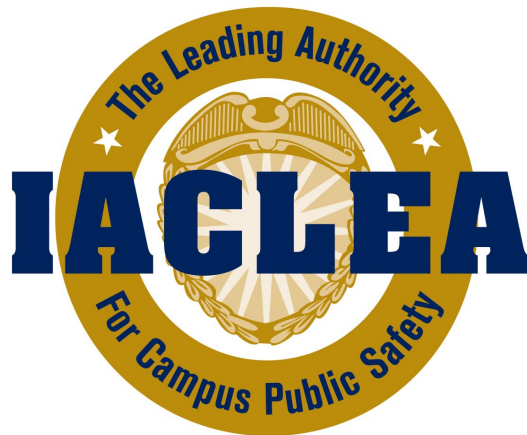


IACLEA Accreditation Standards Manual

First Edition; Revision 4

**International Association of
Campus Law Enforcement Administrators**



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Acknowledgement

The Accreditation Commission of the International Association of Campus Law Enforcement Administrators (IACLEA) wishes to express its appreciation to the state law enforcement accreditation organizations that granted access to their materials and served as resources in the development of this manual.

- ❖ The Commission for Florida Law Enforcement Accreditation
- ❖ The Georgia Law Enforcement Certification Program
- ❖ The Kentucky Association of Chiefs of Police Accreditation Program
- ❖ The Missouri Police Chiefs Charitable Foundation
- ❖ The New York State Law Enforcement Accreditation Program
- ❖ The Texas Police Chiefs Association Foundation
- ❖ The Virginia Law Enforcement Professional Standards Commission
- ❖ The Washington Association of Sheriffs and Police Chiefs

Many of the standards contained in this manual are consistent with or drawn from those developed by the above-mentioned organizations. Their willingness to share and collaborate further validates their commitment to accreditation and the ongoing professionalization of the public safety community.

The IACLEA Accreditation Commission also acknowledges the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA), which has served as a model for law enforcement accreditation services for more than thirty years.

This Standards Manual represents the efforts and contributions of countless Association members, including police chiefs, public safety directors, accreditation managers, assessors and team leaders. However, the development and timely completion of this project would not have been possible without the combined hard work and unselfish dedication of the following individuals:

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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 a department 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*," it is the IACLEA's intent 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 215 standards organized into eighteen (18) 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.

Each standard is composed of two 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. 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." If applicable, the standard statement is binding on the agency. When standards include itemized or bulleted lists, the "bullets" are also required.

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. For some standards, an assessor may verify compliance through observation. These standards are clearly marked at the end of the commentary in **bold letters**.

There are two types of standards: 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 contemplate what functions they do, or should, perform. The Commission intentionally avoided labeling standards as applying strictly to sworn or non-sworn agencies. As an aid, however, the Commission makes limited use of the terms “sworn officer” and “police” to deliberately identify those standards not intended to apply to non-sworn agencies.

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 department, whether sworn or non-sworn. Likewise, an *Officer* may be sworn or non-sworn. Contracted employees may also be considered “officers” if the agency has direct control over their day-to-day activities; however, contracted event security staff are generally not considered to be contracted “officers” for purposes of the standards.

Once accredited, agencies are expected to maintain compliance with the standards and live by the letter and spirit of the standards. It is presumed that agencies operate in compliance with their written directives.

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.

Unless otherwise directed by the Commission, new or amended standards are effective upon publication. Modifications of the Standards Manual are issued through Change Notices and the promulgation of a revised Manual. The Change Notices, numbered in the sequence of their

issuance, will be posted on the IACLEA website (www.iaclea.org) along with an up-dated version of the Manual.

Agencies seeking initial accreditation or reaccreditation must demonstrate compliance with the new or amended standards at their first assessment following the publication dates of the standards. However, if those assessments occur within one year after the publication of new or amended standards, agencies may delay compliance for up to one year after the enactment dates of those standards.

Issues concerning the standards or the accreditation process may originate from several sources, including agency personnel, assessors, staff, Commissioners, or the campus community. The Standard Revision Request Form may be used to recommend modifications to standards. 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

There are five (5) steps to the IACLEA accreditation process.

1. **Application** – Departments 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. Departments are also encouraged to thoroughly review the *IACLEA Accreditation Standards Manual*. A 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 department makes the voluntary decision to begin the IACLEA accreditation process, it submits the completed application form and a fee of \$150. IACLEA staff will then forward a second package to the agency, containing an Accreditation Agreement, an invoice, a Department Profile Questionnaire (DPQ), and the *IACLEA Accreditation Process Manual*.

2. **Self-Assessment** – The department 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 will be 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 department. The assessors' relationship with the candidate department is non-adversarial. Assessors will provide on-site feedback to the department 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 subset 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 department must remain compliant with all applicable standards. The department 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 department will be required to re-apply to IACLEA for consideration for reaccreditation.

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 it.

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. In addition, agency personnel should understand the geographical reporting distinctions associated with the Clery Act.

1.1.3 Mission, Values and Philosophy

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

Commentary: This directive should clearly address all three required statements – mission, values and philosophy. Ideally, the agency's mission, values, and philosophy 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 educational mission 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. Sworn employees in particular need to understand how their role as sworn law enforcement officers supports the overarching institutional mission.

1.1.4 Written Directive System (time sensitive)

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

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; and*

- e. *Outline the process for an annual review of all policies, procedures and directives.*

Commentary: While not required, it is recommended that the agency solicit feedback on policies that affect other departments within the institution. For example, directives involving residence halls should be vetted through the office of residence life or student affairs departments. Doing so helps to maintain a productive dialogue between the agency and other departments and helps to generate confidence and support for agency practices from stakeholders within the institution.

Directives should be reviewed annually to ensure consistency with applicable state law and institutional policy. Changes to statutes, institutional directives and court decisions can influence agency policy and procedure. The system should also track the history of changed directives so that previous versions can 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: None.

1.1.6 Obeying Lawful Orders

The agency has a written directive that requires officers to obey any lawful order of a superior, 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.

1.2 General Management

1.2.1 Maintenance of Cash Accounts (time sensitive)

The agency has a written directive that establishes procedures for collecting, safeguarding and dispersing 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 persons, by name or position, who are 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.

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)

A written directive requires that equipment, including stored agency property, is in a state of operational readiness and is inspected at least twice per year.

Commentary: To ensure the operational readiness of emergency response equipment, such as special weapons, tactical gear, and equipment stored for use in a disaster, it must be maintained and periodically inspected. Response plans should list the types and numbers of supplies 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

The agency has a written directive requiring 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, the applicable policies of their institution, and support its educational mission.

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.

2.1.2 Affirmation of Duty for Non-Sworn Officers

The agency has a written directive requiring all non-sworn campus public safety officers, prior to assuming their duties, to take and subsequently abide by a declaration to enforce institutional policies and support the educational mission of their institution.

Commentary: It is important that officers in an organization understand all of their responsibilities including those to their institution.

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 biennial ethics 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 organization. Training and delivery methods may be determined by the organization but must deal directly with position-related ethical issues. Ethical behavior is the foundation for all public safety employees upon which community trust and respect is built.

2.1.4 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 are required to ensure officers understand what respective authority and responsibilities are or are not vested in their positions.

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 should help ensure that they are conducted in a professional manner. Procedures that ensure individual constitutional requirements and access to counsel are obviously critical for sworn agencies. Non-sworn agencies should also address some of these issues, so that there are no misconceptions by agency personnel regarding 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 caution must be taken to ensure legal requirements are met. There should be a process to document or record the circumstances of the field interview and the information collected.

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

2.2.2 Procedures – 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.

2.2.3 Alternatives to Arrest (E)

A written directive describes the circumstances when sworn personnel may exercise alternatives to arrest.

Commentary: It may be appropriate for agencies to articulate when minor infractions should be handled through campus disciplinary procedures in lieu of an arrest.

2.2.4 Search and Seizure with a Warrant

A written directive governs the execution of search warrants by sworn officers.

Commentary: The directive should also contemplate those times when outside agencies serve search warrants on campus, and what protocols the agency has in place when that occurs. Federal privacy laws pertaining to student records should also be addressed when developing the directive. While there are exceptions, 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.

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 should clearly instruct 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 conducted by non-sworn officers should be done 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 should also be incorporated into the directive that prohibits non-sworn officers from knowingly acting as agents of the police in conducting searches. Directives regarding search and seizure in residence hall rooms should be consistent with any relevant housing contracts and 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)

The agency has a written directive that 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. The purposes of performance evaluations are threefold. Performance evaluations provide a standardized and longitudinal view of employee performance. They also help assure the college community that the agency's personnel are qualified to carry out their assigned duties. Most importantly, evaluations provide feedback to employees on areas in need of improvement or development. The employee's immediate supervisor should be the individual 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 requirement is that an employee's immediate supervisor, 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 signed by the rater's supervisor; and*
- d. The employee is given an opportunity to sign and make written comments on the performance evaluation.*

Commentary: Even if institutional policies do not permit formal appeals by an employee of his/her evaluation, the agency should still have a process by which employees can seek clarification, additional feedback, or contest the outcome of the performance review process within the agency.

3.1.3 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 can also lead to a lack of respect for and confidence in those employees selected. The standard does not apply to acting, temporary or interim appointments.

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 should develop written policy addressing leave. The process used for awarding leave time should 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 sworn officers 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 work;*
- 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 work 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. Agencies should consider addressing or limiting the number of hours sworn officers may work an off-duty job prior to a scheduled shift with the agency. Off-duty employment by non-sworn employees may be 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 must be addressed by the agency.

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 be the same as for full-time officers;*
- b. That sworn part-time officers maintain certification as sworn police officers in accordance with regulations established by the governing authority;*
- c. That FTO and in-service training be provided commensurate with their duties and responsibilities;*
- d. That part-time officers be 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 Officers

If an agency has an auxiliary officer program, the agency shall have a written directive that establishes and describes the agency's auxiliary program to include:

- a. A statement that auxiliary officers do not maintain sworn officer status;*
- b. A description of the duties of auxiliary officers;*
- c. A requirement that any uniforms worn by auxiliary officers clearly distinguish them from sworn officers; and*
- d. A requirement that auxiliary officers receive training for duties to which they are assigned.*

Commentary: Auxiliary officers are not law enforcement officers but may be assigned to law enforcement-related community service functions. They can also be used as a resource in emergencies and large-scale special events. However, if the agency chooses to involve them in various activities to 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

The agency has a written directive that specifies the code of conduct and appearance regulations for agency personnel.

Commentary: Professionalism is the cornerstone of the provision of quality service to the campus community. 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. In addition, because the community holds members of a public safety/law enforcement agency 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 have support from the institution's human resources department. Uniform and other appearance standards such as cleanliness, grooming, jewelry and tattoos are also an important part of maintaining a professional image to the public. Standards for non-uniform positions should be included such as for investigators, administrators and administrative support staff. If special assignments are used, such as undercover narcotics investigators, specific exceptions to appearance rules should be made or specific approval from the chief executive officer or designee required.

4.1.2 Sexual and Other Unlawful Harassment Prohibited (time sensitive)

The agency has a written directive that prohibits sexual or other unlawful harassment. The written directive must provide for reporting procedures that include when it is appropriate to make a report outside the chain of command or outside the agency. The agency must provide initial and biennial update training to all personnel.

Commentary: Strong policies and directives prohibiting any such harassment (i.e., creation of an intimidating, hostile, or offensive work environment) must be established with a requirement that all allegations made of such activity will be promptly and thoroughly investigated. It is recommended, however, that the agency rely upon the institution's sexual harassment policies, training and investigative procedures whenever possible to ensure that the agency's policy and response is consistent with that of the institution. It is also recommended that the directive include mention of "whistleblower" protection. The requirement for training does not have to be in the written directive, but proof of training must show that agency employees are aware of their responsibilities and the legal issues involved.

4.1.3 Bias Based Profiling Prohibited (time sensitive)

A written directive prohibits officers from engaging in bias-based enforcement activity. The directive will include:

- a. A clear definition of bias-based policing and/or enforcement;*
- b. A requirement that all officers receive entry level training as well as biennial training on bias-based profiling;*
- c. A requirement that all complaints of bias-based enforcement activity be investigated;*
- d. A prohibition of any profiling based on a person's actual or perceived race, ethnicity, gender, sexual orientation, religion, or socio-economic status; and*

- e. *An annual review of all investigated complaints shall be conducted and reviewed by the chief executive officer to identify trends or training needs.*

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 an equal and professional delivery of services to a wide spectrum of people on campus. 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 commitment of the department to providing the highest level of service to all community members and constituencies.

4.2 Internal Affairs Investigations

4.2.1 Complaint Investigations

The agency has a written directive requiring 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 goal of internal affairs is to ensure that the integrity of the agency is maintained through an internal system where 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 the complaint on the basis of an anonymous complainant. 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

The agency has a written directive requiring 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

The agency has a written directive that 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. By identifying who is responsible for the internal affairs function and the various levels of complaints, members of the department recognize who will have the investigative responsibility for a given complaint and who is responsible for providing periodic updates to the chief executive officer.

4.2.4 Inform Public of Complaint Process

The agency's procedures for registering complaints against the agency or its employees are made available to the public as well as all agency employees.

Commentary: Complaint procedures should be made available to the public as well as all agency employees. This can be accomplished through use of the media, or the agency's community relations program, or by making a complaint procedure document readily accessible on the agency's website or in hardcopy form 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 records and makes the summary available to the public and agency employees.

Commentary: None

4.2.6 Identify Level of Investigation

The agency has a written directive that establishes:

- a. What categories of complaints may be investigated by first-level supervisors; and*
- b. What categories of complaints must be investigated through the internal affairs function.*

Commentary: This directive should outline and inform the agency members of the specific types of complaints and how they will be investigated. In some agencies very minor complaints are documented and investigated by immediate supervisors. The directive may identify which categories of complaints should be handled at different levels in the organization and who bears the responsibility for that investigation. Examples of serious categories of complaints which should be investigated by the internal affairs function include, but are not limited to: corruption, brutality, death or serious injury, criminal misconduct and breach of civil rights. An agency must provide for the review of these types of investigations by a higher authority. Other categories of less serious complaints that might be investigated by an immediate supervisor include, but are not limited to: employee tardiness, rudeness and insubordination.

4.2.7 CEO Notification of Complaints

The agency has a written directive 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 should be brought to the attention of the agency CEO. Complaints alleging serious misconduct should require prompt notification to the CEO. It is recommended that notification occur no later than the next business day, regardless of how serious or trivial the complaint may seem.

4.2.8 Time Limit for Internal Affairs Investigations

The agency has a written directive specifying 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 (E)

The agency has a written directive requiring that the complainant be informed of the complaint's status to include, at a minimum:

- a. Verifying receipt of the complaint for processing;*
- b. Providing periodic status reports if the investigation extends beyond thirty (30) days; and*
- c. Providing notification as to the completion of the complaint investigation and results.*

Commentary: An agency should have procedures in place that ensure verification of receipt is provided to persons initiating complaints. This may be done in the form of a receipt, which can include a description of the investigative process. Although the specificity of the notice is left to the agency's discretion, the status of the investigation should be periodically communicated 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 the results of the investigation should therefore focus on the results of the fact-finding exercise, and not on what disciplinary action, if any, was taken against an employee of the agency.

4.2.10 Inform Employee of Allegations (E)

The agency has a written directive that 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. The employee should have the benefit of knowing the procedures and options that affect him/her. This policy helps ensure that the agency meets its legal requirements while also looking after the interests of the employee.

4.2.11 Conclusion of Fact Required (E)

The agency has a written directive requiring each internal affairs investigation include a "conclusion of fact" for each allegation of misconduct.

Commentary: The disposition of the investigatory process should be provided to all participants in the process. The agency needs to maintain awareness of potential changes in policies, procedures, rules and regulations that may prevent further allegations of misconduct, in addition to needs for modifying or expanding training.

4.3 Accountability System

4.3.1 Accountability System

The agency has a written directive establishing 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 of accountability;*
- 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 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 should also work to stimulate employee morale and motivation. An effective employee accountability system includes not only disciplinary actions be taken for poor, inappropriate, or unlawful actions but also recognizes noteworthy work performed by agency personnel and any remedial training and instruction options to mitigate performance deficiencies. In recognizing noteworthy accomplishments by agency employees, procedures and criteria should be established to ensure the consistent and fair application of positive performance recognition throughout the agency. Agencies that present awards for meritorious and/or heroic acts should ensure that criteria are established as prerequisites for these awards. Training or performance development by instruction can also be a positive process when used as part of the accountability/disciplinary process. The written directive 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 to include, but not be 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, the agency has a written directive describing the appeal process.

Commentary: This directive should include initiation procedures, timeframes, method of recording and scope of the appeal process. The purpose of this standard is to outline procedures for submitting and responding to disciplinary appeals and/or grievances. 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 demographic features of the service area 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 modifications to the plan are typically needed on an ongoing basis, a stand-alone document is recommended and is less cumbersome to change.

5.1.2 EEO 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 serve to 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. Job descriptions are written to 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 on a regular basis.

5.2 Selection

5.2.1 Describes Selection Process

The agency has a written directive describing 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 that are 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

The agency has a written directive requiring 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

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

- a. Verification of qualifying credentials;*
- b. A review of any criminal record; and*
- c. Verification of at least three personal references.*

Commentary: 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 his/her 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 be commenced much earlier. A background investigation may include, but is not limited to: family, education, residences, work record, organizations and affiliations, references and social contacts, 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. Employment laws often delineate the scope of pre-employment background investigations. Proper training will help to ensure compliance with applicable legal restrictions on areas that cannot be subject to inquiry during a background investigation.

5.2.5 Medical Examination

The agency 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)

The agency 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 a law enforcement and public safety officer 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.

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 department;*
- 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 content and delivery methods of departmental training. 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 placing an emphasis on officer 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.

6.1.3 Remedial Training

The agency has a written directive requiring 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

The agency has a written directive that requires the agency to update records of all personnel following their participation in training programs.

Commentary: None.

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. It 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.

6.2 Initial Training

6.2.1 Entry Level Training

A written directive requires each sworn officer having law enforcement authority to successfully complete a recruit training program, as specified by their respective state, prior to exercise of such authority.

Commentary: None.

6.2.2 Field Training

The agency has a directive that 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. 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.

6.3 Continuing Training

6.3.1 Annual Retraining (time sensitive)

A written directive requires all officers to complete an annual retraining program.

Commentary: Annual retraining should cover those topics determined by the agency to be of critical importance to the agency and its personnel. Topic areas may include, but are not limited to, legal updates, changes to policies and procedures, search and seizure, transportation of

detainees, emergency management, workplace violence, property and evidence, sexual harassment and dealing with the mentally ill or persons with diminished capacity.

6.3.2 Shift Briefing Training (E)

A written directive governs shift briefing training.

Commentary: Shift briefing training may be used to review policies and procedures, officer safety, tactical response, new technology and equipment, as well as other topics.

6.3.3 Specialized Training

The agency has a written directive requiring 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, Rape Aggression Defense (RAD) systems and tactical teams. A specified training program should exist to ensure that, as vacancies occur, the necessary training could be obtained consistently.

6.3.4 Training Newly Promoted Personnel

The agency provides job-related training to all personnel upon promotion.

Commentary: None.

7 – Use of Force

7.1 Use of Force

7.1.1 Use Only Necessary Force

The agency has a written directive that stipulates officers shall only use the reasonable force necessary to effect lawful objectives in accordance with state law.

Commentary: An agency's use of force policy may be more restrictive than state law but cannot be less restrictive. In other words, 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" as a guide in the progressive application of force in response to a subject's action. This would include all issued lethal and less-lethal weapons authorized by the agency and weaponless force at a level defined by the department.

7.1.2 Use of Deadly Force

If the agency authorizes the use of lethal weapons, it has a written directive 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.

Commentary: Key terms such as "reasonable belief," "imminent danger" and "significant threat" should be defined in the directive.

7.1.3 Warning Shots Prohibited

A written directive prohibits the discharge of warning shots.

Commentary: None.

7.1.4 Medical Aid after Use of Force

The agency has procedures mandating that appropriate medical attention is provided after a use of force incident at a level defined by the agency.

Commentary: Not every use of force incident must result in treatment of the subject at a medical facility. In some cases, the subject may only need to be observed by agency personnel or treated by emergency medical personnel on scene.

7.1.5 Reporting Use of Force Incidents

A written directive requires that a use of force report be completed whenever an officer on or off duty and acting under color of employment with the agency:

- 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 department.*

Commentary: The agency should carefully examine all incidents wherein its employees 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 employee'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 that each event is properly documented whenever an employee is involved in an incident of this type. If physically able, the employee involved should be required to verbally report his/her involvement within a specified time period. 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.

7.1.6 Administrative Review of Use of Force

A written directive requires that a documented review of each reported use of force incident be conducted by a defined level of authority.

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.

7.1.7 Removal from Duty

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

Commentary: None.

7.1.8 Destruction of Animals (E)

A written directive describes those times, if any, that agency weapons may be used in the destruction of animals.

Commentary: When possible, animal control services should be used to dispose of wild or injured animals.

7.1.9 Annual Use of Force Training (time sensitive)

The agency provides annual in-service training on its use of force policy.

Commentary: None.

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, chemical agents, tear gas, impact weapons and batons. The agency should also 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 members to carry and use in the performance of their official duties, 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 department armorer, of all departmental 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: None.

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 issued/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 biennially for any issued or authorized weapons other than firearms; and*
- d. Procedures for addressing duty status for those who fail to qualify with any issued or authorized weapon, to include remedial training.*

Commentary: None.

8 – Detainee Processing and Transportation

8.1 Processing

8.1.1 Designated Area for Detainee Processing

The agency has a written directive requiring that detainee processing occurs in designated room(s) within the facility.

Commentary: Those agencies with custodial arrest authority may need to temporarily hold a detainee while certain processes are completed. Processes may include photographing, fingerprinting, charge processing, or awaiting transfer to another holding 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 detainee processing. If the agency's facility cannot facilitate the safe processing of detainees, the agency should pursue an arrangement to use another agency's processing facility.

8.1.2 Procedures – Detainee Processing

The agency has a written directive that defines procedures for the following:

- a. Documenting the date, time and reason for detainees 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;*
- 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 – Detainee Processing

The agency has a written directive that addresses the security concerns in processing areas, to include:

- a. Provisions to secure firearms prior to entering processing areas;*
- b. Duress alarms;*
- c. Escape prevention.*

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

8.2 Detention

8.2.1 Designated Area for Temporary Detention

The agency has a written directive requiring that temporary detention of detainees occurs in designated room(s) within the facility.

Commentary: None

8.2.2 Training for Operation of Detention Area

The agency has a written directive requiring personnel to receive training on the operation of the detention area, to include fire suppression and equipment provided for use by the agency.

Commentary: Types and levels of training should vary with the nature of assignments and responsibilities. Employees who work in direct, continuing contact with detainees require special training, including use of physical restraint, to ensure safety and security of staff and detainees. Employees who do not work in direct contact with detainees 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 Procedures – Temporary Detention

The agency has a written directive that defines procedures for the following:

- a. Documenting the date, time and reason for detainees processed in and out of the facility;*
- b. Providing food and water to detainees, 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 males, females 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 males and females 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

The agency has a written directive that addresses the security concerns in temporary detention areas, to include:

- a. Provisions to secure firearms prior to entering temporary detention areas;*
- b. Duress alarms;*
- c. Escape prevention;*
- d. Authorized access to detainee and area, if any;*
- e. Face-to-face visual observation of unattended detainees at least every thirty minutes;*
and,

- f. *If utilized, electronic surveillance devices to monitor detainees between the face-to-face observations.*

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

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 Fire Prevention/Evacuation

There is a plan for fire prevention, evacuation and suppression in temporary detention areas.

Commentary: The plan should be in accordance with the prevailing fire code and may be part of a larger facility plan.

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 Detainee Transportation

8.3.1 Search of Detainee

The agency has a written directive prescribing the security and control of detainees including, but not limited to:

- a. *Requiring a search of all detainees 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 detainees;*
- c. *Seating arrangements in vehicles without safety barriers; and*
- d. *Restraints authorized and methods used during detainee transports.*

Commentary: The transporting officer is responsible for conducting a thorough search of the prisoner and all possessions of the prisoner before placing the person in the officer's vehicle. An additional search of the prisoner should always be conducted whenever the person is returned to the custody of the transporting officer. The officer should never assume that the

prisoner has not had an opportunity to obtain a weapon or an implement of escape. At the beginning of each shift, any vehicle used for prisoner transportation should be thoroughly searched for contraband, weapons, or implements for escape. This should also be done before and after each prisoner transport. In the event the detainee must be transported in a vehicle without a safety barrier, the officer(s) should ensure they are able to observe the prisoner. Detainees should be restrained to ensure the safety of the transporting officer and the general public and to provide for the security of the detainee in transport until arrival at the destination.

8.3.2 Officer's Actions at Destination

The agency has a written directive that defines procedures for officers transporting detainees to facilities to include:

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

Commentary: Upon arrival at the transport, certain actions are necessary and important for public safety, officer safety, and the safety and security of the prisoner. The listed procedures are the responsibility of the 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 Detainees (E)

The agency has a written directive prescribing procedures for:

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

Commentary: Because special needs will arise with certain individuals, special attention will be attracted when transporting them in public. Special attention should be given to ensure the safety and security of both the officer and the prisoner without giving the appearance that the agency is being overbearing or inconsiderate of the prisoner. When necessary, special transport vehicles should be used. If the detainee is admitted to a medical facility, security arrangements should be made with this facility that will not interfere with the treatment of the prisoner but will also minimize the 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 detainees have a safety barrier separating the detainee from the driver.

Commentary: The safety barrier prevents the detainee from having access to the driver's compartment of the vehicle. Communications between the front and rear compartments should not be impaired to the point that precludes conversation. Installation of such a barrier should be done in a manner that promotes the safety of occupants in the front and rear compartments. It is recommended that agencies designate at least one vehicle be equipped with a barrier suitable for transporting detainees. **(COMPLIANCE MAY BE OBSERVED)**

8.3.5 Rear Compartment Modifications

The compartments of vehicles used for transporting detainees must be modified to minimize the potential of the detainee exiting the vehicle without the officer's assistance.

Commentary: Modifications may consist of modular prisoner compartments, removal of interior door and window handles, and remote locking/unlocking. **(COMPLIANCE MAY BE OBSERVED)**

8.4 Juveniles

8.4.1 Procedures – Juvenile Detainees

The agency has a written directive regarding juvenile detainees, 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 detainees;*
- 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

The agency has a written directive governing procedures for the custodial interview of juveniles, to include provisions for:

- a. Conferring with the parents or guardians; and*
- b. Limiting the duration of the interview 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 Describes Patrol Coverage (E)

The agency has a system for providing the following patrol coverage requirements:

- a. Establishment of a continuous patrol coverage plan; and*
- b. Service area assignments.*

Commentary: Providing effective patrol coverage, including the assurance of accountability and achievements in meeting the agency's goals and objectives, is the primary intent of this standard. Twenty-four-hour coverage may be designed around continuous preventative patrols or simply ensuring that on-duty personnel are readily available to respond to police or public safety calls for service. In the event an agency cannot provide 24-hour coverage, coverage may be established with a concurrent jurisdictional law enforcement or public safety agency.

9.1.2 Describes 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 may include anticipated special events, policy updates, unusual circumstances, and BOLO information. Shift briefings may also be used to conduct training and share information about crime trends and areas of concern. The agency should have a method to brief those officers who are not able to attend shift briefings because of operational demands, such as providing 24-hour coverage at fixed posts.

9.1.3 Procedures – Response to Calls

The agency has a written directive for responding to emergency and non-emergency calls for service, including the use of authorized emergency equipment on department vehicles.

Commentary: The agency should establish guidelines for handling calls for service for routine, urgent and emergency calls, 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. Be equipped with emergency equipment as determined by the agency; and*
- b. Be replenished with supplies in a manner that will 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 should be standardized within the agency.

9.1.5 Emergency Lights and Siren

A written directive specifies that vehicles routinely used in police 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 patrol personnel for requesting additional assistance and resources to the scene of a critical incident.

Commentary: Agency procedures should address notification by first responder units of such agencies or persons as are appropriate to the situation. This could include, but is not limited to, notification of 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

If the agency utilizes wearable or in-car audio/video recording systems, a written directive addresses:

- 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/visual 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 perspectives on 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 should also 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 should also contemplate whether data will be released for institutional student and employee disciplinary proceedings.

This standard is intended to address audio/visual systems used in field or patrol operations and does not address audio or visual recordings obtained during undercover operations, to monitor holding facilities, or that are used to record 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.

9.2.2 Pursuit of Motor Vehicles (time sensitive)

The agency has a written directive that governs the pursuit of motor vehicles to include 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: The agency must balance the necessity for the pursuit and the apprehension of the suspect against the possibility of injury or death to those involved as well as innocent bystanders. The threat of property damage must also be considered. Public safety and officer safety should be stressed. The directive should address road blocks and other stopping techniques. This standard does not apply to traffic safety checkpoints.

9.2.3 Pursuit Training (time sensitive)

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

Commentary: None.

9.2.4 Procedures – 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 police 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 regarding students who actually went missing from another jurisdiction. The directive should address how those reports are to be handled. Reports of missing residential students must also 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 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.

9.2.6 Procedures – Mentally Ill Persons (time sensitive)

A written directive establishes procedures for handling mentally ill individuals, 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 patrol personnel, at least biennially.*

Commentary: Procedures should address steps to be taken for students and other persons both affiliated and unaffiliated with the institution. Referral to mental health resources may include the campus behavioral intervention team.

9.2.7 Body Armor Availability

The agency makes body armor available to all sworn personnel, and a written directive defines those circumstances when its wearing is mandatory.

Commentary: Officers should be provided with and encouraged to wear protective body armor. 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 is responsible for safety escort services, all student and civilian workers who participate in the program, prior to serving as an escort, will:

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

Commentary: Personal safety escort services on college 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 members of the community during hours of darkness from one point on a 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 personal references. Any paid employees of the public safety 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 Procedures – 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 are mutual obligations that 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 entitled *Consular Notification and Access*, available on their website at http://travel.state.gov/law/consular/consular_753.html. Agencies outside the United States should contact their equivalent governmental office for information and reference material.

9.2.11 Physical Restraint by Non-Sworn Officers

If the agency permits non-sworn officers to physically restrain individuals, a written directive governs that activity, to include:

- a. Circumstances when physical restraint is permissible;*
- b. Permissible restraint methods, including equipment which 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: 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.

10 – Traffic and Parking Services

10.1 Motor Vehicle Enforcement Activities

10.1.1 Procedures – Enforcement Action

The agency has a written directive that 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 directive should establish guidelines that ensure enforcement actions are commensurate with applicable laws and address the degree and severity of the violation committed. This directive should also emphasize that traffic enforcement quality is at least as important as quantity.

10.1.2 Procedures – Special Processing Requirements

The agency has a written directive that establishes procedures for traffic law violations committed by:

- a. Juveniles;*
- b. Legislators;*
- c. Foreign diplomats/consular officials; and*
- d. Military personnel.*

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.

10.1.3 Information for Motorist

The agency has a directive that 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: 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 may also 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.

10.1.4 Uniform Enforcement Policies

The agency has a written directive establishing 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 for 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.

10.1.5 Procedures – 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 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 must also 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.

10.1.6 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: 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: Like traffic law enforcement, consistency is also important in the enforcement of parking 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 directives provide 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

The agency has a written directive establishing 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: Methods should be formulated to guarantee that the agency has the ability to investigate and report accidents skillfully and promptly. The directive should differentiate between when only a report is required and when a detailed investigation is needed. The criteria for determining this should be included in the policy as well as in the recruit and in-service training received.

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.

10.3 Ancillary Traffic Services

10.3.1 Procedures – Traffic Direction and Control

The agency has a written directive that 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 control of traffic 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)

The agency has a written directive that 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 be aware of 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.

10.3.3 Traffic Escorts (E)

The agency has a written directive that governs traffic escort services.

Commentary: The directive should clearly state under what conditions, if any, this service is provided. It should differentiate between the procedures to be used for escorting in emergency situations and the more mundane escort that may be provided as a matter of routine. The directive also should address escorts provided 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 Highway Users (E)

The agency has a written directive that 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 elements of those services provided to needy motorists who utilize the highways within the agency's jurisdiction. The activities performed by the agency's 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 Procedures – Abandoned Vehicles

The agency has a written directive that 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 enforcement practices. The two work together not only in garnering public compliance with traffic laws and regulations, but also in enhancing 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 Communications

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 departments to provide communications services, these arrangements are to be made 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: None.

11.1.3 Procedures – Recording Information

The agency has a written directive that 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 that the law enforcement or public safety 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 Procedures – Communications

The agency has a written directive establishing procedures for communications to and from officers, 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. Communication with interacting agencies;*
- e. Criteria for the assignment of the number of officers in response to an incident;*
- f. Circumstances that require the presence of a supervisor at the scene for the purpose of assuming command; and*
- g. Responding to emergency requests for assistance from field personnel.*

Commentary: The written 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 should also 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. Tactical 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 under their control but also show who is available for service. Operations are more efficient and officer safety is enhanced when dispatchers, supervisors and fellow officers know the status of officers, their locations, the nature of cases and the developments in their investigation. 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 should not only detail the jurisdictional boundaries of the agency 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 immediate surrounding jurisdictions in which the agency is located. 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 Procedures – Calls for Information or Service (E)

The agency has a written directive that 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 should be established and communicated specifying the proper handling of calls for information or service.

11.1.7 Procedures – Victim/Witness Requests (E)

The agency has a written directive that establishes procedures for communications personnel to provide victims and witnesses with information and/or services upon their initial and ensuing requests.

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

11.1.8 Emergency Messages (E)

The agency has a written directive specifying the conditions under which emergency messages may be accepted and delivered.

Commentary: The types of emergency messages authorized for receipt and delivery should be clearly defined. Agencies may also consider specifying the time, place and manner in which the delivery is made.

11.1.9 Procedure – Misdirected Calls

The agency has a written directive that 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.

11.1.10 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 what type of emergency life-saving information 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 use of an alternative power source is critical to the public safety communication function's mission. Its state of readiness should be ensured by testing the alternative power source 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)

The agency utilizes a telephone system that is capable of separating non-emergency from emergency calls.

Commentary: By 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 Voice and TDD Access

Agencies shall provide 24-hour telephone access for calls for service and TDD telephone access or an equivalent system for emergency calls for service.

Commentary: The public should be able to contact the public safety and/or law enforcement agency at all times for information or assistance. Agencies with first responder responsibilities should maintain 24-hour telephone service for emergency situations. However, those that are not able to maintain 24-hour coverage should arrange for such service through neighboring public safety/law enforcement agencies. Each emergency answering point should be equipped with a communications system capable of communicating with persons who are hearing impaired, in addition to accepting emergency toll free calls from within the agency's jurisdiction (such as 9-1-1). **(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: Law enforcement and public safety personnel must have immediate communications capability that provides a measure of safety and security to both personnel and the public. Communication between a communication 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, might dictate an exception to the continuous communication requirement. **(COMPLIANCE MAY BE OBSERVED)**

11.2.5 Immediate Play-Back

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 shall establish 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 relisten 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 procedural means.

11.2.6 Blue Light 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 monthly.

Commentary: Emergency telephones on a college campus are a critical component of the emergency access and emergency response system. Phones should be tested at reasonable

intervals and any operating problems should be reported in a timely manner to appropriate repair entities for immediate attention. Similarly, the phones should be periodically inspected for routine maintenance. All such checks should be documented.

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, at a minimum:

- a. Conduct, at least quarterly, a documented test of each alarm; and*
- b. Evaluate, at least once every two (2) years, the security situation that prompted installation of the panic alarm to ensure the security need remains relevant and is being met.*

Commentary: Panic alarms within facilities are a component of a campus safety system and should be tested at reasonable intervals to ensure the alarms are operational. It is also important to periodically evaluate the need for the alarm to ensure that the security situation being addressed has not changed to the extent that other measures are required or that the alarm is no longer needed. All such checks should be documented. This standard is not intended to apply to personal and portable panic alarms that may be carried by individuals.

12 – Crime Prevention and Community Involvement

12.1 Crime Prevention

12.1.1 Crime Prevention Function (time sensitive)

The agency has a written directive establishing a crime prevention function that provides for:

- 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 their tactical crime control and prevention objectives by identifying and analyzing methods of operation of individual criminals, providing crime pattern recognition and providing analyses of data from field interviews and arrests. Also, crime analysis can be useful to the agency's long-range planning by providing estimates of future crime trends and assisting in the identification of 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 should also maintain close ties with the 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 where crime prevention activities could be most effective, and what types of response would be the most effective for the given problem(s).

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: Proactive involvement by the agency in providing crime prevention and safety/security input into construction projects (new and renovations) can assist in greatly 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 Threat Assessment

If the institution has a behavioral threat assessment process, a written directive describes the agency's role.

Commentary: Behavioral 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, staff conducting the surveys shall be appropriately trained and certified.

Commentary: Security surveys are an important component of a crime prevention program on a college campus. Members of an academic 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 with new developments, technologies, methods, approaches and processes in areas of security as it relates to the academic 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

If the agency utilizes video surveillance for the protection of assets, covert surveillance, electronic access control, and/or parking facility security, a written directive defines its use, to include:

- a. Monitoring procedures and privacy limitations;*
- b. Testing of video systems;*
- c. Documentation requirements; and*
- d. Records retention (as it relates to video recordings).*

Commentary: Video surveillance, including closed circuit television and web-based systems, is a complex subject that has legal liability potential and requires standardized 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 Involvement

12.3.1 Community Involvement Function

The agency's community relations 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 proactively work with the community and within the agency to enhance the safety of a community and to proactively seek solutions that directly and indirectly predicate 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, the participation, enthusiasm and skills of all agency personnel are required.

12.3.2 Community Involvement Report (time sensitive) (E)

The agency requires a person or persons responsible for the community involvement 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 involvement 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, they should be used for organizational learning first and foremost. Asking specific questions about the agency's quality in performance 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.

12.3.4 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 of the department 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 shares this responsibility with a media department, this should be clearly articulated to avoid problems with the release of information.

12.3.5 Control of Media Access (E)

A written directive describes media access to incidents or locations where the media's presence may interfere with law enforcement or public safety response operations.

Commentary: None.

13 – Investigative Services

13.1 Investigative Services

13.1.1 24-Hour Service Capabilities

If the agency does not provide 24-hour coverage for the investigation function, the agency will establish an on-call system of investigators.

Commentary: The standard only requires 24-hour coverage for the investigative function itself and does not require an agency to have dedicated investigators. In smaller agencies, on-duty patrol personnel frequently function as investigators and may be used to satisfy this standard so long as the function is covered on a 24-hour basis. If an outside agency is utilized for more serious crimes, the circumstances when and procedure by which the supporting agency is summoned should be described in writing and available to all personnel.

13.1.2 Authority of On-Scene Investigators (E)

The agency has a written directive defining the circumstances under which patrol personnel will accept direction from investigators in the field.

Commentary: Departmental investigators typically fall outside the chain of command of patrol personnel. However, collaboration between investigative and patrol personnel can enhance the likelihood of successfully resolving the incident, particularly in the early stages of an investigation. Role ambiguity can create tension between patrol and investigations, especially during nonbusiness hours when senior administrators are not available to provide direction. Agencies should consider giving investigators situational authority over patrol personnel at crime scenes and other critical times when patrol personnel are needed to assist investigators in the field.

13.1.3 Preliminary Investigations

The agency has a written directive describing 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 collection of evidence; and*
- f. Reporting the incident fully and accurately.*

Commentary: None.

13.1.4 Follow-Up Investigations

The agency has a written directive describing the steps to be taken during a follow-up investigation, to include:

- a. Criteria for initiating a follow-up investigation;*
- b. Conducting additional interviews of victims, witnesses and suspects;*
- c. Analyzing electronic access logs and electronic media;*

- d. *Reviewing publicly accessible information on social media sites;*
- e. *Conducting searches and collecting physical evidence;*
- f. *Reviewing suspects' past criminal and campus conduct;*
- g. *Identifying and apprehending suspects; and*
- h. *Preparing cases for court presentation and administrative referral to campus judicial systems.*

Commentary: These procedures should be used only in the event they are found to be necessary. For example, every follow-up investigation may not include a search. The written directive should be intended as a guide. 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.

13.1.5 Accountability for Follow-Up Investigations (E)

The agency has a written directive assigning responsibility for preliminary and follow-up investigations.

Commentary: In order to fix responsibility and provide for continuity in the investigative process, the directive should specify which agency division or unit to carry out the preliminary phase of the investigation and which is to conduct the follow-up phase. In smaller organizations the responsibility for both phases may rest on the same unit or individual.

13.1.6 Case File Management

The agency has a written directive that establishes a system of case file management for the investigation function, to include:

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

Commentary: A system for case status control 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. Case files should be maintained on all cases in which investigative activities are ongoing. The case files provide an immediate information resource to investigators.

13.1.7 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 investigators and other functional units. Investigators should impart information about current crime trends on campus, should seek information on crime from other personnel, and be available to answer questions. When appropriate, investigators may conduct roll call training on report writing, securing and collecting evidence, and other relevant topics. Information may be shared through roll-call briefings and

electronic correspondence with units such as communications, crime prevention, patrol, crimes analysis and agency administration.

13.2 Special Investigative Operations

13.2.1 Surveillance Operations

If the agency conducts or participates in surveillance operations, undercover operations, or raids, the agency has written procedures establishing a system for:

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

Commentary: The intent of this standard is to ensure that officers who engage in this activity do so with proper authorization and ongoing support from their superiors. A communications strategy is imperative for officer safety. All documentation should be managed in such a way as 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, though often important, part of many investigations. The procedures that are set by the agency must ensure adequate safeguards regarding the reliability, confidentiality and security of information. Procedures are also needed regarding the handling of informants of the opposite gender and steps to take that will avoid putting either agency personnel or the informant in a compromising or unnecessarily dangerous position. The requirement that records be kept secure includes being secured from unauthorized access by agency employees. This requires the records to be kept secured with only limited access by designated individuals.

13.2.3 Procedures – Interview Rooms

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 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 personal supervision. Constant visual observation can be achieved by sight or video equipment.

13.2.4 Lineups and Show Ups (E)

The agency has a written directive describing procedures for eyewitness identifications and trains appropriate personnel in the administration of live and photographic lineups and 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. *The prescribed instructions to witnesses including a statement that the suspect may or may not be in the lineup or show up, and 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 (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 Procedures – Special Investigations

The agency has a written directive that specifies procedures for:

- a. *Receiving vice, drug, or organized crime complaints;*
- b. *Processing vice, drug, or organized crime complaints; and*
- c. *Investigating vice, drug, or organized crime complaints.*

Commentary: All agencies have the potential for receiving vice, drug, or organized crime complaints. Processing would include record keeping and dissemination of the information received; the scope of dissemination should be specified in the procedures, including notification to the agency CEO. Information that is 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 judicial system or human resources office are key to ensuring a timely and appropriate institutional response to violations of law or university 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 should normally not be delayed in lieu of criminal proceedings.

13.3 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 he/she has further information or questions.*

Commentary: The purpose of this standard is to ensure that the department by way of written directives provides victims and witnesses the proper and mandated notifications, information, service and assistance.

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: None.

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 preliminary investigation through the adjudication.

Commentary: The agency should inform victims/witnesses of what 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: None.

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 and traffic collisions.

Commentary: When a crime/collision occurs that requires crime scene processing personnel with those skills should be on scene as quickly as possible. In many cases, crime scene processing personnel may provide instructions to on-scene personnel on how to proceed until their arrival. Agencies may have personnel on call for crime scene processing or arrange to acquire such services from another agency.

14.1.2 Procedures – Collecting/Preserving Evidence

If agency personnel perform evidence collection, the agency has written guidelines and procedures for the proper collection, identification and preservation of evidence in the field, which includes documenting custodial transfers of physical evidence.

Commentary: Agencies should establish written guidelines for agency personnel that ensure evidence is properly collected, handled and secured in field operations in order to maintain the integrity of the chain of custody. It is important that evidence is properly marked and identifiable later for court purposes. It must be clear to all agency personnel what agency expectations are relative to the collection and handling of evidence. The agency should identify who is responsible for processing functions whether performed by field personnel or specialists. Processing procedures should also be developed to help processors determine the progression of tasks, such as photograph, sketch, fingerprint, mark and collect. The agency should also establish and limit the chain of custody of evidentiary items.

14.1.3 Procedures – Photographing/Videotaping (E)

If agency personnel perform evidence collection, the agency has a written directive detailing procedures concerning the collection, processing and preservation of conventional and digital photography, imaging and videotaping.

Commentary: Photography and/or videography are important in the collection, processing and preservation of evidence. Preferably, those trained in photography and video procedures should take the lead in collecting and processing such evidence. Agency directives should specify the information to be recorded; when these methods are used; training of personnel who use conventional and digital equipment; storage of original images or documents; and protocols for processing digital evidence, to include gathering, editing and ensuring authenticity.

14.1.4 Procedures – Fingerprinting (E)

If agency personnel perform evidence collection, the agency has a written directive detailing procedures to be followed in the processing, developing, lifting, labeling and preservation of fingerprint evidence.

Commentary: Agencies must establish procedures in the collection and handling of fingerprints from known individuals or latent prints in accordance with statutory and case law. Training should be provided to field personnel responsible for fingerprint collection to include proper handling, identification, labeling and storage of known and latent prints.

14.1.5 Procedures – Seizing Computers (E)

If agency personnel perform evidence collection, the agency has a written directive specifying 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 cause damage, rendering them useless. Agencies should have procedures for field personnel in the collection, transportation and preservation of electronic storage devices, as well as trained personnel in the extraction and analysis of data stored on such devices seized as evidence. Agencies should also make electrostatic shielding bags or containers available for the safe storage of 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 Report Preparation

If agency personnel perform evidence collection, the agency has a written directive specifying the requirements in preparing a report by the person processing a crime/traffic collision scene.

Commentary: Documentation of crime scene processing activities at the scene of a crime or traffic collision is required during trial. The agency's directive may include such elements as date/time of arrival to the scene; location of the crime; name of victims, witnesses, and suspects if known; actions taken at the scene to include photographs, sketches, measurements, etc.; list of physical evidence recovered; and case file reference number. For trained crime scene processors, elements should include date/time the processor 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.

14.1.7 Procedures – Submission for Laboratory Analysis

If agency personnel perform evidence collection, the agency has a written directive identifying procedures for the submission of evidence to a forensic laboratory, which include:

- a. Identification of the person(s) responsible for the submittal of evidence to the laboratory;*
- b. Packaging and transmittal 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 prepared and submitted to a forensic laboratory should be done so in a uniform manner. Chain of custody documentation should be carefully maintained with guidelines for the types and preparation of transmittal documents required. The agency's directive should specify procedures for submission of perishable evidence to the laboratory such as blood and blood-stained items, as well as other biological/physiological stains, tissues and materials. Large bulky items, firearms, drugs and 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/evidence custodian(s) responsible for the management of the storage facility and its contents and provides appropriate training to those designees.

Commentary: Because of the importance of the evidence/property function, 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 Evidence/Property 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 evidence and property function.

The evidence/property 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 the responsibility of storing the evidence and property.

Due to the technical expertise required and to better manage agency risk and reduce liability, all evidence/property personnel should complete an introductory program of instruction in Evidence and Property 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

The agency has a written directive establishing 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 in handling and/or storing exceptional, valuable, or sensitive items of property (i.e., money/negotiable instruments, high value items, weapons, drugs) 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 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.

Responsibility and methods in the preparation, labeling, and recording of property should be established. Detailed instructions and guidelines for the proper packaging and storage of each kind of property, should be available to staff. These instructions and guidelines may 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, the use of a lock and chain to secure firearms, and/or the installation of a floor to ceiling chain link fence. 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) has 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 (<http://nvlpubs.nist.gov/nistpubs/ir/2013/NIST.IR.7928.pdf>).

Written reports should be submitted for all property taken into custody by agency employees. Property should be listed in the order it was obtained describing the circumstances associated with the custody. Written reports describing the circumstances by which the agency received the property should obviously be more detailed in those 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).

Removal of property entered into the agency's custody should be clearly defined within agency's directive system. This includes such activities as court, release, further investigation, or any other official purpose. Written documentation should be required to show the uninterrupted chain of custody until final disposition.

Employees should be prohibited from storing property that came into the employee's or agency's possession within personal lockers, desks, vehicles, homes, or other places as it undermines the security and uninterrupted chain of custody. Personal use of any agency controlled evidence/property should be strictly prohibited.

Evidentiary and stored property should be released back to the owner, if known, as quickly as possible and consistent with applicable law. Reasonable attempts should be made to locate owners of property in agency custody and notify them of its status. It is recommended that the responsibilities for identifying the property owner, notifying them of the property's location, and releasing the property are prescribed by policy. Each activity may appropriately be undertaken

by the field officer who seized the property, a detective or investigator, the property officer, or other agency employee so 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 access limited to 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, money, high value, large, bulky and perishable items. 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 should also be taken to ensure that only authorized individuals are allowed in the area where property is stored to ensure its chain of custody and prevent the alteration, unauthorized removal, theft, or other compromise to stored property. Anyone not authorized to work in the property and evidence area unattended should have their presence in the area documented through a log book 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, 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 semi-annually, the person responsible for the property and evidence control function, or his or her designee, conducts an inspection of the property room for adherence to policies and procedures used for the control of property and evidence;*
- b. 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;*
- c. An annual audit of property and evidence held by the agency is conducted by an employee not routinely or directly connected with property control; and*
- d. At least once a year, the agency's chief executive officer directs the completion of an unannounced inspection of all property storage areas.*

Commentary: The inspection 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.

The purpose of the inventory is to ensure the continuity of custody and not to require the accounting of every single item of property. The inventory should be sufficient to ensure the integrity of the system and the accountability of the property. During the joint inventory, a sufficient number of property records should be reviewed carefully with respect to 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.

The annual audit should be a random sampling of property to satisfy the auditor that policies and procedures are being followed. The person named to conduct the inventory 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.

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 steps cannot be taken to return it 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 there is enough room to

store new evidence and found property that comes into the agency as well as not to deprive the owner of his/her property any longer than is necessary. Release of property shall 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 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 will often rely on agency records in compiling Clery statistics. The agency's directive should require that a report be generated for any criminal offense, or 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 within the college or university. 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 person-oriented records of all individuals who have been charged with a crime by the agency.

16.1.10 Security of Central Records Computer

The agency has a written directive describing 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 in working to ensure both the physical and electronic security of computer hardware and software. Particular attention to password security should be taken if student employees work in physical proximity to 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 should consider the storage and retrieval of paper reports, if kept, as well as any attachments that may not necessarily 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 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 Procedures – Collecting/Submitting Crime Data

The agency has a written directive describing the process for collecting and submitting crime data to the applicable governmental reporting program(s).

Commentary: Law enforcement agencies within the United States must fully participate in the record keeping functions of the Uniform Crime Report (UCR) and the National Incident Based Reporting System (NIBRS). Required reporting procedures for state submissions will vary by state. In addition, reporting procedures may differ depending upon the agency's sworn status. The 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 (E)

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

Commentary: None.

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 the preparation of:

- 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 of the HEOA 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 as per the requirements of federal law (and any other state, county, provincial, or locally required law or regulation).

Congress has charged the Department of Education (DOE) with the administration of 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 Procedures – 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;*
- 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/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.

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 Management

17.1 Critical Incident Planning

17.1.1 Critical Incident Planning

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

Commentary: None.

17.1.2 All-Hazards Plan

The agency has a written all-hazards plan for addressing the prevention of, preparation for, response to and recovery from critical incidents that is based on the National Incident Management System (NIMS) and the Incident Command System (ICS) and that will identify the role of the agency and its personnel in any institutional critical response plan.

Commentary: The plan should include specific incident departmental plans for responding to manmade and natural critical incidents as identified by the department. 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, manmade critical incidents. The plan should also identify responsibilities of all command and general staff positions in any critical incident as they relate to the command, operations, planning, logistics and finance/administration functions.

17.1.3 Plan Review (time sensitive)

An annual review of the all-hazards plan will be conducted 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.

17.1.4 Emergency Notification

A written directive defines the role of the agency in the initiation of 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 how the notification system is initiated;*
- d. A description of the process used to determine the content of the notification;*
- 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 campus; and*
- f. A requirement that adequate follow-up information is provided to the community as needed once an emergency notification is made.*

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 and how the judgment is made 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 communication methods including electronic and cellular.

17.1.5 Testing Emergency Response and Evacuation 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 of the 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 ICS Training

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

Commentary: None.

17.2.2 CBRNE Level Awareness and Guidelines (E)

The agency has awareness level training and written guidelines for officers responding to chemical, biological, radiological, nuclear or explosive material incidents.

Commentary: None.

18 – Title IX

Introduction

Title IX of the Education Amendments of 1972 (Title IX), 20 U.S.C. §§ 1681 et seq., and its implementing regulations, 34 C.F.R. Part 106, prohibit discrimination on the basis of sex in education programs or activities operated by recipients of Federal financial assistance. The law was originally associated with gender equity in college sports programs, causing colleges and universities to ensure that men and women had equal opportunities for participation. However, sexual harassment of students, which includes acts of sexual violence, is a form of sex discrimination prohibited by Title IX. Sexual violence is a form of sexual harassment prohibited by Title IX. As used in this chapter, “Title IX” refers to all forms of sexual harassment and sexual violence.

Title IX compliance is clearly an institutional responsibility. However, several areas of the law have clear implications for the institution’s police or security unit. The standards in this chapter represent the minimal requirements for agencies in contributing to the institution’s overall Title IX responsibilities. It is strongly recommended that agency CEO’s work collaboratively with the institution’s Title IX coordinator so that the agency’s efforts are fully integrated with overarching institutional policies.

18.1 Title IX Compliance

18.1.1 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, a directive should describe steps to be taken by first responders and supervisory personnel when responding to an incident involving a possible Title IX violation. Important to note is 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.

18.1.2 Title IX Training (time sensitive)

Title IX training is conducted with all agency personnel biennially, as well as with 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*
- c. Any other procedures used by the institution to investigate reports of sexual violence.*

Commentary: None.

18.1.3 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 campus public safety agency will not cause a Title IX investigation to be delayed pending the outcome of a criminal investigation, except for the collection of evidence.*
- 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.*

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 will often be conducted concurrently with the criminal investigation. Collaboration with the institution's Title IX coordinator is critical. Discussions 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.

18.1.4 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 "preponderance of the evidence" as the evidentiary standard.*

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.

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 OFFICER

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.

BIAS-BASED PROFILING

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.

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.

CONTRACT OFFICER

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.

COVERT SURVEILLANCE EQUIPMENT

Surveillance equipment that is deliberately hidden from ordinary view.

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 manmade. 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

See "LETHAL FORCE"

DETAINEE

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

DETAINEE 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.

DIRECTIVE

See "WRITTEN DIRECTIVE"

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 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 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 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 in order 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.

HOLDING AREA

Any locked area, space, or enclosure where a prisoner/detainee is placed to prohibit freedom of movement.

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.

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.

LETHAL 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.

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 FORCE

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 (In-Person)

An identification procedure in which a victim or witness is asked to identify a suspect from among a group of persons in order to determine or confirm the suspect's identity.

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-DEADLY FORCE

See "LESS-LETHAL FORCE"

NON-SWORN OFFICER

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

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.

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".

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

Happening 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 refers to physical sexual acts perpetrated against a person's will or where a person is incapable of giving consent due to the victim's use of drugs or alcohol. An individual also may be unable to give consent due to an intellectual or other disability. A number of different acts fall into the category of sexual violence, including rape, sexual assault, sexual battery, and sexual coercion. All such acts of sexual violence are forms of sexual harassment covered under Title IX.

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.

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 of time.

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.

SPECIALIZED UNITS

Functions performed by an agency that may involve the use of equipment, tactics, or duties not usually performed by the patrol function, e.g., aviation, canine, bicycles, bomb disposal, mounted patrol, navigation, scuba or SWAT.

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 a detainee in the agency's facility, for any period of time.

TEMPORARY HOLDING 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.

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.

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.

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