.

The annual audit (bullet b) should be a random sampling of property to satisfy the auditor that policies and procedures are being followed. The person named to conduct the audit should be appointed by the agency's chief executive officer. Under no circumstances should that inspector be appointed by supervisory or command officers having the property function under their control.

The purpose of the inventory (bullets c and d) is to ensure the continuity of custody and does not require the accounting of every single item of property. The inventory should be sufficient to ensure system integrity and property accountability. During the joint inventory, a sufficient number of property records should be reviewed carefully for proper documentation and accountability. The person assuming custody of the property should ensure that all records are current and properly annotated. All discrepancies should be recorded prior to the assumption of property accountability by the newly appointed custodian. Bullets c and d apply only when there is a change in the personnel identified in the bullets.

15.1.8 Timely Disposition of Property (E)

Final disposition is completed within twelve months after legal requirements have been met for all found, recovered and evidentiary property maintained by the agency.

Commentary: Documented procedures should ensure that property is disposed of or released in a timely fashion. Whenever possible, found property or evidentiary items should be returned to the owners, if known. In those cases where the owner is not known and items cannot be

returned to the rightful owner, procedures should be in effect that describe how and when property will be disposed of. These procedures will help ensure that owners are not deprived of their property any longer than is necessary, and that there is enough room to store new evidence and found property that comes into the agency. Release of property should conform to applicable state statutes and/or city and county ordinances.

16 – Records and Information Management

16.1 Reports and Records System

16.1.1 Field Reporting System

A [written directive](#) establishes a field reporting system, to include:

- a. Guidelines defining the circumstances when reports must be written;
- b. Required information;
- c. Forms to be used;
- d. Deadlines and procedures for submitting reports; and
- e. Process for supervisory review.

Commentary: None.

16.1.2 Required Incident Reporting

A written directive requires a record of the following instances:

- a. Reports of crimes and/or violations of institutional policy;
- b. Calls for service or assistance to individuals on campus property;
- c. Cases resulting from officer-initiated activities;
- d. Assists to outside agencies performing official duties on campus property; and
- e. Cases resulting in arrests, citations, or summonses.

Commentary: The institution often relies on agency records to compile Clery statistics. The agency's directive should require that a report be generated for any criminal offense, fire, or Violence Against Women Act–specified incident that occurs in the agency's Clery-reportable geography. Documentation of assistance to outside agencies should not be limited to outside police, EMS, or fire agencies and should include documentation of assistance to other institutional departments or divisions. In some circumstances, a report, as defined in Standard 16.1.1, should be required. Other activities may be documented through a computer-aided dispatch system or similar procedure.

16.1.3 Case Numbering System

A written directive establishes an incident numbering system, ensuring that a unique number is assigned to each incident or report.

Commentary: None

16.1.4 Status of Initial Reports (E)

A written directive establishes a process for tracking the status of reports.

Commentary: None.

16.1.5 Alphabetic Master Name Index (E)

The agency maintains an alphabetic master name index.

Commentary: The master name index may be maintained electronically or in hard copy.

16.1.6 Classification of Records (E)

The agency has the ability to classify and recall incident records by type and location.

Commentary: None

16.1.7 Records Retention Schedule (E)

A written directive describes a records retention schedule for all agency records in accordance with federal, state and institutional requirements.

Commentary: None

16.1.8 Records of Traffic Citations

If the agency issues traffic citations, a written directive establishes procedures for maintaining records, to include:

- a. Issuing citation forms to officers;*
- b. Accounting for citations; and*
- c. Storing citations in a secure area.*

Commentary: Traffic citations do not include parking tickets.

16.1.9 Arrestee's ID Number and Criminal History

The agency maintains an arrest history of all persons who have been summoned, cited or subjected to a custodial arrest by the agency.

Commentary: Agencies should be able to produce records of all individuals who have been charged with a crime by the agency.

16.1.10 Security of Central Records Computer

A written directive describes security measures for the agency's computerized records, to include:

- a. The title of the individual designated as system administrator for the records management computer system;*
- b. Data backup and recovery procedures;*
- c. Physical security measures; and*
- d. Password administration procedures.*

Commentary: The system administrator should be proactive to ensure both the physical and electronic security of computer hardware and software. The agency should pay particular attention to password security if student employees work near computers capable of accessing central records. Attention should also be given to network security issues, which may involve consultation with the institution's IT department.

16.1.11 Security of Records

A written directive establishes the central records function and procedures for:

- a. Records storage;*
- b. Records security; and*
- c. Records retrieval, including during non-business hours.*

Commentary: While the majority of records may be kept and secured electronically, the directive also should consider the storage and retrieval of paper reports, if kept, as well as any attachments that may not be stored electronically. The standard does not require general access to otherwise closed records areas during non-business hours but rather a method by which the records could be retrieved if necessary.

16.2 Reports and Records Distribution

16.2.1 Distribution of Reports and Records

A written directive establishes procedures and authority for report distribution in alignment with the laws within the agency's jurisdiction and educational privacy laws, to include:

- a. Distribution to other departments within the institution;*
- b. Distribution to outside law enforcement agencies;*
- c. Distribution to insurance companies;*
- d. Distribution to the public, including students and parents; and*
- e. Distribution to agencies and companies conducting background investigations.*

Commentary: Attention should be given to the institution's position on which agency records, if any, are subject to educational privacy laws (i.e., FERPA).

16.2.2 Collecting/Submitting Crime Data

A written directive describes the process for collecting and submitting crime data to the applicable governmental reporting program(s).

Commentary: Law enforcement agencies within the United States are required to fully participate in the record keeping functions of the Uniform Crime Report (UCR) and the National Incident Based Reporting System (NIBRS). Reporting procedures for state submissions will vary by state and also may differ depending upon the agency's sworn status. Submission of crime data to the U.S. Department of Education's campus crime collection program is also mandatory for all U.S. colleges and universities and is addressed by Standard 16.3.1.

16.2.3 Access to Criminal Histories

A written directive establishes procedures for the access to and release of criminal history records of subjects arrested by the agency.

Commentary: The directive should be in accordance with local, state and federal laws regarding the release of criminal history records.

16.2.4 Public Records Requests

A written directive establishes authority and procedures for the receipt, processing, approval/denial, and release of information via public record requests as stipulated by federal, state and local laws.

Commentary: Federal, state and local laws were designed to guarantee that the public has access to public records of government bodies. States refer to such laws differently [i.e., State Public Records Act (CA) / Public Information Act (TX) / Freedom of Information Law (NY)]. It is essential that directives limit the agency's or institution's liability risk exposure by ensuring adherence to federal, state and local laws including, but not limited to, response timelines, approvals and denials.

16.3 Annual Campus Security Report

16.3.1 Agency's Role in Annual Campus Security and Fire Safety Reports (time sensitive)

A written directive defines the role of the agency in preparing:

- a. The institution's Annual Campus Security Report; and*
- b. The institution's Annual Fire Safety Report.*

Commentary: The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act), codified as 20 USC 1092 (f) as part of the Higher Education Act of 1965, is a federal law that requires colleges and universities to disclose both timely specific information and annual summary information about campus crimes and security policies. All public and private institutions of postsecondary education participating in federal student aid programs are subject to the Clery Act. The 2008 Revision included changes in the testing of emergency response/evacuation procedures, fire safety, missing persons and program participation agreement policies within the annual campus security report. For the most current information, consult the Department of Education's Campus Security website at www.ed.gov/admins/lead/safety/campus.html.

The annual campus security report and annual fire safety report must be reviewed and updated annually as either one cohesive document or two separate documents per federal requirements (and any other state, county, provincial, or locally required law or regulation).

Congress has charged the Department of Education (DOE) with administering the requirements of the Clery Act, and as such the DOE is the authority having jurisdiction over compliance with the act. Compliance with the standards contained in this chapter as they pertain to the Clery Act is in no way intended by IACLEA for agencies to conclude compliance with federal law.

16.3.2 Timely Warnings

A written directive delineates the procedure for providing timely warnings about reported crimes to the campus community in a manner that will aid in the prevention of similar crimes, and includes, at a minimum:

- a. A protocol for the timely review of all offenses that are subject to disclosure in the Annual Campus Security Report and have been reported to campus security authorities or local police authorities as identified under the institution's statement of current campus policies to determine if they represent a serious or continuing threat to students and employees; and*

b. A system of notification.

Commentary: As with the Annual Campus Security Report, the timely warning requirement applies to any of the enumerated offenses that have been reported to campus security authorities. While there is no requirement to do so, institutions are encouraged by the Department of Education to request that the local police inform the institution immediately about crimes that may require timely warnings. An institution is not required to provide a timely warning with respect to crimes reported to a pastoral or professional counselor. A timely warning is expected to be distributed quickly (i.e., as soon as pertinent information is available). It must be distributed community-wide (i.e., reasonable likely to reach the entire campus community) with a goal of aiding in the prevention of similar crimes.

16.3.3 Daily Crime Log

The agency maintains a written, easily understood daily crime log that records, by the date the crime was reported, any crime that occurred on campus, on a non-campus building or property, on public property, or within the patrol jurisdiction of the campus law enforcement, security or public safety agency and is reported to the campus agency. This log includes at a minimum:

- a. The nature, date and time of occurrence, and general location of each crime; and*
- b. The date reported and disposition of the criminal complaint, if known.*

Commentary: The breadth of the daily crime log requirement is greater than for the Annual Campus Security Report, in that it applies to any and all crimes that have been reported to the campus agency, not only to those categories subject to annual statistical disclosure. The daily crime log may be created and posted electronically, in hard copy, or both, but all log entries for the most recent 60-day period must be available for public inspection during normal business hours. If the log is maintained in an electronic format, provisions should be made on site for public access to a viewing terminal or a hard copy printout upon request. The agency must make any portion of the log older than 60 days available within two business days of a request for public inspection. In addition, agency personnel should understand the geographical reporting distinctions associated with the Clery Act.

16.3.4 Fire Log

If the agency is responsible for maintaining the institution's fire log, it is a written, easily understood log that records any fire that occurs in an on-campus student housing facility and contains, at a minimum:

- a. The date the fire was reported;*
- b. The nature, date and time of the fire; and*
- c. The general location of the fire.*

Commentary: Agencies are permitted to incorporate fire incidents into the daily crime log as long as the information pertaining to each fire incident complies with Clery Act fire requirements.

17 – Critical Incident and Emergency Management

17.1 Critical Incident and Emergency Planning

17.1.1 Critical Incident Planning

A [written directive](#) identifies the position(s) in the agency responsible for planning the agency response to critical incidents.

Commentary: The definition of “[critical incident](#)” can be found in the Glossary. If the public safety agency is not responsible for emergency management, it should coordinate with the institutional department that has responsibility.

17.1.2 All-Hazards Plan

A written all-hazards [plan](#) addresses the prevention of, preparation for, response to and recovery from critical incidents; the plan is based on the National Incident Management System (NIMS) and the Incident Command System (ICS) and will identify the role of the agency and its personnel in any institutional critical response plan.

Commentary: The plan should include specific incident plans for the agency’s response to human-made and natural critical incidents as identified by the agency. These should include but not be limited to bomb threats, natural critical threats inherent in the geographical area of the institution, and other high-risk, human-made critical incidents. The plan also should identify the responsibilities of all command and general staff positions in any critical incident for command, operations/intelligence, planning, logistics and finance/administration functions.

17.1.3 Plan Review (time sensitive)

The agency conducts an annual [review](#) of the all-hazards plan, to ensure it is current and integrates into the institutional response plan.

Commentary: Agencies should be familiar with their role in the institution’s plan, as well as the plan of the community within which the institution resides. Certain sections of the plan may receive a heightened review in some years due to a variety of circumstances, however, the plan should be reviewed in its entirety. A written acknowledgment of the review should be filed annually.

17.1.4 Emergency Notifications

A written directive defines the role of the agency in initiating emergency notifications for a significant emergency or dangerous situation involving an immediate threat to the health or safety of students or employees, and includes at a minimum:

- a. A description of the process used to confirm a significant emergency or dangerous situation;
- b. A description of the process used to identify the campus population to be notified;
- c. A description of the process used to determine the content of the notification;
- d. A description of how the notification system is initiated;
- e. A requirement that an emergency notification be made to the campus community immediately upon the confirmation of a significant emergency or dangerous situation

involving an immediate threat to the health or safety of students or staff occurring on or reasonably contiguous to the campus;

- f. A requirement that adequate follow-up information is provided to the community as needed once an emergency notification is made; and*
- g. A requirement that the only reason the institution will delay the issuance of a notification for a confirmed emergency or dangerous situation would be if doing so would compromise efforts to assist a victim or contain, respond to, or mitigate the emergency.*

Commentary: A “significant emergency or dangerous situation involving an immediate threat” is more than a critical or emergency incident. It encompasses an imminent or impending threat, such as an active shooter incident or an approaching tornado, hurricane or other extreme weather event.

Confirmation means that an institution official (or officials) has verified that a legitimate emergency or dangerous situation exists. Confirmation does not necessarily mean that all of the pertinent details are known or even available. It is important to describe how an emergency incident will be confirmed or verified. It is not enough to state that “the situation will be evaluated.” The process of who makes that judgment, and how, must be described.

A statement of current campus and agency policies regarding immediate emergency response and evacuation procedures and emergency notification procedures should be in place, including the use of all electronic and cellular communication methods.

17.1.5 Emergency Response and Evacuation Testing Procedures (time sensitive)

A written directive defines the agency’s role in participating in a testing of campus emergency response and evacuation procedures, to include:

- a. At least one test a year;*
- b. Maintaining documentation describing each test (exercise and drill) to include a description, date, time and whether the test was announced or unannounced; and*
- c. Distribution of a notice publicizing the emergency response and evacuation procedures to the campus community in conjunction with the test.*

Commentary: To comply with the Clery Act requirement, a campus emergency response and evacuation procedure test must meet all criteria in the following definitions.

- Test is defined as regularly scheduled drills, exercises, and appropriate follow-through activities, designed for assessment and [evaluation](#) of emergency plans and capabilities.
- Drill is defined as an activity that tests a single procedural operation.
- Exercise is defined as a test involving coordination of efforts.

According to the U.S. Department of Education, “anyone who would be expected to respond to an emergency should participate in the test of that emergency response plan.” Publicizing emergency response and evacuation procedures in conjunction with at least one test per calendar year is required. Distribution of the community notice cannot be accomplished only by placing it on a website.

17.2 Critical Incident Training

17.2.1 Incident Command System (ICS) Training

Applicable employees are trained in the Incident Command System and in the responsibilities of the command and general staff positions.

Commentary: Based on an employee's position within the agency and the duties and responsibilities they might have within the Incident Command System, they should be trained in various FEMA-offered classes or courses.

17.2.2 Chemical, Biological, Radiological, Nuclear or Explosive (CBRNE) Level Awareness and Guidelines (E)

The agency has awareness level training and written guidelines for applicable employees responding to incidents involving any of the following: chemical, biological, radiological, nuclear or explosives.

Commentary: None.

Glossary

ANALYSIS

A systematic process of reviewing agency records, reports, processes and procedures to identify and examine patterns or trends. The documented analysis should include plans of action to address training needs, policy modification or agency liability, as well as agency successes.

ARREST

The restraint of the liberty of a person to come or go as he or she pleases, no matter how slight. An individual has been arrested when he or she is not free to go, regardless of whether formal words of arrest have been used.

The act of depriving a person of his/her liberty by legal authority, with or without a warrant including the authority to physically remove a person from their location and taking the person to a place of confinement or judicial authority.

ARRESTEE

Someone being held in custody or confinement (may be under physical restraint).

ARRESTEE PROCESSING

The performance of a series of actions to confirm and/or record the identity of a detainee, undertaken as a single, continuously monitored activity.

AUDIT

The methodical examination and review of a random sampling of records, items or activities, but no less than ten percent, to ensure compliance with established controls, policies and operational procedures, and to recommend any necessary changes. An audit may also be used to update agency policies and procedures to known or emerging best practices.

AUXILIARY EMPLOYEE

A uniformed or non-uniformed person who contributes to the mission of the agency in a support capacity but is not paid. Included are law enforcement cadets, explorers, senior citizen groups or other volunteer groups.

BIASED POLICING

The selection of an individual, based solely on a trait common to a group, for enforcement action. This includes but is not limited to race, ethnic background, gender, sexual orientation, religion, economic status, age, cultural group, or any other identifiable group.

BIENNIAL

Happening every two (2) years.

CHIEF EXECUTIVE OFFICER (CEO)

The duly authorized top administrator of the campus public safety agency, who possesses ultimate command authority for the operation of the agency.

CHOKER HOLD

A physical maneuver that restricts an individual's ability to breathe by compressing the airway for the purposes of incapacitation.

CONFIDENTIAL INFORMANT

A person who gathers and provides information to an agency, often secretly, in exchange for personal gain, such as cash or leniency in punishment for his/her own crimes. Unlike witnesses, informants are motivated by self-advancement.

CONTINUOUS

Uninterrupted in time; without cessation.

CONTRACT GUARDS

An employee of a commercial, nongovernmental organization, who is hired by the institution to perform police or security functions. The officer may be sworn or non-sworn but serves in long-term employment and not as an episodic helper for short-term situations.

CRITICAL INCIDENT

An occurrence that causes, or may cause, substantial property damage or personal injury and that requires an emergency response to protect life or property. The event may be natural, accidental or human made. Critical incidents are those that require supplemental resources be summoned to the scene, including but not limited to police, fire, EMS, tactical, public utility, facilities, and/or media relations staff.

DEADLY FORCE

Force that is likely to cause death or great bodily harm and includes but is not limited to: (1) the firing of a firearm in the direction of the person to be arrested, even though no intent exists to kill or inflict great bodily harm; and (2) the firing of a firearm at a vehicle in which the person to be arrested is riding. The terms "deadly force" and "lethal force" are considered synonymous and may be used interchangeably.

DECONFLICTION

The process of determining when law enforcement personnel are conducting an event in close proximity to one another at the same time. Events include law enforcement actions such as raids, undercover operations, surveillance, or executing search warrants.

DIRECTIVE

See "WRITTEN DIRECTIVE"

ELECTRONIC CONTROL WEAPON (ECW)

A device that uses electricity to impair voluntary motor responses or to cause discomfort to gain compliance; overcome resistance; or capture, control, and facilitate constraint. These devices are also called Conducted Energy Weapons (CEW).

EMERGENCY

An actual or potential condition that poses an immediate threat to life or property. In the context of mutual aid, it means a situation that exceeds a local agency's capability to counteract successfully.

EMPLOYEE

All agency employees, regardless of role or function.

EQUAL EMPLOYMENT OPPORTUNITY

The provision of equitable opportunities for employment and conditions of employment to all employees regardless of race, creed, color, age, gender, religion, national origin, or physical impairment.

EQUAL EMPLOYMENT OPPORTUNITY PLAN

A document designed to state the steps the agency intends to take to ensure there are no artificial barriers that would prevent members of a protected group from a fair and equitable opportunity to be hired, promoted, or otherwise take advantage of employment opportunities.

EVALUATION

A systematic determination of a subject's merit, worth and significance to enable reflection and assist in the identification of future change(s).

FIELD PERSONNEL

Members who, by virtue of their assignment, have routine contact with the general public while not in a traditional office setting. Field personnel may be sworn or non-sworn.

FIELD SHOW UP

An identification procedure in which an eyewitness is presented a single suspect for the purpose of determining whether the eyewitness identifies this individual as the perpetrator.

FIELD TRAINING

A structured and closely supervised program provided to recruit/probationary officers to facilitate the application of skills and knowledge obtained in the academy/classroom to actual performance in on-the-job situations.

FIELD TRAINING OFFICER (FTO)

An officer who has been carefully selected and trained to deliver the field training program to recruit/probationary officers.

FIREARM

A weapon incorporating a metal tube from which bullets, shells, or other missiles are propelled by explosive force, such as a rifle, pistol, or other portable gun.

FOLLOW-UP INVESTIGATION

An extension of the preliminary investigation. Its purpose is to provide additional information to close a case, arrest an offender, and/or recover stolen property. An investigation may include the following activities: (1) identifying and apprehending the offender; (2) collecting, preserving, analyzing and evaluating evidence; (3) recovering stolen property; (4) interviewing victims and witnesses; (5) interrogating suspects; (6) determining in detail the exact circumstances of the offense; (7) determining if other crimes may have been committed by the suspect; (8) reporting information obtained; and (9) preparing the case for court presentation.

FUNCTION

A general term for the required or expected activity of a person or an organizational component, for example: patrol function, communications function, crime analysis function.

HAZARDOUS MATERIALS

Any liquid, gas or solid compound that could be injurious to animal, vegetable or human life.

IN-SERVICE TRAINING

Instruction, in addition to recruit training, intended to enhance knowledge, skills, or abilities that may include periodic retraining or refresher training, specialized training, career development, promotional training, advanced training, or roll-call training.

INSPECTION

A comparison of an individual or an organizational component against established standards, such as policies, procedures, practices, or expected behaviors. Organizational component inspections are commonly referred to as staff inspections and encompass a full-scale review of the current operations of a unit or section of the agency. Inspection can also include all aspects of administration, personnel policies, directives, equipment and facilities.

INSTITUTION

The college, university, or educational institution within which the campus public safety agency functions.

INSTRUCTOR

A person who educates others or teaches a skill such as driving or self-defense. Synonymous with trainer.

INTERROGATION

A type of interview that is accusatory and persuasive in nature and is conducted for the purpose of eliciting a confession. A suspect need not be in custody for an interrogation to occur.

INTERVIEW

A conversation between officers and persons who are thought to have knowledge sought by the officer, whether those persons are victims, witnesses, suspects, or anyone who may possess relevant information. An interview may be relaxed and informal or highly structured and formal, depending on the circumstances.

INVENTORY

A detailed, itemized often descriptive, list or report, recording the items in one's possession or the process of making such a list or report.

JOB DESCRIPTION

A description of the tasks, duties, responsibilities and working conditions associated with a job. A job description generally contains information on what the employee will do; skills, knowledge, and abilities (SKAs) the job requires; and the job's working conditions and physical demands.

LESSON PLAN

A detailed format an instructor uses to conduct a course. A lesson plan may include goals, specific subject matter, performance objectives, references, resources and method of evaluating or testing students.

LESS-LETHAL WEAPON

Force that is not likely to cause death or great bodily harm. The terms "non-deadly force," "less-than-lethal force" and "less-lethal force" are considered synonymous and may be used interchangeably.

LINEUP (Photographic)

An identification procedure in which an array of photographs, including a photograph of the suspected perpetrator and additional photographs of other persons not suspected of the offense, are displayed to an eyewitness either in hard copy form or via computer for the purpose of determining whether the eyewitness identifies the suspect as the perpetrator.

MUTUAL AID

A formal agreement or legal authority among emergency responders to lend assistance across jurisdictional boundaries when required by an emergency or disaster that exceeds local resources. This assistance includes but is not limited to such resources as facilities, equipment, services, supplies and personnel.

NON-SWORN OFFICER

An agency employee who acts as a first responder and whose principal responsibility is campus security and public safety. See "OFFICER."

OBJECTIVELY REASONABLE

The reasonableness of a particular use of force is based on the totality of circumstances known by the officer at the time of the use of force and weighs the actions of the officer against the rights of the subject, in light of the circumstances surrounding the event.

OFFICER

An agency employee, sworn or non-sworn, who performs a police or security function to include routine patrol, building security, emergency response and follow-up investigation. The term "officer" does not apply to clerical personnel or those employees in a strictly administrative role.

PART-TIME OFFICER

Any person employed or appointed less than full time, as defined by an employing agency, who is vested with the same authority as full-time officers. Included are seasonal employees who may work full-time schedules during the academic year and are furloughed during non-peak times.

PATROL

The deployment of officers to repress and prevent criminal activities, investigate offenses, apprehend offenders, and furnish day-to-day law enforcement and/or security services to the campus.

PERFORMANCE EVALUATION SYSTEM

A formal process used to measure the level of effectiveness of an employee and to improve future work habits. Measurable and job-related objectives are used to measure work performance.

PLAN

A detailed scheme, program, or method worked out in advance for the accomplishment of an objective, proposed or tentative project, or goal. A plan may be a systematic arrangement of details, an outline, a drawing or a diagram.

POLICY

A written directive that is a broad statement of agency principles. Policy statements may be characterized by such words as “may” or “should” and usually do not establish fixed rules or set procedures for conduct of a particular activity, but rather provide a framework for development of procedures and rules and regulations. Policy is not necessarily specific but rather reflects intent, concepts and philosophy.

PROCEDURE

Provides specific guidance for an operation or activity. Procedure serves to define the policy and provides an acceptable method for carrying it out. A manner of proceeding, a way of performing or affecting something, an act composed of steps, a course of action, a set of established forms or methods for conducting the affairs of the agency.

PURSUIT

An active attempt by an officer, operating in a vehicle, to apprehend one or more occupants of another moving motor vehicle, where the driver of the fleeing vehicle is aware of the attempt and is resisting apprehension.

RATER

The individual who conducts the first-level evaluation of an employee’s performance, typically the employee’s immediate supervisor or another employee with the best first-hand knowledge of the employee’s performance.

REMEDIAL TRAINING

Instruction conducted to correct an identified deficiency.

RESTRAINING DEVICES

Equipment used to restrict the movement of a prisoner/detainee.

REVIEW

A formal examination or study, with the possibility of instituting change, if necessary. A review is less critical or analytical than an “analysis.”

REVIEWER

The individual who examines and approves a rater’s performance evaluation of another employee.

ROLL-CALL TRAINING

Short training or informational sessions held just prior to, or just after, a member’s tour of duty.

RULES AND REGULATIONS

Specific guidelines describing allowed and prohibited behavior, actions, or conduct.

SECURITY SURVEY

A thorough physical assessment of a facility and/or its operation to examine the risks that assets are exposed to and review the measures that are in place to enhance safety, protect property and mitigate risk and liability. A survey is conducted to identify vulnerabilities and make recommendations on how these risks may be minimized or eliminated.

SEMIANNUAL

Occurring every six (6) months or twice a year.

SEXUAL HARASSMENT

Sexual harassment is unwelcome conduct of a sexual nature. It includes unwelcome sexual advances, requests for sexual favors, and other verbal, nonverbal, or physical conduct of a sexual nature.

SEXUAL VIOLENCE

Sexual Violence (i.e., rape, sexual assault, etc.) occurs when physical, sexual activity is engaged in without the consent of the other person, or when the other person is unable to consent to the activity. This activity or conduct may include physical force, violence, threats, intimidation, ignoring the objections of the other person (coercion), causing the other person's intoxication or incapacitation (through the use of drugs or alcohol) or taking advantage of the other person's intoxication (including voluntary intoxication). Age and disability can also be factors when determining whether someone can or cannot consent to sexual activity. All such acts of sexual violence are forms of sexual harassment covered under Title IX.

SPECIAL EVENT

An activity that results in the need for control of traffic, crowds, or crime. Special events are normally time-specific, short-duration events, but they may be extended over a longer period.

SPECIALIZED TRAINING

Training to enhance skills, knowledge and abilities taught in either recruit or other in-service programs. Specialized training may address supervisory, management, and/or executive development training, or it may include technical and job-specific subjects, e.g., homicide investigation, fingerprint examination, or juvenile investigation.

SPECIAL PURPOSE VEHICLE

A vehicle that requires special training or authorization for deployment that is used because of weather, terrain, or the need for inconspicuous appearance, quietness, storage requirements, special operational needs, e.g., SWAT trucks, bomb disposal vehicles, mobile command posts, all-terrain vehicles (ATVs), personal watercraft, boats, aircraft, prisoner transport vehicles, motorcycles, bicycles, and animals.

SUPERVISOR

An employee responsible for the day-to-day performance of a group, function or unit, whose job is to oversee and guide the work or activities of a group of other people.

SWORN OFFICER

An agency employee conferred with general police powers in furtherance of his/her employment with the agency, including the ability to make a full-custody arrest. See "OFFICER."

TEMPORARY DETENTION

The unattended confinement of an arrestee in the agency's facility not to exceed limits as specified by state or local law.

TEMPORARY DETENTION AREA

A location within the law enforcement agency, used for a brief period to process, question, arraign, or test individuals who are in the custody or care of the law enforcement agency. These areas would only be used until the processing is completed prior to the release of the person or until the person appears before a member of the judiciary.

VASCULAR NECK RESTRICTION

A technique that applies pressure to the lateral portions of the neck to incapacitate individuals by restricting the flow of blood through the carotid arteries to and from the brain.

WARNING SHOT

A gunshot, fired into the air or a nearby object, intended to be harmless but used to call attention and demand some action of compliance.

WEAPON

Any implement or device that can be used with the intent to inflict damage or harm.

WRITTEN DIRECTIVE

A document used to guide the actions of members and establish agency policy and procedures/practices. The document may be generated from within or outside of the agency. Examples of written directives include but are not limited to policy statements, standard operating procedures, general orders, memoranda, union contracts, laws, written orders, and instructional materials.