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STANDARDS and GOALS

for

ARIZONA LAW ENFORCEMENT



Final Report

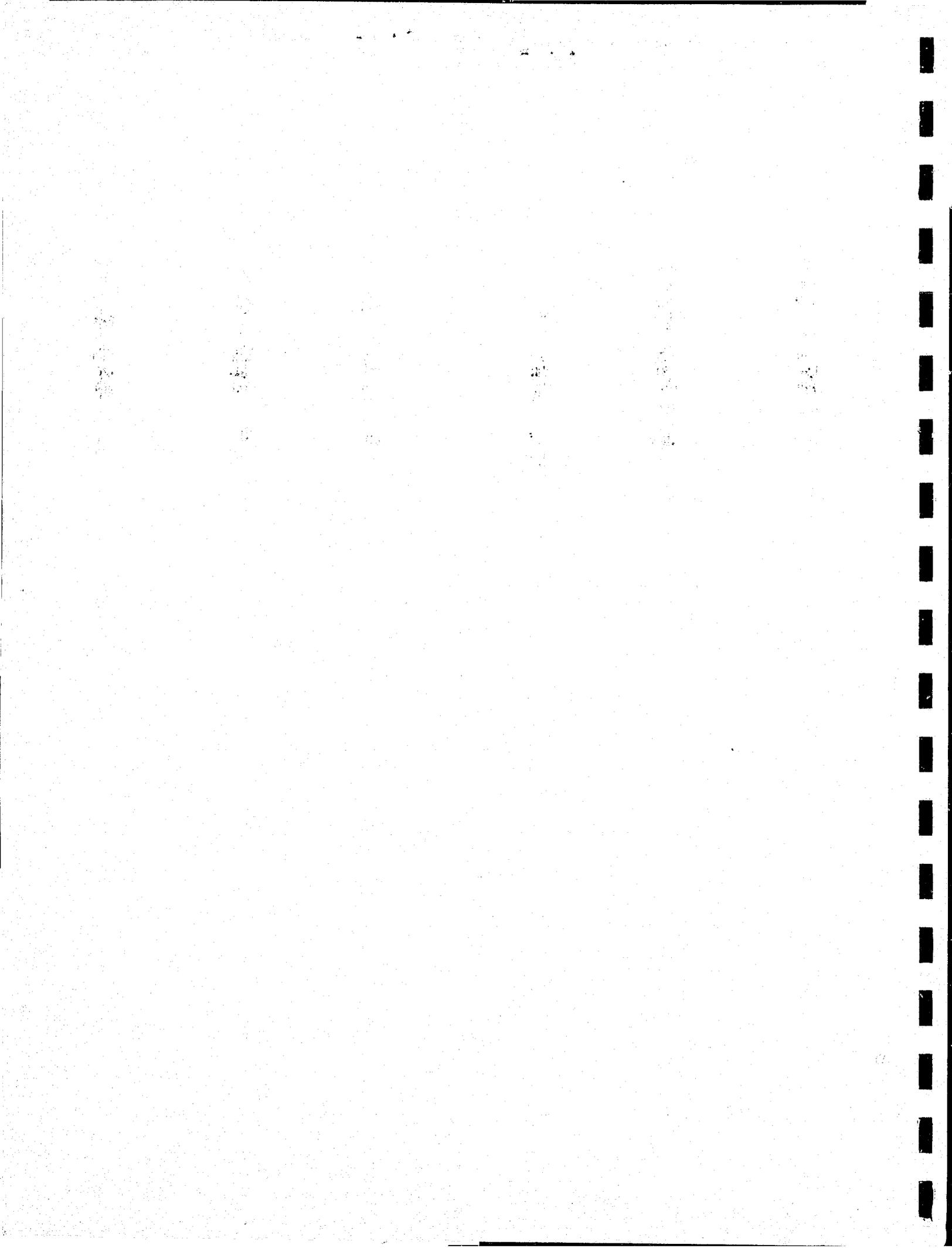
January, 1977

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ARIZONA STATE
JUSTICE PLANNING AGENCY

ERNESTO G. MUNOZ
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AZ
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PREFACE:

In an attempt to curb the ever-increasing problems confronting criminal justice agencies across the country, the National Advisory Commission on Criminal Justice Standards and Goals was appointed in 1971 under the U. S. Department of Justice, Law Enforcement Assistance Administration (LEAA). The mission of the National Advisory Commission was "to formulate for the first time national criminal justice standards and goals for crime reduction and prevention at the state and local levels."¹

The Commission's work resulted in the publication of six reports each dealing with different aspects of the criminal justice system. Included were volumes entitled: Police, Courts, Corrections, Community Crime Prevention, The Criminal Justice System, and A National Strategy to Reduce Crime.

Each state was requested by LEAA to review the Commission's reports and use them to formulate its own set of standards and goals.

As Arizona's first step in developing standards and goals for Police and Sheriff Departments, a committee, composed of leaders in Law Enforcement and related fields, was appointed to work in cooperation with the Arizona State Justice Planning Agency to consider the proposals contained in the National Advisory Commission volume, Police.

The committee's preliminary task was to review each of the National Advisory Commission standards individually to determine if they were appropriate for Arizona. The standards that were acceptable as written were adopted by the committee; those that were objectionable were either modified to suit Arizona's needs or rejected entirely.

Following the preliminary review process, draft volumes of the committee's findings were prepared and distributed throughout the state. ASJPA staff then solicited local level input by coordinating a series of two meetings in each of Arizona's six planning regions. In the first set of meetings general information on the aims and purpose of the standards and goals program was presented to each of the six regional councils; the second series of meetings was directed at the regional criminal justice advisory committees, interested elected officials and the general public. In each of these meetings it was explained that the standards and goals proposals would be utilized as indications of the direction for future planning efforts and, therefore, future LEAA funding. It was also explained that the proposals would not in any way change either the authority of ASJPA and its Governing Board or the relationship between federal, state, or local government agencies involved in the LEAA program.

The comments resulting from the local level meetings were submitted to the Police and Sheriffs Task Force and ultimately to the ASJPA Governing Board. Final approval of the standards and goals program was granted in September, 1976, when as part of the 1977 Comprehensive State Plan, it was accepted by the Governing Board.

¹ National Advisory Commission on Criminal Justice Standards and Goals, Police, Foreword, 1973.

PREFACE (Con't)

This volume, therefore, represents the final step in the standards and goals development process. Continued efforts will be directed toward implementation, through the grant award process, of standards and goals contained in the Annual Action Program of the 1977 Comprehensive State Plan. Future state plans also will draw from the standards and goals program which will be reviewed and updated as necessary.

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PART I POLICE SERVICE IN ARIZONA

CHAPTER 1 THE POLICE ROLE

Standard 1.1 The Police Function

Every police chief executive should develop written policy, based on policies of the governing body that provides formal authority for the police function, and should set forth the objectives and priorities that will guide the agency's delivery of police services. Agency policy should articulate the role of the agency in the protection of constitutional guarantees, the enforcement of the law, and the provision of services necessary to reduce crime, to maintain public order, and to respond to the needs of the community.

1. Every police chief executive should acknowledge that the basic purpose of the police is the maintenance of public order and the control of conduct legislatively defined as crime. The basic purpose may not limit the police role, but should be central to its full definition.
2. Every police chief executive should identify those crimes on which police resources will be concentrated. In the allocation of resources, those crimes that are most serious, stimulate the greatest fear, and cause the greatest economic losses should be afforded the highest priority.
3. Every police chief executive should recognize that some government services that are not essentially a police function are, under some circumstances, appropriately performed by the police. Such services include those provided in the interest of effective government or in response to established community needs. A chief executive:
 - a. Should determine if the service to be provided has a relationship to the objectives established by the police agency. If not, the chief executive should resist that service becoming a duty of the agency;
 - b. Should determine the budgetary cost of the service;and
 - c. Should inform the public and its representatives of the projected effect that provision of the service by the police will have on the ability of the agency to continue the present level of enforcement services.
 - d. If the service must be provided by the police agency, it should be placed in perspective with all other agency services and it should be considered when establishing priorities for the delivery of all police services.
 - e. The service should be made a part of the agency's police role until such time as it is no longer necessary for the police agency to perform the service.

Standard 1.1 The Police Function
(cont.)

4. In connection with the preparation of their budgets, all police agencies should study and revise annually the objectives and priorities which have been established for the enforcement of laws and the delivery of services.

5. Every police agency should determine the scope and availability of other government services and public and private social services, and develop its ability to make effective referrals to those services.

Standard 1.2 Limits of Authority

Every police chief executive should establish and make available to the public and disseminate to every agency employee written policy acknowledging that police effectiveness depends upon public approval and acceptance of police authority. This policy at least:

1. Should acknowledge that the limits of police authority are strictly prescribed by law;

2. Should acknowledge that there are times when force must be used in the performance of police tasks, but that there can be no situation which justifies the use of unreasonable force;

3. Should acknowledge that in their exercise of authority the police must be accountable to the community by providing formal procedures for receiving both commendations and complaints from the public regarding individual officer performance. These procedures at least should stipulate that:

a. There should be appropriate publicity to inform the public that complaints and commendations will be received and acted upon by the police agency;

b. Every person who commends the performance of an individual officer in writing should receive a personal letter of acknowledgment; and

c. Every allegation of misconduct will be investigated fully and impartially by the police agency, and the results made known to the complainant or the alleged victim of police misconduct.

4. Should provide for immediate adoption of formal procedures to respond to complaints, suggestions, and requests regarding police services and formulation of policies.

Standard 1.3 Police Discretion

Every police agency should acknowledge the existence of the broad range of administrative and operational discretion

Standard 1.3 Police Discretion
(cont.)

that is exercised by all police agencies and individual officers. That acknowledgement should take the form of comprehensive policy statements that publicly establish the limits of discretion, that provide guidelines for its exercise within those limits, and that eliminate discriminatory enforcement of the law.

1. Every police chief executive should have the authority to establish his agency's fundamental objectives and priorities and to implement them through discretionary allocation and control of agency resources. In the exercise of his authority, every chief executive:

a. Should seek legislation that grants him the authority to exercise his discretion in allocating police resources and in establishing his agency's fundamental objectives and priorities;

b. Should review all existing criminal statutes, determine the ability of the agency to enforce these statutes effectively, and advise the legislature of the statutes' practicality from an enforcement standpoint; and

c. Should advise the legislature of the practicality of each proposed criminal statute from an enforcement standpoint, and the impact of such proposed statutes on the ability of the agency to maintain the existing level of police services.

2. Every police chief executive should establish policy that guides the exercise of discretion by police personnel in using arrest alternatives. This policy:

a. Should establish the limits of discretion by specifically identifying, insofar as possible, situations calling for the use of alternatives to continued physical custody;

b. Should establish criteria for the selection of appropriate enforcement alternatives;

c. Should require enforcement or other appropriate action to be taken in all situations where all elements of a crime are present and all policy criteria are satisfied;

d. Should be jurisdictionwide in both scope and application; and

e. Specifically should exclude offender lack of cooperation, or disrespect toward police personnel, as a factor in arrest determination unless such conduct constitutes a separate crime.

3. Every police chief executive should establish policy that limits the exercise of discretion by police personnel in conducting investigations, and that provides guidelines for the exercise of discretion within those limits. This policy:

a. Should be based on codified laws, judicial decisions, public policy, and police experience in investigating criminal conduct;

b. Should identify situations where there can be no investigative discretion; and

c. Should establish guidelines for situations requiring the exercise of investigative discretion.

Standard 1.3 Police Discretion
(cont.)

4. Every police chief executive should establish policy that governs the exercise of discretion by police personnel in providing routine peacekeeping and other police services that, because of their frequent recurrence, lend themselves to the development of a uniform agency response.
5. Every police chief executive should formalize procedures for developing and implementing the foregoing written agency policy.
6. Every police chief executive immediately should adopt inspection and control procedures to insure that officers exercise their discretion in a manner consistent with agency policy.

Standard 1.4 Communicating with the Public

Every police agency should recognize the importance of bilateral communication with the public and should constantly seek to improve its ability to determine the needs and expectations of the public, to act upon those needs and expectations, and to inform the public of the resulting policies developed to improve delivery of police services.

1. Every police agency should adopt policies and procedures that provide for effective communication with the public through agency employees. Those policies and procedures should insure:
 - a. That every employee with duties involving public contact has sufficient information with which to respond to questions regarding agency policies; and
 - b. That information he receives is transmitted through the chain of command and acted upon at the appropriate level.
2. Every police agency that has racial and ethnic minority groups of significant size within its jurisdiction should recognize their police needs and should, where appropriate, develop means to insure effective communication with such groups.
3. Every police agency with a substantial non-English-speaking population in its jurisdiction should provide readily available bilingual employees to answer requests for police services. In addition, existing agency programs should be adapted to insure adequate communication between non-English-speaking groups and the police agency.
4. Every police agency with adequate resources should establish a specialized unit responsible for maintaining communication with the community. In smaller agencies, this responsibility should be the chief executive's, using whatever agency resources are necessary and appropriate to accomplish the task.

Standard 1.4 Communicating with the Public
(cont.)

- a. The unit should establish lines of communication between the agency and recognized community leaders for the purpose of accomplishing the agency's goals and carrying out its responsibilities.
- b. The unit should identify impediments to communication with the community, research and devise methods to overcome those impediments, and develop programs which facilitate communication between the agency and the community.
- c. The unit should conduct constant evaluations of all programs intended to improve communication and should recommend discontinuance of programs when their objectives have been achieved or when another program might more beneficially achieve the identified functional objective.

Standard 1.5 Police Understanding of Their Role

Every police agency should take steps to insure that every officer has an understanding of his role, and an awareness of the culture of the community where he works.

1. The procedure for developing policy regarding the police role should involve officers of the basic rank, first line supervisors, and middle managers. Every police employee should receive written policy defining the police role.
2. Explicit instruction in the police role and community culture should be provided in all recruit and in-service training.
3. The philosophy behind the defined police role should be a part of all instruction and direction given to officers.
4. Middle managers and first line supervisors should receive training in the police role and thereafter continually reinforce those principles by example and by direction of those they supervise.
5. Methods of routinely evaluating individual officer performance should take into account all activities performed within the context of the defined role. Promotion and other incentives should be based on total performance within the defined role, rather than on any isolated aspect of that role.

Standard 1.6 Public Understanding of the Police Role

Every police agency should establish programs to inform the public of the agency's defined police role. These programs should include, but not be limited to, the following:

Standard 1.6 Public Understanding of the Police Role
(cont.)

1. Every police agency should arrange for at least an annual classroom presentation by a uniformed officer at every public and private elementary school within its jurisdiction.
 - a. The content of the presentation should be tailored to the learning needs of the students; however, each presentation should include a basic description of the police role.
 - b. Every agency should work closely with the school in the development of this presentation.
2. Every police agency with adequate resources should, dependent upon securing the cooperation of local school authorities and the development of a program, assign a full-time officer to each junior and senior high school in its jurisdiction.
3. Every police agency, where permitted by local conditions, and where such programs exist, should participate in government and civic classes offered in local evening adult schools and community colleges.
4. With agency resources, where available, or in cooperation with employee organizations or local civic groups, every police agency should develop or participate in youth programs including scouting and other athletic or camping activities.
 - a. All such programs should be designed to provide officers and young people with the opportunity to become personally acquainted with each other.
 - b. Every officer participating in youth programs should be provided with written material describing the objective of the program and its relationship to the police role.
5. Every police agency should accept invitations for officers to speak to business and civic organizations. Efforts should be made to provide speakers in response to every reasonable request and to coordinate the speaker's ability and background with the intended audience. Every opportunity should be taken to describe the police role and the agency's objectives and priorities.
6. Every police agency with adequate resources should publish a statement of the police role, the agency's objectives and priorities in filling that role, and the agency's activities to implement its role. An annual report may be used for this purpose. In addition, periodic statistical reports on crime, arrests, and property loss due to crime should be disseminated to the public. These reports should include an evaluation of significant trends and other interpretations.
7. Every police agency should inquire into the availability of public service resources from advertising and communication organizations to assist in developing support for the agency and its programs.
8. Every police agency should provide tours of police facilities and demonstrations of police equipment and tactics when appropriate to create greater public awareness of the police role.

Standard 1.7 News Media Relations

Every police chief executive should acknowledge the important role of the news media and the need for the police agency to be open in its relations with the media. The agency should present public information rather than merely respond to occasional inquiries.

1. The news media relations policy should be included in the agency training curricula, and copies of it provided to all agency personnel, media representatives, and the public. This policy should acknowledge:

a. The right of the press to obtain information for dissemination to the public;

b. The agency's responsibility to respond to inquiries from the media, subject to legal restraints and the necessity to preserve evidence, to prevent interference with police investigations and other operations, and to protect the constitutional rights of persons accused of crimes;

c. The agency's responsibility to seek the cooperation of the media to delay publication - rather than imposing censorship or unilateral news moratoriums - when immediate reporting of certain information may be detrimental to the community, to victims of crime, or to an investigation; and

d. The mutual benefits to the police agency and the media when relations between the two are characterized by candor, cooperation, and mutual respect.

2. The news media relations program should provide regular liaison between the agency and the media through an officer or unit, depending upon the size of the agency and the nature and frequency of local news media demands.

3. Every police chief executive should establish a means of local accreditation of legitimate news media representatives or of recognizing accreditation by other agencies to assist media representatives in receiving police cooperation.

4. Every police chief executive, in cooperation with the media, should prepare a written policy establishing the relationship between his agency and the news media during unusual occurrences.

CHAPTER 2 ROLE IMPLEMENTATION

Standard 2.1 Development of Goals and Objectives

Every police agency should develop short- and long-range goals and objectives to guide agency functions. To assist in this development, every unit commander should review and put into writing the principal goals and objectives of his unit.

1. Every police agency and every unit within the agency should insure that its goals and objectives are:
 - a. Consistent with the role of the police as defined by the agency's chief executive;
 - b. Responsive to community needs;
 - c. Reasonably attainable;
 - d. Sufficiently flexible to permit change as needed; and
 - e. Quantifiable and measurable where possible.
2. Every police agency should provide for maximum input both within and outside the agency in the development of its goals and objectives. It should:
 - a. Create an atmosphere that encourages unrestricted submission of ideas by all employees regardless of rank; and
 - b. Establish methods to obtain ideas from a variety of organizations and individuals outside the agency.
3. Every police agency and every unit within each agency should publish and disseminate its goals and objectives to provide uniform direction of employee efforts.
4. Every police chief executive should require every unit commander to make a periodic review of unit goals and objectives and submit an evaluation of the progress made toward the attainment of these goals. Annually, in conjunction with the budget preparation, every police chief executive should provide for review and evaluation of all agency goals and objectives and for revisions where appropriate.

Standard 2.2 Establishment of Policy

Every police chief executive should establish written policies in those areas of operations in which guidance is needed to direct agency employees toward the attainment of agency goals and objectives.

1. Every police chief executive should promulgate policy that provides clear direction without necessarily limiting employees' exercise of discretion.
2. Every police chief executive should provide for maximum participation in the policy formulation process. This participation should include at least:
 - a. Input from all levels within the agency - from the level of execution to that of management - through informal meetings between the police chief executive and members of the basic rank, idea incentive

Standard 2.2 Establishment of Policy
(cont.)

programs, and any other methods that will promote the upward flow of communication; and

b. Input from outside the agency as appropriate - from other government agencies, community organizations, and the specific community affected.

3. Every police chief executive should provide written policies in those areas in which direction is needed, including:

- a. General goals and objectives of the agency;
- b. Administrative matters;
- c. Community relations;
- d. Public and press relations;
- e. Personnel procedures and relations;
- f. Personal conduct of employees;
- g. Specific law enforcement operations with emphasis on such sensitive areas as the use of force, the use of lethal and nonlethal weapons, and arrest and custody; and
- h. Use of support services.

Standard 2.3 Inspections

Every police agency should establish a formal inspection system to provide the police chief executive with the information he needs to evaluate the efficiency and effectiveness of agency operations.

1. Every police agency should require ongoing line inspections. Every police chief executive should give every manager and supervisor the responsibility and the authority to hold inspections and:

a. To conduct continual inspections of all personnel subordinate and directly responsible to him through any level of the chain of command and to inspect the equipment used and the operations performed by such subordinate personnel;

b. To take appropriate action indicated by the results of such inspections: commendation for exemplary performance and correction of deficiencies.

2. Every police chief executive should implement routine scheduled and unscheduled inspections of all personnel, material, and operations. When the police chief executive personally cannot conduct these inspections often enough, he should provide for staff inspections to meet these needs.

a. Every police agency with adequate resources should establish a unit staffed with at least one employee whose full-time responsibility is staff inspection. The size and organization of the inspection unit should correspond to the size of the agency and the complexity of the inspections task;

b. Every police agency with adequate resources should, where necessary, establish an inspection unit or assign an employee whose full-time responsibility is staff inspection. If a full-time assignment is not justified, staff inspections should be assigned to an employee who performs related duties but is neither responsible to supervisors of the units being inspected nor responsible for the operations of such units;

Standard 2.3 Inspections
(cont.)

c. Every police agency with adequate resources and in which the chief executive cannot conduct his own inspections, should assign responsibility for staff inspections to an employee who performs related duties but is neither responsible to supervisors of the units being inspected nor responsible for the operations of such units;

d. Staff inspections should include inspection of materials, facilities, personnel, procedures and operations. A written report of the findings of the inspection should be forwarded to the chief executive; and

e. Where possible, the rank of the employee responsible for staff inspections or that of the employee in charge of the inspections unit should be no lower than the rank of the employee in charge of the unit being inspected. There should be no more than one person between the inspecting employee and the chief executive in the chain of command. The person conducting a staff inspection should be a direct representative of the police chief executive.

CHAPTER 3 DEVELOPING COMMUNITY RESOURCES

Standard 3.1 Crime Problem Identification and Resource Development

This standard recognizes that all agencies cannot employ the "team policing" concept and it is therefore recommended that "team policing" should be experimented with whenever feasible. It was noted that for some communities, based on size, geography, and other factors, this might not be a practical approach.

Every police agency should insure that patrolmen and members of the public are brought together to solve crime problems on a local basis. Police agencies with adequate resources should adopt a program to insure joint participation in crime problem identification.

1. Every police agency may, consistent with local police needs and its internal organization, adopt geographic policing programs which insure stability of assignment for individual officers who are operationally deployed.
2. Every patrol officer assigned to a geographic policing program should be responsible for the control of crime in his area and, consistent with agency priorities and policies and subject to normal approval, should be granted authority to determine the immediate means he will use in fulfilling that responsibility.
3. Every police agency may arrange for officers assigned to geographic policing programs to meet regularly with persons who live or work in their area to discuss the identification of crime problems and the cooperative development of solutions to these problems.
4. Every agency having adequate resources should consider establishment of a specialized unit which provides support services, functional supervision, and administrative review and evaluation of the geographic policing program.

Standard 3.2 Crime Prevention

Every police agency should establish programs that encourage members of the public to take an active role in preventing crime, that provide information leading to the arrest and conviction of criminal offenders, that facilitate the identification and recovery of stolen property, and that increase liaison with private industry in security efforts.

1. Every police agency should assist actively in the establishment of volunteer neighborhood crime prevention and reduction.
 - a. The police agency should provide the community with information and assistance regarding means to avoid being victimized by crime and should make every effort to inform neighborhoods of developing crime trends that may affect their area.
 - b. The police agency should instruct neighborhood volunteers to telephone the police concerning suspicious situations and to identify themselves as volunteers and provide necessary information.

Standard 3.2 Crime Prevention
(cont.)

c. Participating volunteers should not take enforcement action themselves.

d. Police units should respond directly to the incident rather than to the reporting volunteer.

e. If further information is required from the volunteer, the police agency should contact him by appropriate means.

f. If an arrest results from the volunteer's information, the police agency should immediately notify him of results.

g. The police agency should acknowledge through personal contact, telephone call, or letter, every person who provides information.

2. Every police agency should establish or assist programs that involve trade, business, industry, and community participation in preventing and reducing commercial crimes.

3. Every police agency should encourage the enactment of local ordinances that establish minimum security standards for all new construction and for existing commercial structures.

4. Every police agency should conduct, upon request, security inspections of businesses and residences and recommend measures to avoid being victimized by crime.

5. Every police agency should, when appropriate, establish a specialized unit to provide support services to and jurisdictionwide coordination of the agency's crime prevention programs.

CHAPTER 4 CRIMINAL JUSTICE RELATIONS

Standard 4.1 Cooperation and Coordination

Every police agency should act to insure understanding and cooperation between the agency and all other elements of the criminal justice system, and should plan and implement appropriate coordination of its efforts with those of other elements of the criminal justice system.

1. Every police agency should cooperate with other elements of the criminal justice system in processing criminal cases in accordance with the "Arizona Rules of Criminal Procedure."

2. Every police agency should consider and where appropriate seek the formation of criminal justice coordinating councils with members representative of law enforcement and other criminal justice agencies, on a local, regional, or statewide basis.

The council:

a. Should have as its overall objective the fair and effective disposition of all criminal cases and other more specific goals and activities related to crime prevention and reduction; and

b. Should develop policy and institute planning and coordination programs that serve to achieve its objective.

3. Every police agency should support training programs that promote understanding and cooperation through the development of unified interdisciplinary training for all elements of the criminal justice system.

Those programs:

a. Should provide for the instruction of police personnel in the functions of all criminal justice agencies in order to place the police role in proper perspective;

b. Should encourage, where appropriate, the participation of other criminal justice agencies in police training; and

c. Should encourage, where appropriate, police participation in training given to members of other criminal justice agencies.

Standard 4.2 Police Operational Effectiveness Within the Criminal Justice System

Every police agency should insure its operational effectiveness in dealing with other elements of the criminal justice system.

1. Every police agency should develop procedures in cooperation with local courts and prosecutors to allow on-duty officers to be on call when subpoenaed to testify in criminal matters.

2. Every police agency should develop and maintain liaison with:

a. Local courts and prosecutors to facilitate the timely issuance of arrest and search warrants, issuance of criminal complaints, and arraignment of prisoners;

Standard 4.2 Police Operational Effectiveness Within the Criminal
(cont.) Justice System

b. Juvenile courts to divert, in appropriate circumstances, juveniles from the juvenile justice system and to preserve confidentiality of proceedings to the greatest extent possible;

c. Corrections agencies, including probation and parole, in order to exchange information on the status and activities of released persons who are still under sentence; and

d. Other Federal, State, and local law enforcement agencies in order to arrange for the arrest and return of fugitives, to exchange information in criminal investigations, to establish joint plans for dealing with criminal conduct, and to share statistical and support services.

3. Every police agency should cooperate in the establishment of task force efforts with other criminal justice agencies and Federal, State, and local law enforcement agencies, where appropriate, to deal with major crime problems.

Standard 4.3 Diversion

Police chief executives should develop written policies and procedures which allow juveniles who come to the attention of the agency but for whom processing through the juvenile system may be inappropriate and where other alternatives exist to be diverted from the juvenile process. Such policies and procedures should be prepared in cooperation with other elements of the juvenile justice system.

1. These policies and procedures should allow for processing mentally ill persons who come to the attention of the agency, should be prepared in cooperation with mental health authorities and courts, and should provide for mental health agency referral of those persons who are in need of professional assistance but are not taken into custody.

2. These policies should allow for effective alternatives when arrest for some misdemeanor offenses would be inappropriate.

Standard 4.4 Citation and Release on Own Recognizance

Every police agency should make maximum effective use of State statutes permitting police agencies to issue written summonses and citations in lieu of physical arrest or prearrest confinement. Every police agency also should cooperate in programs that permit arraigned defendants to be released on their own recognizance in lieu of money bail in appropriate cases.

1. Every police agency should adopt policies and procedures that provide guidelines for the exercise of individual officer's discretion in the implementation of State statutes that permit issuance of citations and summonses, in lieu of physical arrest or prearrest confinement.

Standard 4.4 Citation and Release on Own Recognizance
(cont.)

2. Every police agency should take all available steps to insure that at the time arraigned defendants are considered for pretrial release, their previous criminal history or present conditional release status, if any, is documented and evaluated by the court in determining whether the defendants are released or confined pending trial.

3. Every police agency should place special emphasis on expeditiously serving all outstanding arrest warrants obtained by the agency, particularly those issued due to a defendant's failure to appear at court proceedings.

Standard 4.5 Criminal Case Followup

Every police agency should develop policies and procedures to follow up on the disposition of criminal cases initiated by the agency. This should be done in cooperation with local courts and prosecuting agencies.

1. Every police agency, in cooperation with local courts and prosecuting agencies, should provide for the administrative followup of selected criminal cases. Policies and procedure should be developed:

a. To identify criminal cases which, because of extenuating circumstances or the defendants' criminal histories, require special attention by the prosecuting agency; and

b. To allow a police representative to attend personally all open judicial proceedings related to these cases, and to maintain close personal liaison with assigned prosecutors.

2. Every police agency should review administratively all major criminal cases in which prosecuting agencies decline to prosecute or later cause to be dismissed. That review:

a. Should result in a referral of each such case to the concerned officer's commanding officer for administrative action to correct any police deficiencies which may have weakened the case; or

b. Should result in a referral of each case to the prosecuting agency for that agency's action to correct any deficiencies for which it may have been responsible.

3. Every police agency should encourage courts and prosecuting agencies routinely to evaluate investigations, case preparation, and the courtroom demeanor and testimony of police officers and to inform the police agency of those evaluations.

4. Every police agency formally should make information from its files available to other criminal justice agencies and to the courts for reference in making diversion, sentencing, probation, and parole determinations. In addition to records of past contacts with the defendant, useful information might

Standard 4.5 Criminal Case Followup
(cont.)

include the effect the crime had on the victim, and the likelihood of future crime resulting from defendant's presence in the community.

PART II THE CONTROL OF CRIME

CHAPTER 5 PLANNING AND ORGANIZING

Standard 5.1 Responsibility for Police Service

The State and every local government should provide or arrange for the provision of complete and competent police service through an organizational structure that most effectively and efficiently meets its responsibility. The government responsible for this service should provide for a police organization that performs the duties described as the police role.

1. Every police agency should provide for access to police service and response to police emergency situations 24 hours a day.

2. Every local government unable to support a police agency and provide 24-hour-a-day services should arrange immediately for the necessary services by mutual agreement with an agency that can provide them.

3. Every police chief executive should establish an organizational structure that will best insure effective and efficient performance of the police functions necessary to fulfill the agency's role within the community. Every police chief executive:

a. Should, in conjunction with the annual budget preparation, review the agency's organizational structure in view of modern management practices and provide for necessary changes.

b. Should insure that the organizational structure facilitates the rendering of direct assistance and service to the people by line elements. Command of line elements should be as close as practical to the people.

c. Should organize the agency's staff elements to insure that the organizational structure provides for direct assistance and service to line elements.

d. Should limit functional units, recognizing that they increase the need for coordination, create impediments to horizontal communications, and increase the danger of functional objectives superseding agency goals.

e. Should establish only those levels of management necessary to provide adequate direction and control.

f. Should define the lines of authority and insure that responsibility is placed at every level with commensurate authority to carry out assigned responsibility.

g. Should not be encumbered by traditional principles of organization if the agency goals can best be achieved by less formal means.

Standard 5.2 Combined Police Services

The State, every local government, and every police agency should provide police services by the most effective and efficient organizational means available to it. In determining this means, each should acknowledge that the police organization (and any functional unit within it) should be large enough to be responsive to the people. If the most effective and efficient police service can be provided through mutual agreement or joint participation with other criminal justice agencies, the governmental entity or the police agency immediately should enter into the appropriate agreement or joint operation.

1. Every local government should take whatever other actions are necessary to provide police services through mutual agreement or joint participation where such services can be provided most effectively.
2. No State or local government agency or police agency should enter into any agreement for or participate in any police service that would not be responsive to the needs of its jurisdiction and that does not at least:
 - a. Maintain the current level of a service at a reduced cost;
 - b. Improve the current level of a service either at the same cost or at an increased cost if justified; or
 - c. Provide an additional service at least as effectively and economically as it could be provided by the agency alone.
3. All police agencies should when practical develop a comprehensive regional or statewide mutual aid plan to provide for mutual aid in civil disorders, natural disasters, and other contingencies where manpower or material requirements might exceed the response capability of single agencies.
4. The State should provide, at no cost to all police agencies within the State, those staff services such as laboratory services, information systems, and communications systems, which fill a need common to all these agencies and which would not be economical or effective for a single agency to provide for itself.
5. Every local government and every local police agency should study possibilities for combined and contract police services, and where appropriate, implement such services. Combined and contract service programs may include one or more of the following:

Standard 5.2 Combined Police Services
(cont.)

a. Total consolidation of police services: the merging of two or more police agencies or of all police agencies (i.e., regional consolidation) in a given geographic area;

b. Partial consolidation of police services: the merging of specific functional units of two or more agencies;

c. Regionalization of specific police service: the combination of personnel and material resources to provide specific police services on a geographic rather than jurisdictional basis;

d. Metropolitanization: the provision of public services (including police) through a single government to the communities within a metropolitan area;

e. Contracting for total police services: the provision of all police services by contract with another government.

f. Contracting for specific police services: the provision of limited or special police services by contract with another police or criminal justice agency; and

g. Service sharing: The sharing of support services by two or more agencies.

7. Local governments and police agencies should not enter into agreements unless they provide the same level of service at a reduced cost or improve the service at a cost which is justified. There are several ways this can be done:

a. A program that maintains the same level of service at less cost by combining or contracting for police services is one. For example, it may cost less for a small town to contract for patrol service instead of paying for a squad car, gasoline, and a full-time patrolman's salary.

b. A program that improves service at little or no increase in cost is another. Even if contracting for patrol service is just as expensive as hiring a local police officer, the fact the contracted patrol service is part of a larger organization with the ability to respond to emergency situations may still make it worthwhile.

c. A mutual agreement that provides a new and previously unavailable service is a third. For example, a small town may contract with a larger town for breathalyzer tests in an effort to increase its conviction rate in drunk-driving arrests.

8. Every police chief executive should identify those line operations of his agency that might be more effective and efficient in preventing, deterring, or investigating multi-jurisdictional criminal activity if combined with like operations of other agencies. Having identified these operations, he should:

a. Confer regularly with all other chief executives within his area, exchange information about regional criminal activity, and jointly develop and maintain the best organizational means for regional control of this activity; and

Standard 5.2 Combined Police Services
(cont.)

b. Cooperate in planning, organizing, and implementing regional law enforcement efforts where such efforts will directly or indirectly benefit the jurisdiction he serves.

Standard 5.3 Commitment to Planning

Every police agency should develop planning processes which will anticipate short- and long-term problems and suggest alternative solutions to them. Policy should be written to guide all employees toward effective administrative and operational planning decisions. Every police agency should adopt procedures immediately to assure the planning competency of its personnel through the establishment of qualifications for selection and training.

1. Every police agency should establish written policy setting out specific goals and objectives of the planning effort, quantified and measurable where possible, which at least include the following:
 - a. To develop and suggest plans that will improve police service in furthering the goals of the agency;
 - b. To review existing agency plans to ascertain their suitability, to determine any weaknesses, to update or devise improvement when needed, and to assure they are suitably recorded;
 - c. To gather and organize into usable format information needed for agency planning.
2. Every police agency should stress the necessity for continual planning in all areas throughout the agency, to include at least:
 - a. Within administrative planning: long range, fiscal and management plans;
 - b. Within operational planning: specific operational, procedural, and tactical plans;
 - c. Extradepartmental plans; and
 - d. Research and development.
3. Every police agency should establish written qualifications for employees assigned specifically to planning activities.
4. Every police agency should provide training necessary for all personnel to carry out their planning responsibilities.
5. If there are planning needs that cannot be satisfied by agency personnel, the police agency should satisfy these needs through an appropriate arrangement with another police agency, another governmental agency, or a private consultant.

Standard 5.4 Agency and Jurisdictional Planning

Every police agency should identify the types of planning necessary for effective operation, and should assign specific responsibility for research and development, and police agency and jurisdictional planning.

1. Every police agency organized into subdivisions should delineate divisional planning responsibilities.
2. Every police agency should maintain close interagency planning.
3. Every police agency should participate in cooperative planning with all other governmental subdivisions of the jurisdiction when such planning can have an effect on crime, public safety, or efficient police operations.
 - a. Every local governmental entity, in all matters of mutual interest, immediately should provide for police planning with that of other governmental subdivisions of the jurisdiction.

Standard 5.5 Police-Community Physical Planning

Every police agency should participate with local planning agencies and organizations, public and private, in community physical planning that affects any law enforcement responsibility or service.

1. Every government entity should seek police participation with public and private agencies and organizations involved in community physical planning within the jurisdiction.
2. Every police agency should assist in planning with public and private organizations involved in police-related community physical planning. This assistance should at least include planning involving:
 - a. Industrial area development;
 - b. Business and commercial area development;
 - c. Residential area development, both low rise and high rise;
 - d. Rehabilitative, clinical, social, or health facility complex development;
 - e. Open area development, both park and other recreation;
 - f. Redevelopment projects such as urban renewal; and
 - g. Building requirements (target hardening), both residential and commercial.

Standard 5.6 Responsibility for Fiscal Management

The State and every local government maintaining a police agency should assign responsibility for fiscal management to the police chief executive. Where he does not personally perform the fiscal management function, this responsibility should be delegated to a fiscal affairs officer with staff as needed.

Standard 5.7 Fiscal Management Procedures

Every police chief executive should use the most effective and appropriate fiscal management techniques available. He should establish policy and procedures so budgeting is a fundamental part of the management planning process.

1. Every police chief executive should initiate annual budget planning with a detailed statement on budget preparation.
2. Every organizational element of the police agency should be involved in budget planning and should prepare a draft budget appropriate to its needs; adequate justification should be provided as part of the budget document for all major continuing expenditures, significant changes in minor continuing expenditures, and all new budget items.
3. Every police chief executive should develop the fiscal controls necessary for the agency to stay within funding restrictions, to insure that funds are being spent for authorized purposes, to account properly for monies received from the public, and to alert management to possible fiscal problems requiring remedial action. This function also should include:
 - a. Developing policy and procedures for highly flexible interaccount transfers as changing needs arise during budget years; and
 - b. Having available, on a quarterly basis in large agencies and on a monthly basis in small ones, summaries of expenditures, balances, and interaccount transfers.
4. Every police agency should study and experiment with various forms of systems budgeting.

Standard 5.8 Funding

Adequate funding should be made available to accomplish the objectives of each police agency.

CHAPTER 6 TEAM POLICING

Standard 6.1 Selecting a Team Policing Plan

Every police agency should examine the team policing concept to determine its value in increasing coordination of patrol and specialized functions within the agency. A team policing system should be adopted when research and testing indicate that such a system would enable the agency to use its resources more efficiently.

Standard 6.2 Implementation of Team Policing

Every police agency implementing team policing should insure that the system effectively facilitates the agency's efforts to reduce crime, detect and apprehend criminal offenders, improve the quality of police services, and enhance police-community cooperation.

1. Every police agency should include agency personnel in the team policing planning and implementation process. Personnel participation should be consistent with the degree of ultimate involvement in the team policing system.
2. Every police agency should provide preparatory and inservice training for all personnel involved in the team policing system. The objectives of the training program should be to acquaint all agency personnel with team policing policy, procedures, objectives, and goals, and to provide specific training according to the extent and nature of personnel involvement in the team policing effort.
3. Every police agency should develop programs to encourage community involvement in the agency's team policing system.

CHAPTER 7 UNUSUAL OCCURRENCES

Standard 7.1 Command and Control Planning

The chief executive of every municipality should have ultimate responsibility for developing plans for coordination of all government and private agencies involved in unusual occurrence control activities. Every police chief executive should develop plans for the effective command and control of police resources during mass disorders and natural disasters. These plans should be developed and applied in cooperation with allied local, State, and Federal agencies and should be directed toward restoring normal conditions as rapidly as possible.

1. Every police agency should develop intra-agency command and control plans to activate the resources of the agency rapidly to control any unusual occurrence that may occur within its jurisdiction. These plans should provide for:
 - a. Liaison with other organizations to include the participation of those organizations in quickly restoring normal order;
 - b. Mutual assistance agreements with other local law enforcement agencies and with State and Federal authorities, where effective control resources may be limited by agency size; and
 - c. The participation of other government and private agencies.
2. Every police agency should furnish current copies of command and control plans to every organization likely to participate directly in the control effort.
3. Every police agency should insure that every employee is familiar with command and control plans that relate to any function the employee might be called upon to perform, or any function that might relate to his performance.

Standard 7.2 Executive Responsibility

Every police chief executive should be given responsibility immediately to command all police resources involved in controlling unusual occurrences within his jurisdiction. This authority should be preempted only when a state of emergency is declared by the Governor, local authority breaks down, or command authority is transferred by prior agreement. In carrying out this responsibility, the police chief executive should direct all police activities within the affected area, and he should insure that at least minimum services are provided to the remainder of the jurisdiction.

1. Every local government should provide by law that the police chief executive be responsible for all law enforcement resources used to control unusual occurrences within the jurisdiction. The police chief executive should establish a system designating executive command in his absence.

Standard 7.2 Executive Responsibility

- a. A system of succession of command should be established; and
 - b. A senior officer should be designated the acting chief executive in the absence of the chief executive.
2. The chief executive or his delegate should be available to assume command without delay at all times. This individual should:
- a. Assess the agency's needs in the involved area and in the remainder of the jurisdiction;
 - b. Make decisions based on available information, and issue appropriate instructions to the agency to insure coordinated and effective deployment of personnel and equipment for control of the occurrence and for effective minimum policing of the remainder of the agency's jurisdiction;
 - c. Insure that all actions taken by law enforcement personnel deployed in the affected area are supervised and directed; and
 - d. Apply control measures according to established command and control plans and predetermined strategies.

Standard 7.3 Organizing for Control

Every police agency should develop an interim unusual occurrence control organization. This organization should be capable of rapid and orderly activation, assembly, and deployment of all needed agency resources and should be flexible enough to permit incremental activation. Where adequate resources are available the agency should provide the following services under the command of the police chief executive:

1. A control center should be established to act as the agency command post responsible for:
 - a. Coordinating all agency unusual occurrence control activities;
 - b. Obtaining all resources and assistance required for the field forces from agency and outside sources;
 - c. Maintaining chronological logs and preparing periodic reports concerning the unusual occurrence situations; and
 - d. Collecting and disseminating information from field forces, agency sources, and outside agencies.
2. An intelligence organization should be responsible for collecting, evaluating, and disseminating information. The intelligence function should be performed by:
 - a. Field units;
 - b. A coordinating unit located at the agency control center; and
 - c. Outside agencies contributing intelligence through the coordinating unit.

Standard 7.3 Organizing for Control
(cont.)

3. A personnel unit should be established to:
 - a. Activate a predetermined personnel call-up system;
 - b. Maintain current personnel availability information and a continuous accounting of all agency personnel;
 - c. Anticipate the personnel needs of the field forces and provide for them;
 - d. Advise the agency commanding officer of the availability of personnel when the number of officers committed to the unusual occurrence indicates the need for partial or total mobilization, or a request for mutual aid or military assistance; and
 - e. Make proper and timely notifications of deaths and injuries of agency personnel.

4. A logistics unit should be established to:
 - a. Procure the needed vehicles, maintenance, supplies, and equipment;
 - b. Account for the disruption of all vehicles, supplies, and equipment deployed in the unusual occurrence;
 - c. Determine appropriate staging areas and maintain a current list of them;
 - d. Receive and safeguard evidence and property for the field forces; and
 - e. Provide for feeding of field forces, when necessary.

5. A field command post should be established and staffed with personnel to support the field commander. The field command post should be staffed and organized to enable the field commander to:
 - a. Direct the operations necessary to control the unusual occurrence;
 - b. Assemble and assign agency resources;
 - c. Collect, evaluate, and disseminate intelligence concerning the incident;
 - d. Communicate with concerned task force officers and units;
 - e. Apply the strategy and tactics necessary to accomplish the police mission;
 - f. Gather, record, and preserve evidence; and
 - g. Maintain appropriate records of field operations.

6. A casualty information center should be established and staffed with qualified personnel to:
 - a. Gather, record, and disseminate all information concerning dead, injured, missing, and lost persons;
 - b. Establish liaison with relief agencies to obtain information on evacuees and evacuation centers;
 - c. Establish liaison with the medical examiner or coroner;
 - d. Deploy personnel, as needed, to hospitals, first aid stations, and morgues; and
 - e. Prepare casualty statistical reports periodically for the agency commanding officer.

Standard 7.4 Mass Processing of Arrestees

Every police agency should develop a system for the arrest, processing, transportation, and detention of large numbers of persons. The agency should seek alternatives to mass arrests, but if it is determined that mass arrests are necessary, a system should be available to provide adequate security for prisoners and officers and to insure that the arresting officer is returned to his field assignment as quickly as possible. The system should facilitate the restoration of order by means of lawful arrest, and preservation of all available evidence.

1. The mass arrest system should insure that arrestees are processed as rapidly as possible. The system should provide:
 - a. A procedure for gathering and preserving available evidence to connect the arrestee to the crime he is to be charged with. The evidence may include photographs, recordings, videotapes, statements of witnesses, or other evidence;
 - b. A procedure for receiving each prisoner from the arresting officer and facilitating the officer's return to his field assignment as soon as possible;
 - c. Positive identification of the arrestee and the arresting officer;
 - d. A procedure for receiving and maintaining continuity of evidence;
 - e. Rapid removal of arrestees from the affected area. Security should be provided en route to prevent attempts to free prisoners;
 - f. A secure detention area to prevent escape or attempts to free prisoners. The facility should be adequate to maintain custody of a number of prisoners in safety;
 - g. Prearranged interagency agreements to facilitate the assimilation of the arrestees into the jail system when the arresting agency is not the custodial agency;
 - h. Defense counsel visitations after processing. These visitations should not be permitted under field conditions or at temporary detention facilities unless adequate security is provided. Prisoners should be transported to a secure detention facility without delay; and
 - i. Liaison with local courts and prosecutors to determine procedures and temporary court sites for speedy arraignment of arrestees.

2. The mass arrest system should make the name and charge of persons arrested available to public inquiry as soon as possible after the arrestee has been processed. A current list of arrestees should be communicated to the agency command center as the information becomes available. Inquiries should be directed to one central location.

Standard 7.5 Legal Considerations

The State and every local government should review existing law and consider new legislation to permit necessary action by all control agencies and afford each individual all his constitutional guarantees during an unusual occurrence.

Standard 7.5 Legal Considerations
(cont.)

1. Full-time protection should be afforded every community by permanent legislation to provide for:
 - a. Federal and State reimbursement of local law enforcement agencies required to react to Federal and State events, such as conventions, campaigns, or VIP visits, and extraordinary costs incurred in responding to mutual aid requests;
 - b. Mutual aid agreements between local, county, and State police, and the National Guard;
 - c. The prohibition of any sanctuary by providing police access to any area, public or private, within the jurisdiction or close enough to constitute an immediate threat to public order within the jurisdiction;
 - d. The prohibition of interference with or attacks upon firemen or other emergency personnel;
 - e. The prohibition against failure to disperse any unlawful assemblies;
 - f. Prohibition of impeding pedestrian or vehicular traffic;
 - g. Strict controls on the manufacture, possession, transportation, or distribution of incendiary or explosive devices; and
 - h. Permits for parades, assemblies, and public events and regulation of the size and material used in picket signs and sign handles or any other device used in a public demonstration.

2. Emergency statutes specifically designed to cope with unusual occurrences should be enacted to provide for:
 - a. The arrest powers of county and State police and National Guard forces when engaged with or without the local police agency's assistance in control operations within a local jurisdiction;
 - b. Emergency police authority enabling local police to maintain public order by suspending due process where a clear and present danger exists that mob action will render ineffective any local police agency's ability to maintain order;
 - c. Restrictions upon sales of gasoline, liquor, and weapons;
 - d. The restriction of public access to certain geographic areas under specifically defined circumstances;
 - e. Curfew, loitering, and other crowd control measures;
 - f. The restriction of public use of schools, places of amusement, water, and private aircraft; and
 - g. Control of the storage of firearms, firearms parts, and ammunition.

3. These emergency statutes would be effective only during extreme and unusual circumstances which could jeopardize the welfare of the citizenry and have the potential of rendering ineffective the capability of local law enforcement.

Standard 7.6 Training for Unusual Occurrences

Depending upon agency size and available resources, every police chief executive should establish formal training programs

Standard 7.6 Training for Unusual Occurrences
(cont.)

in unusual occurrence control administration, strategy, tactics, resources, and standard operating procedures. This training should be given to selected personnel at all levels within the agency, personnel from other agencies in the criminal justice system, and from other related public and private agencies. It should be given frequently enough to maintain proficiency between training sessions.

An unusual occurrence control training program should include both formal instruction and practical exercise.

1. Formal instruction should be implemented through:
 - a. Frequent inservice training, such as roll-call training, to serve as a refresher course, to practice techniques, or to introduce new procedures;
 - b. Periodic agency-conducted schools to familiarize personnel with agency unusual occurrence control procedures and organizational structure;
 - c. Regional or Federal courses, particularly when agency size does not permit development of local schools; and
 - d. A regional training institute to train instructors for local agencies.

2. Practical exercises should be conducted periodically to develop proficiency and teamwork among personnel through:
 - a. Field exercises for operational personnel to practice tactics and procedures;
 - b. Command post exercises for formulating strategy and evaluating existing and new procedures;
 - c. Regional exercises for familiarizing command personnel with mutual aid procedures and developing coordination between other local control agencies and nonlaw enforcement agencies; and
 - d. Criminal justice system exercises to develop coordinated participation of all interrelated criminal justice and non-criminal justice agencies.

3. The training curriculum and the subjects for practice should be directed to:
 - a. Administrative level personnel to familiarize them with agency and criminal justice system emergency organizational structure and procedures for requesting additional personnel and equipment from the military or through mutual aid; and
 - b. Operational personnel to familiarize them with strategy, tactics, and standard operating procedures. The emphasis should be placed on a coordinated effort rather than individual action; use of chemical agents, communications equipment, and other specialized equipment; applicable laws; human relations training; and procedures for procuring logistical support.

CHAPTER 8 PATROL

Standard 8.1 Establishing the Role of the Patrol Officer

Every police chief executive should develop written policy that defines the role of the patrol officer, and should establish operational objectives and priorities that reflect the most effective use of the patrol officer in reducing crime.

1. Every police chief executive should acknowledge that the patrol officer is the agency's primary element for the deliverance of police services and prevention of criminal activity.
2. Every police chief executive should insure maximum efficiency in the deliverance of patrol services by setting out in written policy the objectives and priorities governing these services. This policy:
 - a. Should insure that resources are concentrated on fundamental police duties;
 - b. Should insure that patrol officers are engaged in tasks that are related to the police function;
 - c. Should require immediate response to incidents where there is an immediate threat to the safety of an individual, a crime in progress, or a crime committed and the apprehension of the suspected offender is likely. Urban area response time - from the time a call is dispatched to the arrival at the scene - under normal conditions should not exceed 3 minutes for emergency calls, and 20 minutes for nonemergency calls.
 - d. Should emphasize the need for preventive patrol to reduce the opportunity for criminal activity; and
 - e. Should provide a procedure for accepting reports of criminal incidents not requiring a field investigation.
3. Every police chief executive should insure that all elements of the agency, especially the patrol and communications elements, know the priority placed upon each request for police service.
4. Every police chief executive should implement a public information program to inform the community of the agency's policies regarding the deliverance of police service. This program should include provisions to involve citizens in crime prevention activities.

Standard 8.2 Enhancing the Role of the Patrol Officer

Every local government and police chief executive, recognizing that the patrol function is the most important element of the police agency, immediately should adopt policies that attract and retain highly qualified personnel in the patrol force.

Standard 8.2 Enhancing the Role of the Patrol Officer
(cont.)

1. Every local government should expand its classification and pay system to provide greater advancement opportunities within the patrol ranks. The system should provide:
 - a. Multiple pay grades within the basic rank;
 - b. Opportunity for advancement within the basic rank to permit equality between patrol officers and investigators;
 - c. Parity in top salary step between patrol officers and nonsupervisory officers assigned to other operational functions;
 - d. Proficiency pay for personnel who have demonstrated expertise in specific field activities that contribute to more efficient police service.

2. Every police chief executive should seek continually to enhance the role of the patrol officer by providing status and recognition from the agency and encouraging similar status and recognition from the community. The police chief executive should:
 - a. Provide distinctive insignia indicating demonstrated expertise in specific field activities;
 - b. Insure that all elements within the agency provide maximum assistance and cooperation to the patrol officer;
 - c. Implement a community information program emphasizing the importance of the patrol officer in the life of the community and encouraging community cooperation in providing police service;
 - d. Provide comprehensive initial and inservice training thoroughly to equip the patrol officer for his role;
 - e. Insure that field supervisory personnel possess the knowledge and skills necessary to guide the patrol officer;
 - f. Implement procedures to provide agencywide recognition of patrol officers who have consistently performed in an efficient and commendable manner;
 - g. Encourage suggestions on changes in policies, procedures, and other matters that affect the delivery of police services and reduction of crime;
 - h. Provide deployment flexibility to facilitate various approaches to individual community crime problems;
 - i. Adopt policies and procedures that allow the patrol officer to conduct the complete investigation of crimes which do not require extensive followup investigation, and allow them to close the investigation of those crimes; and
 - j. Insure that promotional oral examination boards recognize that patrol work provides valuable experience for men seeking promotion to supervisory positions.

Standard 8.3 Deployment of Patrol Officers

Every police agency should develop a patrol deployment system that is responsive to the demands for police services and consistent with the effective use of the agency's patrol personnel. Depending upon available resources, the deployment system should include collecting and analyzing required data, conducting a workload study, and allocating personnel to patrol assignments within the agency.

Standard 8.3 Deployment of Patrol Officers
(cont.)

1. Provisions should be made to establish a system for the collection and analysis of patrol deployment data according to area and time.

a. A census tract, reporting area, or permanent grid system should be developed to determine geographical distribution of data; and

b. Seasonal, daily, and hourly variations should be considered in determining chronological distribution of data.

2. Provisions should be made to conduct comprehensive workload studies to determine the nature and volume of the demands for police service and the time expended on all activities performed by patrol personnel. The workload study should be the first step in developing a deployment data base and should be conducted at least annually thereafter. Information obtained from the workload study should be used:

a. To develop operational objectives for patrol personnel;

b. To establish priorities on the types of activities to be performed by patrol personnel; and

c. To measure the efficiency and effectiveness of the patrol operation in achieving agency goals.

3. Every police agency should implement an allocation system for the geographical and chronological proportionate need distribution of patrol personnel. The allocation system should emphasize agency efforts to reduce crime, increase criminal apprehensions, minimize response time to calls for service, and equalize patrol personnel workload. This system should provide for the allocation of personnel to:

a. Divisions or precincts in those agencies which are geographically decentralized;

b. Shifts;

c. Days of the week;

d. Beats; and

e. Fixed-post and relief assignments.

4. Every police agency should establish procedures for the implementation, operation, and periodic evaluation and revision of the agency's deployment system. These procedures should include provisions to insure the active participation and willing cooperation of all agency personnel.

CHAPTER 9 OPERATIONS SPECIALIZATION

Standard 9.1 Specialized Assignment

Every police agency should use generalists (patrol officers) wherever possible and, before establishing any specialization necessary to improve the delivery of police service, specifically define the problem that may require specialization, determine precisely what forms of specialization are required to cope with this problem, and implement only those forms in a manner consistent with available resources and agency priorities.

1. Every police chief executive should define the specific problem in concise written terms and in doing so should consider at least:
 - a. Whether the problem requires the action of another public or private organization;
 - b. The severity of the problem;
 - c. The period of time the problem is expected to exist; and
 - d. The community's geographic, physical, and population conditions that contribute to the problem or which may affect or be affected by the specialization.
2. Every police chief executive should consider community perception of the problem: community awareness, and the attitudes based on that awareness.
3. Every police chief executive should - based on his definition of the problem, community perception of it, and the pertinent legal requirements - assess all resources and tactical alternatives available to the agency, and doing so determine at least:
 - a. Whether the problem requires specialization;
 - b. The degree of specialization required;
 - c. The manpower and equipment resources required by specialization;
 - d. Which of the needed resources are available within the agency and which are available outside it;
 - e. The availability of necessary specialized training;
 - f. The expected duration of the need for specialization; and
 - g. The organizational changes needed as a result of specialization.
4. Every police chief executive should give special consideration to the impact of specialization on:
 - a. The identified problem;
 - b. Personnel and fiscal resources;
 - c. Community attitudes toward the agency; and
 - d. The agency's delivery of general police services.
5. Every police agency should develop an operations effectiveness review for each new specialization. This review process should be carried out:
 - a. As a goal-oriented activity analysis; and
 - b. On a specific schedule for the expected duration of the need.

Standard 9.1 Specialized Assignment
(cont.)

6. Every police agency should terminate a specialized activity whenever the problem for which it was needed no longer exists, or can be controlled as well or better through other agency operations.

Standard 9.2 Selection for Specialized Assignment

Every police agency should establish written policy defining specific criteria for the selection and placement of specialist personnel so that they are effectively matched to the requirements of each specialty.

1. Every police agency should maintain a comprehensive personnel records system from which information is readily retrievable. This system should:
 - a. Include all pertinent data on every agency employee;
 - b. Employ a consistent format on all personnel records;and
 - c. Include procedures for continual updating.
2. Every police agency should disseminate agencywide written announcements describing anticipated specialist position openings. These announcements should include:
 - a. The minimum personnel requirements for each position;and
 - b. The specialized skills or other attributes required by the position.
3. Every police agency should establish written minimum requirements for every specialist position. These requirements should stipulate the required:
 - a. Length and diversity of experience;
 - b. Formal education; and
 - c. Specialized skills, knowledge, and experience.
4. Command personnel within the specialty should interview every candidate for a specialist position. Interviewers should:
 - a. Review the pertinent personnel records of every candidate;
 - b. Consider the candidate's attitude toward the position as well as his objective qualifications for it; and
 - c. Conduct a special personnel investigation where the specific position or candidate requires it.
5. Every police agency should establish written training requirements for each specialty. These requirements may include:
 - a. Formal preassignment training; and
 - b. Formal on-the-job training.
6. Every police agency should require satisfactory completion of an internally administered internship in any specialist position before regular assignment to that position.

Standard 9.2 Selection for Specialized Assignment
(cont.)

7. Police agencies should explore the benefits of establishing a rotation system that requires specialists to be regularly rotated from positions where potential for officer compromise is high to positions where this potential is low or the criminal "clientele" is different. This rotation system may include provisions that insure the maintenance of a high level of operational competence within the specialty and throughout the agency.

Standard 9.3 State Specialists

Arizona should provide, upon the request of any local police agency in the State, specialists to assist in the investigation of crimes and other incidents that may require extensive or highly specialized investigative resources not otherwise available to the local agency. The State may also fund regional operational specialist activities. The State or regional specialists should not provide everyday needs to local law enforcement.

1. The State should provide trained specialists who are properly equipped to assist local police agencies. Where appropriate, the State should provide funds to combine or consolidate local special investigative resources.
2. The State should publish and distribute to every local police agency in the State the request procedure for obtaining specialists.
3. The State should insure that its specialists pursue the investigation in complete cooperation with and support of the local agency.

Standard 9.4 Juvenile Operations

The chief executive of every police agency should develop written policy governing his agency's involvement in the detection, deterrence, and prevention of delinquent behavior and juvenile crime.

1. Every police agency should provide all its police officers with specific training in preventing delinquent behavior and juvenile crime.
2. Every police agency should cooperate actively with other agencies and organizations, public and private, in order to employ all available resources to detect and deter delinquent behavior and combat juvenile crime.
3. Every police agency should establish in cooperation with courts written policies and procedures governing agency action in juvenile matters. These policies and procedures should stipulate at least:

Standard 9.4 Juvenile Operations
(cont.)

- a. The specific form of agency cooperation with other governmental agencies concerned with delinquent behavior, abandonment, neglect, and juvenile crime;
- b. The specific form of agency cooperation with nongovernmental agencies and organizations where assistance in juvenile matters may be obtained;
- c. The procedures for release of juveniles into parental custody; and
- d. The procedures for the detention of juveniles.

Standard 9.5 Traffic Operations

Every police agency and every local government responsible for highway traffic safety should perform the basic functions of traffic law enforcement, traffic accident management and traffic direction and control.

1. Every police agency should perform the basic function of traffic law enforcement - the police activity specifically directed toward controlling traffic violations through preventive patrol and enforcement, case preparation, and court testimony. This function:
 - a. Should include line patrol, area patrol, selective location patrol, and records and logistics; and
 - b. Should be a fundamental responsibility of all uniformed officers.
2. Every police agency should perform the basic function of traffic accident management. This function relates to police activities connected with traffic collisions, and includes providing assistance to the injured, protecting the scene, preparing reports, taking necessary enforcement action, and conducting followup investigations. The function should include:
 - a. Initial traffic accident investigation, followup investigation, traffic control at the scene, injury control, enforcement action, records, reports, and notifications; and
 - b. On-scene investigations of all accidents involving a fatality, personal injury, or one or more vehicles that must be towed from the scene.
3. Every local government with responsibility for traffic direction and control should perform the basic function of traffic control and direction which has a direct and immediate effect on traffic flow. Such activities are those which have an immediate and direct effect. These activities:
 - a. May include intersection control, parking control, pedestrian control, police escort, special event control, and hazard control;
 - b. Should be transferred, wherever possible, from the police agency to another local government agency, or be undertaken by the police agency but assigned to nonsworn employees.

Standard 9.6 Criminal Investigation

Every police agency should direct patrol officers to conduct thorough preliminary investigations and should establish in writing priorities to insure that investigative efforts are spent in a manner that will best achieve organizational goals.

1. Every police agency should recognize that patrol officers are preliminary investigators and that they should conduct thorough preliminary investigations. However, investigative specialists should be assigned to very serious or complex preliminary investigations when delay will not hamper the investigation.

2. Every police agency should establish only as many specialized criminal investigative units as needed, staffed only with the number of personnel necessary to conduct timely investigations that lead to organizational objectives. The thoroughness of preliminary investigations by patrol officers should be insured, to reduce followup investigative efforts.

3. Every police agency should establish investigative priorities according to the seriousness of the crime, how recently it was reported, the amount of readily available information about suspects, the availability of agency resources, and community attitudes.

4. Every agency should assign criminal investigation specialists where specific needs are present.

a. Specialization within the criminal investigation unit should take place only when necessary to improve overall efficiency within the agency.

b. Criminal investigation operations should be decentralized to the most effective command level. However, unusual cases or types of cases may be investigated by a centralized unit.

5. Every police agency should establish quality control procedures to insure that every reported crime receives the investigation it warrants.

6. Every police agency should consider the use of a case preparation operation to insure that all evidence that may lead to the conviction or acquittal of defendants is systematically prepared and presented for review by the prosecuting authority.

7. Every police agency should coordinate criminal investigations with all other agency operations.

Standard 9.7 Special Crime Tactical Forces

Every police agency with adequate personnel should have immediately available, consistent with an analysis of its needs, a flexible and highly mobile tactical force for rapid deployment against special crime problems.

Standard 9.7 Special Crime Tactical Forces
(cont.)

1. Every chief executive should establish procedures that govern deployment of the tactical force against any problem. These procedures should stipulate at least:
 - a. That the tactical force will be deployed on the basis of current crime pattern analyses or current information on expected crime activity.

Standard 9.8 Vice Operations

Every police agency should insure its capability to conduct effective vice operations against illegal gambling, traffic in liquor, prostitution, pandering, pornography, and obscene conduct. These operations should be capable of reducing the incidence of vice crimes and related criminal activity.

1. Every chief executive should establish policies governing vice operations. These policies, consistent with existing statutes:
 - a. Should reflect community attitudes toward vice crimes, the severity of the local vice problem, and the effect of the vice problem on other local crime problems.
 - b. Should acknowledge that the patrol force is responsible for taking enforcement action against all vice violations they see.
2. Every agency with adequate resources may assign personnel to vice operations on a full- or part-time basis, depending on the local problem.
3. Every police chief executive should insure, through written policies and procedures, that every vice complaint received by his agency will be reduced to writing and investigated as thoroughly as possible. Vice complaint policies and procedures should provide that:
 - a. All vice complaints be distributed to the chief executive or his designee, and to the vice unit;
 - b. Every 10 days a written followup report on each vice complaint be made to indicate the progress of the investigation; and
 - c. Every vice complaint investigation not completed within 30 days of its receipt be reviewed, and that all necessary steps be taken to expedite the investigation.

Standard 9.9 Narcotic and Drug Investigations

Every police agency should acknowledge the direct relationship between narcotic and drug offenses and other criminal activity, and should have available a narcotic and drug investigation capability based on that acknowledgment.

Standard 9.9 Narcotic and Drug Investigations
(cont.)

1. Every police agency should provide fundamental narcotic and drug investigation training to every officer during basic training.
2. Every police agency should cooperate in and, where necessary, establish narcotic and drug abuse public awareness programs such as school system educational programs, civic group programs, multi-agency community programs, and Analysis Anonymous programs.
3. The number of personnel assigned to the narcotic and drug operation should be determined by the local problem.

Standard 9.10 Intelligence Operations

In an effort to curtail organized crime and public disorder, every police agency should collect, correlate, evaluate, and disseminate intelligence in a manner which protects every individual's right to privacy.

CHAPTER 10 MANPOWER ALTERNATIVES

Standard 10.1 Assignment of Civilian Police Personnel

Every police agency should assign civilian personnel to positions that do not require the exercise of police authority or the application of the special knowledge, skills, and aptitudes of the professional peace officer. They should designate as civilian those positions that can be filled by a civilian employee and should staff with qualified civilian personnel all positions designated for civilians.

Standard 10.2 Selection and Assignment of Reserve Police Officers

Every police agency should consider the utilization of police reserve officers to assist the regular force of sworn personnel and increase community involvement in local police service.

1. The State should establish minimum standards for reserve police officer training.
2. Reserve officer medical and age requirements may differ from those for regular sworn personnel since a retirement liability does not exist.

CHAPTER 11 PROFESSIONAL ASSISTANCE

Standard 11.1 Use of Professional Expertise

Every police agency should immediately establish liaison with professionals outside the police service who have expertise that can contribute to effective and efficient performance beyond the capabilities of agency employees. At a minimum, this liaison should implement working relationships, as necessary, with:

1. Medical professionals, particularly those with specific expertise in:
 - a. Pathology;
 - b. Gynecology;
 - c. Psychiatry;
 - d. Dentistry and orthodontics;
 - e. Traumatic injuries;
 - f. Medical laboratory technology; and
 - g. Pharmacology.

2. Business, trade, and industrial professionals, particularly those knowledgeable in:
 - a. Banking;
 - b. Bookkeeping and accounting;
 - c. Labor relations;
 - d. The local economy; and
 - e. Local industry, business, and trades.

3. Educational professionals, particularly those with expertise in:
 - a. Elementary, secondary, and vocational education;
 - b. The physical, natural, and behavioral sciences; and
 - c. Research

4. Behavioral science resources with expertise in:
 - a. Personnel selection, vocational assessment, and career counseling;
 - b. Teaching, training, and educational programing;
 - c. Research;
 - d. Management consultation;
 - e. Personal problem counseling; and
 - f. Specialist consultation.

5. Members of the clergy.

Standard 11.2 Legal Assistance

Every police agency should acquire the legal assistance necessary to insure maximum effectiveness and efficiency in all its operations.

1. Every police agency should make maximum use of the offices of its city attorney or county attorney, the county prosecutor, and the State attorney general, to acquire the legal assistance it needs.

Standard 11.2 Legal Assistance
(cont.)

2. Every agency should obtain legal assistance in all agency operations where needed. This assistance may include:
 - a. Provision of legal counsel to the police chief executive in all phases of administration and operations;
 - b. Liaison with the city or county attorney, the county prosecutor, the State attorney general, the United States attorney, the courts, and the local bar association;
 - c. Review of general orders, training bulletins, and other directives to insure legal sufficiency;
 - d. Case consultation with arresting officers and review of affidavits in support of arrest and search warrants in cooperation with the prosecutor's office;
 - e. Advisory participation in operations where difficult legal problems can be anticipated;
 - f. Attendance at major disturbances - and an oncall status for minor ones - to permit rapid consultation regarding legal aspects of the incident;
 - g. Participation in training to insure continuing legal training at all levels within the agency;
 - h. Drafting of procedural guides for the implementation of recent court decisions and newly enacted legislation; and
 - i. Provision of legal counsel for ad hoc projects, grant proposal development, and special enforcement problems.

CHAPTER 12 SUPPORT SERVICES

Standard 12.1 The Evidence Technician

The State and every police agency should acknowledge the importance of efficient identification, collection, and preservation of physical evidence; its accurate and speedy analysis; and its proper presentation in criminal court proceedings. These are essential to professional criminal investigation, increased clearance of criminal cases, and ultimately, the reduction of crime. Every agency should insure the availability of specially trained personnel to gather physical evidence 24 hours a day. Police agencies should consider and explore the feasibility of utilizing qualified civilians in evidence technician positions.

Standard 12.2 The Crime Laboratory

Arizona should establish a consolidated criminal laboratory system composed of local, regional, State or federal facilities capable of providing the most advanced forensic science services to police agencies.

1. Every police agency should immediately insure that it has access to at least one laboratory facility capable of timely and efficient processing of physical evidence.

Standard 12.3 The Property System

Every police agency should establish a system for the secure and efficient storage, classification, retrieval, and disposition of items of evidentiary or other value that come into the custody of the agency.

1. Every police agency should establish a filing system that includes, but is not limited to:
 - a. A chronological record of each occasion when property is taken into police custody;
 - b. A separate itemized list of all items of property that are taken into custody;
 - c. A record that indicates the continuity of the property from its entry into the system to its final disposition. This record should include the name of each person accountable for each item of property at any given time.
2. Every police agency where possible or feasible should conduct regular property inventories and property record audits to insure the integrity of the system. Such measures should be performed by personnel who are not charged with the care and custody of the property, and the results should be reported to the police chief executive.

Standard 12.3 The Property System
(cont.)

3. Every police agency should have procedures governing the function of the property system.
4. Every police agency that uses full-time employees in its property function should assign civilian personnel to all elements of the property system in order to release sworn officers for assignment to those police functions requiring them.

Standard 12.4 The Detention System

Every police agency currently operating a detention facility should insure professionalism in its jail management and provide adequate detention services. Every municipal police agency should, by 1982, turn over all its detention and correctional facilities to an appropriate county, regional, or State agency, and should continue to maintain only those facilities necessary for short term processing of prisoners immediately following arrest.

Standard 12.5 Staffing Patterns

Every police agency operating locally based correctional institutions and programs should establish these criteria for staff:

1. All personnel should be placed on a merit or civil service status, with all employees except as noted below assigned to the facility on a full-time basis.
2. Correctional personnel should receive salaries commensurate with their qualifications and seniority.
3. When feasible, qualified and properly trained civilian personnel should be utilized to operate local correctional institutions. Sworn personnel should be used only when local resources and budget constraints prevent the employment of civilian corrections personnel.
4. Qualifications for correctional employees should be set at the State level (ALEOAC).
5. A program of preservice and inservice training and staff development should be given all personnel. Training requirements should be established at the state level (ALEOAC). New correctional workers should receive preservice training in the fundamentals of facility operation, correctional programming, and their role in the correctional process. With all workers, responsibilities and salaries should increase with training and experience.

Standard 12.5 Staffing Patterns
(cont.)

6. Wherever feasible, professional services should be sought from practitioners in the community or from other governmental agencies.
7. Correctional personnel should screen and classify inmates.

Standard 12.6 Recruitment of Correctional Staff

Correctional agencies which are operated under the jurisdiction of a police agency should begin to develop personnel policies and practices that will improve the image of corrections and facilitate the fair and effective selection of the best persons for correctional positions.

1. In the recruitment of personnel, agencies should give careful consideration to all equal employment opportunity commission requirements.
2. Agencies should use an open system of selection in which any testing device used is related to a specific job and is a practical test of a person's ability to perform that job.

PART III TOWARD EFFECTIVE POLICE SERVICE

CHAPTER 13 RECRUITMENT AND SELECTION

Standard 13.1 General Police Recruiting

Every police agency should insure the availability of qualified applicants to fill police officer vacancies by aggressively recruiting applicants when qualified candidates are not readily available.

1. The police agency should administer its own recruitment program.
 - a. When resources permit, the agency should assign to specialized recruitment activities employees who are thoroughly familiar with the policies and procedures of the agency and with the ideals and practices of professional law enforcement;
 - b. Agencies without the expertise to recruit police applicants successfully should seek expertise from the central personnel agency at the appropriate level of State or local government, or form cooperative personnel systems with other police agencies that are likely to benefit from such an association: every police agency, however, should retain administrative control of its recruitment activities.
2. The police agency should direct recruitment exclusively toward attracting the best qualified candidates.
3. Residence should be eliminated as a preemployment requirement.

Standard 13.2 College Recruiting

Every police agency should compete actively with other governmental and private sector employers in recruitment efforts at nearby colleges and universities. The opportunity for a police officer to perform a valuable social service, and the opportunity for a progressive career, should be emphasized in college recruiting.

Standard 13.3 Minority Recruiting

Every police agency should insure that it presents no artificial or arbitrary barriers - cultural or institutional - to discourage qualified individuals from seeking employment or from being employed as police officers.

1. Every police agency should engage in positive efforts to employ all qualified individuals regardless of race, creed, color, or sex. When a substantial ethnic minority population resides within the jurisdiction, the police agency should make

Standard 13.3 Minority Recruiting
(cont.)

an effort to achieve a ratio of minority group employees in approximate proportion to the makeup of the population.

2. Every police agency seeking to employ qualified ethnic minority members should research, develop, and implement specialized minority recruitment methods.

3. Every police chief executive should insure that hiring, assignment, and promotion policies and practices do not discriminate against minority group members.

4. Every police agency should evaluate continually the effectiveness of specialized minority recruitment methods so that successful methods are emphasized and unsuccessful ones discarded.

Standard 13.4 State Mandated Minimum Standards for the Selection
of Police Officers

Arizona should enact legislation establishing a State commission empowered to develop and enforce State minimum mandatory standards for the selection of police officers. This legislation should provide that the commission represent local government.

1. The majority of this commission should be composed of representatives of local law enforcement agencies to insure responsiveness to local needs. Police practitioners, other members of the criminal justice system, and local government officials should be selected as commission members for a fixed term.

2. This commission should insure that standards are met by inspecting for local compliance, and certifying as competent to exercise police authority, only those police officers who have met the mandated standards. The commission should establish minimum standards for:

- a. Minimum and maximum recruitment age that reflects the physical, emotional, and psychological demands placed upon a police officer and the retirement liability of police agencies;
- b. Character, with consideration given to the responsibilities of police officers and the need for public trust and confidence in police personnel; and
- c. Education, with consideration given to the mental skills and knowledge necessary to perform the police function properly.

Standard 13.4 State Mandated Minimum Standards for the Selection
(cont.) of Police Officers

3. Arizona should provide sufficient funds to enable this commission:
 - a. To employ a staff large enough to carry out the basic duties of the commission; and
 - b. To meet periodically.

Standard 13.5 The Selection Process

Every police agency should employ a formal process for the selection of qualified police applicants. This process should include a written test of mental ability or aptitude, an oral interview, a physical examination, and an in-depth background investigation.

1. Every police agency should measure applicants' mental ability through the use of job-related ability or aptitude tests rather than general aptitude tests.
2. Every police agency should have available the services of a qualified psychiatrist or psychologist with a knowledge and understanding of the demands placed on police officers to conduct psychological testing of police applicants in order to screen out those who have mental disorders or are emotionally unfit for police work. Testing of this nature should be provided by the state for those agencies which do not have adequate resources with which to retain qualified psychiatrists or psychologists.
3. Every police agency should conduct an in-depth background investigation of every police applicant before employment. The policies and procedures governing these investigations at least should insure that:
 - a. To the extent practicable, investigations are based upon personal interviews with persons who have valuable knowledge of the applicant;
 - b. The polygraph examination is used where appropriate, but is not allowed to substitute for a field investigation; and
 - c. The rejection of police applicants is job related.

Standard 13.6 Employment of Women

Every police agency should insure that there exists no agency policy that discourages qualified women from seeking employment as sworn or civilian personnel or prevents them from realizing their full employment potential. Every police agency should:

Standard 13.6 Employment of Women
(cont.)

1. Institute selection procedures to facilitate the employment of women; no agency, however, should alter selection standards solely to employ female personnel;
2. Insure that recruitment, selection, training, and salary policies neither favor nor discriminate against women; and
3. Abolish all separate organizational entities composed solely of policewomen except those which are identified by function or objective, such as a female jail facility within a multiunit police organization.

CHAPTER 14 CLASSIFICATION OF PAY

Standard 14.1 Police Salaries

The state, county, and city governments should establish and maintain salaries that attract and retain qualified personnel capable of performing the increasingly complex and demanding functions of law enforcement. Through appropriate local legislation, the criteria for minimum salaries should be established and a review procedure should be implemented that would provide adjustments of law enforcement salaries so as to reflect changes in the local economy. The following are recommended standards:

1. Salaries should be established which enable police agencies to compete successfully with business and industry seeking individuals of the same age, intelligence, abilities, integrity, and education. In setting an entry-level salary which exceeds the State minimum, the following should be considered:

- a. The employment standards of the agency;
- b. The training and academic requirements of the agency;
- c. The specific law enforcement functions performed by the agency;
- d. The economy of the area served by the agency; and
- e. The availability of qualified applicants in the local labor market.

2. Every local government should establish a wide salary range within its basic occupational classification, with the maximum salary sufficient to retain qualified personnel by providing them with the opportunity for significant salary advancement without promotion to supervisory or management positions.

3. Every local government should establish a salary review procedure to insure the adjustment of police salaries to reflect the prevailing wages in the local economy and to meet the competition from other employers. The criteria applied in the salary review procedure should not be limited to cost of living increases, average earnings in other occupations, or other economic considerations which, applied in isolation, can inhibit effective salary administration.

4. Every local government should establish a sufficient salary separation between job classifications to provide promotional incentives and to retain competent supervisors and managers.

5. Every local government should provide its police agency's chief executive with a salary that is sufficient to attract and/or retain highly qualified and experienced persons.

Standard 14.1 Police Salaries
(cont.)

6. Every local government should establish within its salary structure a merit system that rewards demonstrated excellence in the performance of assigned duties.
7. Every local government should establish or maintain a police salary structure which takes into consideration the distinct character of the law enforcement function.
8. The State of Arizona should establish a minimum entry-level salary for all State and local sworn law enforcement personnel. The minimum salary should be based on the qualifications required for employment in the law enforcement service, on State and local economic conditions, and on the recommendations of the Arizona Law Enforcement Officer's Advisory Council (ALEOAC) with the advice of local criminal justice elements and other appropriate city, county, and State officials. It should be reviewed and adjusted accordingly to reflect prevailing wages within the State.
9. The Arizona Law Enforcement Officer's Advisory Council, as established by ARS 41-1821, is the appropriate body to implement the program described herein. Therefore, any new legislation or legislative amendments required to clearly define the role of the council and to establish the necessary guidelines for implementation should be enacted and become law at the earliest possible date.
10. It is not the intent of this standard to discourage local government from setting entry-level salaries which exceed the State minimum. The criteria outlined in Section #1 of this standard should be followed.

Standard 14.2 Position Classification Plan

The State and every local government should establish a broad police classification plan based upon the principle of merit. The plan should include few position classifications but multiple pay-grade levels within each classification to enable the agency's chief executive to exercise flexibility in the assignment of personnel.

1. Every agency's classification plan should include, within each position classification, several pay grade levels, each of which requires a certain degree of experience, skill, and ability, or which entails the performance of a specialized function. The plan should provide compensation commensurate with the duties and responsibilities of the job performed, and should permit flexibility in the assignment of personnel.

Standard 14.2 Position Classification Plan
(cont.)

2. Every unit of local government should provide career paths that allow police personnel to progress not only as managers but as generalists and specialists as well.

3. Every police agency should insure that the merit principle dominates promotions and assignments. Any existing civil service procedure should apply only to retention in, or promotion to, broad position classifications. Movement between pay-grade levels within such position classifications should remain free from restrictive civil service procedures, but subject to internal controls, to insure placement and corresponding pay on the basis of merit.

a. Every classification plan that encourages the practices of a "spoils system", or in which the advancement of personnel is not governed by the merit principle, should be corrected or abolished. Every agency should insure that no civil service system imposes any restriction on the agency's classification plan that would inhibit flexibility in the assignment of personnel by the police executive.

CHAPTER 15 EDUCATION

Standard 15.1 Educational and Training Standards for the Selection of Police Personnel

To insure the selection of personnel with the qualifications to perform police duties properly, every police agency should conform to existing or future standards as established by the Arizona Law Enforcement Officer's Advisory Council.

Standard 15.2 Educational Incentives for Police Officers

The State should adopt a formal program of educational incentives to encourage police officers to achieve a college-level education. Colleges and universities, particularly those providing educational programs expressly for police personnel, should schedule classes at a time when police officers can attend.

1. When it does not interfere with the efficient administration of police personnel, duty and shift assignments should be made to accommodate attendance at local colleges.
2. Financial assistance to defray the expense of books, materials, tuition, and other reasonable expenses should be provided to a police officer when:
 - a. He is enrolled in courses or pursuing a degree that will increase his value to the police service; and
 - b. His job performance is satisfactory.
3. Colleges and universities, particularly those providing educational programs expressly for police personnel, should schedule classes at hours and locations that will facilitate the attendance of police officers.
 - a. Classes should be scheduled for presentation during the daytime and evening hours within the same academic period, semester, or quarter.
 - b. When appropriate, colleges and universities should present classes at locations other than the main campus so police officers can attend more conveniently.

CHAPTER 16 TRAINING

Standard 16.1 State Legislation and Fiscal Assistance for Police Training

The State should maintain, and update when necessary, existing legislation which establishes, and gives certain authority to, the Arizona Law Enforcement Officer's Advisory Council.

The scope of authority of this council should continue to include the area of minimum police standards, including training standards and programs for police. Financial assistance for police training should continue to be provided for by the State on a continuing basis to provide the public with a common quality of protection and service from police employees throughout the State.

Standard 16.2 Program Development

Every police training academy and criminal justice training center should develop training programs, the length, content, and presentation of which will vary according to specific subject matter, participating police employees, and agency and community needs.

1. Every police training academy serving more than one police agency should enable the police chief executives of participating agencies to choose for their personnel elective subjects in addition to the minimum mandated training.

2. Every police training academy should insure that its training programs satisfy State standards for police training as well as meet the needs of participating police agencies and that its training is timely and effective. These measures should at least include:

a. Regular review and evaluation of all training programs by an advisory body composed of police practitioners from participating agencies.

b. Periodic evaluation of training programs through feedback from police employees who have completed the training programs and have subsequently utilized that training in field operations and from their field supervisors.

Standard 16.3 Preparatory Training

The basic training program which is conducted under the direction of the Arizona Law Enforcement Officer's Advisory Council should be continued, periodically evaluated, and updated and expanded as necessary. Every police agency should insure that all applicable personnel are in full compliance with the minimum standards established by this council.

Standard 16.4 Inservice Training

Every police agency should provide, or have available, adequate inservice training so as to maintain effective performance throughout every sworn officer's career. The Arizona Law Enforcement Officer's Advisory Council should develop inservice training standards which take into consideration:

1. The inservice training needs of police agencies throughout the State;
2. The availability of training resources, both locally and on a statewide basis; and
3. The geographic areas involved (i.e. remoteness of some agencies and difficulty in sending persons to other areas for training, etc.).

The Arizona Law Enforcement Officer's Advisory Council should, where feasible, provide assistance in establishing and/or conducting inservice training programs.

Standard 16.5 Police Training Academies and Criminal Justice Training Centers

Police training programs which meet the requirements of the Arizona Law Enforcement Officer's Advisory Council should continue to be available to every sworn police employee. Local cooperative or regional police training programs which meet ALEOAC standards and satisfy locally defined training needs should be encouraged.

1. Efforts to expand existing or develop new academic and higher education programs for police employees should be encouraged. The role of local community colleges and the State's universities should be clearly defined with regard to their obligations for the training and education of criminal justice practitioners.
2. In the development of regional criminal justice training centers and higher education programs, review boards consisting of local criminal justice practitioners should be established to provide direction in establishing and conducting the programs presented.

Standard 16.6 Continuing Physical Fitness

Every police agency should establish physical fitness standards and when necessary provide appropriate training and/or programs that will insure every officer's physical fitness and satisfactory job performance throughout his entire career.

CHAPTER 17 DEVELOPMENT, PROMOTION, AND ADVANCEMENT

Standard 17.1 Personnel Development for Promotion and Advancement

Every police agency should adopt a policy of promoting to higher ranks and advancing to higher paygrades only those personnel who successfully demonstrate their ability to assume the responsibilities and perform the duties of the position to which they will be promoted or advanced. Personnel who have the potential to assume increased responsibility should be identified and encouraged to develop that potential.

Standard 17.2 Personnel Records

Every police agency should establish a central personnel information system to facilitate management decision-making in assignment, promotion, advancement, and the identification and selection of individuals for participation in personnel development programs.

1. The personnel information system should contain the following personnel information:
 - a. Personal history;
 - b. Education and training history;
 - c. Personnel performance evaluation history;
 - d. Law enforcement experience;
 - e. Assignment, promotion, and advancement history;
 - f. Commendation records;
 - g. Photographs.
2. The personnel information system should be protected against unauthorized access; however, employees should have access to agency records concerning them, with the exception of background investigation data.
3. State legislation should be enacted which protects the confidentiality concerning police internal investigation files.

CHAPTER 18 EMPLOYEE RELATIONS

Standard 18.1 The Police Executive and Employee Relations

Every police chief executive should acknowledge his responsibility to maintain effective employee relations and should develop policies and procedures to fulfill this responsibility.

1. Every police chief executive should actively participate in seeking reasonable personnel benefits for all police employees.
2. Every police chief executive should provide an internal two-way communication network to facilitate the effective exchange of information within the agency and to provide himself with an information feedback device.
3. Every police chief executive should develop methods to obtain advisory information from police employees - who have daily contact with operational problems - to assist him in reaching decisions on personnel and operational matters.
4. Every police chief executive should provide a grievance procedure for all police employees.

Standard 18.2 Work Stoppages and Job Actions

Every police chief executive should prepare his agency to react effectively to neutralize any concerted work stoppage or job action by police employees. Any such concerted police employee action should be prohibited by law.

CHAPTER 19 INTERNAL DISCIPLINE

Standard 19.1 Foundation for Internal Discipline

Every police agency should formalize policies, procedures, and rules in written form for the administration of internal discipline. The internal discipline system should be based on essential fairness, but not bound by formal procedures or proceedings such as are used in criminal trials.

1. The chief executive of every police agency should have ultimate responsibility for the administration of internal discipline.
2. Every employee at the time of employment should be given written rules for conduct and appearance. They should be stated in brief, understandable language.
3. The policies, procedures, and rules governing employee conduct and the administration of discipline should be strengthened by incorporating them in training programs and promotional examinations.

Standard 19.2 Complaint Reception Procedures

Every police agency should implement procedures to facilitate the making of a complaint alleging employee misconduct, whether that complaint is initiated internally or externally.

1. Every person making a complaint should receive verification that his complaint is being processed by the police agency.
2. All persons who file a complaint should be notified of its final disposition.

Standard 19.3 Investigative Responsibility

The chief executive of every police agency should insure that the investigation of all complaints from the public, and all allegations of criminal conduct and serious internal misconduct, are conducted by the involved police agency.

Standard 19.4 Adjudication of Complaints

Every police agency should insure that provisions are established to allow the police chief executive ultimate authority in the adjudication of internal discipline complaints, subject only to appeal through the courts or established civil service bodies, and review by responsible legal and governmental entities.

Standard 19.4 Adjudication of Complaints
(cont.)

1. A complaint disposition should be classified as sustained, not sustained, exonerated, unfounded, or misconduct not based on the original complaint.
2. An administrative factfinding trial board should be available to all police agencies to assist in the adjudication phase. It should be activated when necessary in the interests of the police agency, the public, or the accused employee, and should be available at the direction of the chief executive or upon the request of any employee who is to be penalized in any manner that exceeds verbal or written reprimand. The chief executive of the agency should review the recommendations of the trial board and decide on the penalty.
3. The accused employee should be entitled to representation and logistical support equal to that afforded the person representing the agency in a trial board proceeding:
4. All disciplinary investigations should be kept confidential.
5. Police employees should not be treated differently from other members of the community in cases involving violations of law.

Standard 19.5 Positive Prevention of Police Misconduct

The chief executive of every police agency should seek and develop programs and techniques that will minimize the potential for employee misconduct. The chief executive should insure that there is a general atmosphere that rewards self-discipline within the police agency.

CHAPTER 20 PERSONAL EQUIPMENT

Standard 20.1 Police Uniforms

Every police chief executive should develop and designate complete standard specifications for apparel and equipment to be worn by every agency employee when performing the duties of a uniformed police officer. To deter criminal activity, uniformed police officers should be highly visible, easily identifiable and readily distinguishable from other uniformed persons. Every officer's appearance should reflect favorably on his agency and profession; however, to insure maximum efficiency, this should not be accomplished at the expense of physical comfort.

1. Every police chief executive should consider seasonal changes and climate when developing the agency's standard police uniform.
2. Every police chief executive should insure that the agency's police uniform identifies the wearer by name and agency, and makes him plainly recognizable as a police officer.
3. Every police executive should insure that the uniforms of agency employees other than police officers - such as civilian traffic control, parking control, and security officers - are, by color, design, or items of identification, plainly distinguishable from those of police officers.
4. Arizona should enact legislation fixing the color and style of uniforms worn by private patrolmen or security guards to insure that they are readily distinguishable from police uniforms.
5. Every police agency should conduct daily uniform inspections to insure that every officer's appearance conforms to agency specifications and reflects favorably on the agency and the law enforcement profession.

Standard 20.2 Firearms and Auxiliary Equipment

Every police chief executive should specify the type of firearms, ammunition, and auxiliary equipment to be used by the agency's police officers. To enhance police efficiency, personal equipment items should be interchangeable among all officers of the agency. Once established, these specified standards should be maintained by frequent, periodic inspections and appropriate disciplinary action when agency regulations are violated.

1. Every police agency should establish written specifications for agency-approved sidearms and ammunition to be

Standard 20.2 Firearms and Auxiliary Equipment
(cont.)

carried by officers on uniformed duty, or plainclothes duty, or off duty. The specifications should include the type, caliber, barrel length, finish, and style of the sidearms, and the specific type of ammunition.

2. Every police agency should designate all items of auxiliary equipment to be worn or carried by its uniformed officers. To insure intra-agency uniformity, the approved type, size, weight, color, style, and other relevant variables of each auxiliary equipment item, along with the position on the uniform or belt where it is to be worn or carried, should be specified in writing.
3. Every police agency should initiate a program of frequent, regular equipment inspections to insure that personal equipment items conform to agency specifications and are maintained in a presentable and serviceable condition. To insure that each officer's weapon functions properly, firearm practice should be required for all officers periodically.
4. To insure shooting competency, every agency's policy relative to firearms practice should require each officer to maintain a minimum qualifying score in the firearms practice course adopted by the agency.

Standard 20.3 Agency Provision of Uniforms and Equipment

Every police agency should acquire the funds necessary to provide and maintain a full uniform and equipment complement for every police officer. This will facilitate the agency's efforts to insure conformance to uniform and equipment standards.

1. Every police agency should determine the minimum uniform requirements for its police officers, including alternate items of apparel for warm, cold, and foul weather. The agency should furnish all required items at no cost to officers. Continuing conformity to uniform standards and appearance should be insured by regular replacement of uniforms or a uniform allowance.
2. Every police agency should furnish and replace at no cost to officers the sidearm, ammunition, and auxiliary personal equipment specified by the agency.

CHAPTER 21. TRANSPORTATION

Standard 21.1 Transportation Equipment Acquisition and Maintenance

Every police agency should acquire and maintain police transportation equipment necessary to achieve agency objectives.

Standard 21.2 Fleet Safety

Every police agency should implement a fleet safety program to insure the safety of its employees and the public, minimize unnecessary expenditure of public funds, and increase agency efficiency.

CHAPTER 22. COMMUNICATIONS

Standard 22.1 Police Use of the Telephone System

Every police agency should develop, as a subsystem of its overall communications system, a telephone communications component designed to reduce crime through rapid and accurate communication with the public. This design may require an upgraded physical plant and supportive equipment, and procedures to shorten the time of the internal message handling.

1. Every police agency should implement a full-time telephone service sufficient to provide prompt answering of calls for service.
 - a. Emergency telephone calls should be answered within 30 seconds, and nonemergency telephone calls should be answered within 60 seconds.
 - b. Procedures should be adopted to control the quality of police response to telephonic requests for service and information.
2. Every police agency should install a sufficient number of emergency trunk lines, in addition to and separate from business trunk lines, to insure that an emergency caller will not receive a busy signal during normal periods of peak activity, excluding catastrophic or unusual occurrences.
3. Every police agency should insure that any misdirected emergency telephone call for police, fire, or other emergency service is promptly accepted and that information obtained from such calls is immediately relayed to the appropriate public safety emergency agency.
4. Every police agency with a full-time telephone service should acquire and operate failsafe recording equipment that will allow endless or continuous recording of all incoming complaint calls and instantaneous playback of those calls.

Standard 22.2 Command and Control Operations

Every police agency should acknowledge that the speed with which it can communicate with field units is critical; that it affects the success of agency efforts to preserve life and property; and that it increases the potential for immediate apprehension of criminal suspects. Therefore, a rapid and accurate communications capability should be developed.

1. Every police agency should install a 24-hour two-way radio capability providing continuous communication between a communications center and field units. Agencies too small to maintain a full-time communications center should

Standard 22.2 Command and Control Operations
(cont.)

immediately arrange for that service to be provided by the nearest full-time communications center of a neighboring public safety emergency agency or a public safety emergency agency operated by the next highest political subdivision in the State.

2. Every police chief executive should insure that delay time - the elapsed time between receipt of a complaint emergency call and the time of message radio transmission - in the case of an emergency call does not exceed 2 minutes, and in the case of a nonemergency call, does not exceed 6 minutes. Communications center delay time in cases of emergency calls should not exceed 1 minute and in cases of nonemergency calls should not exceed 4 minutes.
3. Every agency should acquire and operate fail-safe recording equipment which will allow continuous recording of every radio transmission and recording equipment designed to allow instantaneous playback of field unit radio transmission.
4. Every police agency should seek action by the appropriate legislative or regulatory body to regulate private agencies that provide central-station alarm service. Appropriate steps should be taken to minimize field-unit response to the location of any alarm not caused by a criminal attack.
5. Every police agency having a full-time communications center should operate from facilities designed to be reasonably secure from physical attack and sabotage.

Standard 22.3 Radio Communications

Every police agency should insure that its radio communications system makes the most efficient use of its radio frequency.

1. Arizona should strive to establish common statewide police radio frequencies for use by State and local law enforcement agencies during periods of local disaster or other emergencies requiring interagency coordination.
2. Every agency should acquire and operate multichannel mobile and portable radio equipment capable of two-way operation on operational frequencies, daily car-to-car tactical frequencies, joint public safety tactical frequencies and statewide tactical frequencies.
3. Every agency should equip every on-duty uniformed officer with a portable radio transceiver capable of providing adequate two-way communications and capable of being carried with reasonable comfort on the person.

CHAPTER 23. INFORMATION SYSTEMS

Standard 23.1 Police Reporting

Every police agency should establish procedures that will insure simple and efficient reporting of criminal activity, assist in criminal investigations, and provide complete information to other components of the criminal justice system.

1. Every police agency should publish the circumstances which require an officer to complete a report, and should provide printed forms for crime, arrest, and other reports.
2. Reports should be as simple as possible to complete, and their design should permit systematic collection of summary and management data.
3. Every police agency should be required, at the time arrest warrants are issued or recalled, to notify the Arizona Crime Information Center (ACIC), Department of Public Safety (DPS), and the agency that issues such warrants. Every police agency should insure that, when it contacts or arrests an individual named in want or warrant information generated by any criminal justice agency, it notifies that agency of the contact or arrest promptly. To insure that the right person is arrested, police agencies should provide sufficient identifying data to courts issuing warrants. This data should include, at least, the offender's
 - a. Name;
 - b. Residence address;
 - c. Sex;
 - d. Color of hair and eyes;
 - e. Height and weight; and
 - f. Date of birth.
4. Every police agency should report to the ACIC, DPS, information necessary for:
 - a. The identification of persons known to have been armed, considered dangerous, or known to have resisted arrest;
 - b. The identification of unrecovered stolen vehicles;
 - c. The identification of vehicles wanted in connection with the investigation of felonies or serious misdemeanors;
 - d. The identification of unrecovered stolen Vehicle Identification Number (VIN) plates and serially identified engines and transmissions;
 - e. The identification of unrecovered stolen or missing license plates;
 - f. Identification of serially numbered stolen or lost weapons; and
 - g. The identification of serially numbered stolen property items.

Standard 23.2 Basic Police Records

Every police agency should establish a records system that collects crime data and records operational activities so crime conditions and the effects of agency operations can be systematically evaluated.

1. Every police agency should develop and maintain a "reportable incident file" based on agency needs, that contains documentation on all crimes; essential noncriminal incidents such as missing persons, lost and found property, suicides, and accidental deaths; and, where appropriate, traffic incidents.

2. Arizona should require every police agency within the State to contribute to, and maintain access in, a summary dossier file maintained by a designated agency. Summary dossier files should contain a fingerprint card, State and Federal individual record sheets, an accurate and up-to-date arrest disposition record, photographs, booking forms, arrest reports, and requests from other agencies for notification of arrest.

Standard 23.3 Data Retrieval

Every police agency should establish a compatible information system to collect, store, and retrieve information moving through the agency.

1. Every police agency should have the capability to retrieve statewide criminal information and provide it to field personnel within 3 minutes of the time requested for non-computerized systems and in less than 1 minute for computerized systems.

This capability should at least include information on:

- a. Individuals who are the subject of an arrest warrant for a felony or serious misdemeanor;
- b. Wanted individuals known to have been armed, considered dangerous, or known to have resisted arrest;
- c. Unrecovered stolen vehicles;
- d. Vehicles wanted in connection with the investigation of felonies or serious misdemeanors;
- e. Unrecovered stolen Vehicle Information Number plates and serially identified engines and transmissions;
- f. Unrecovered stolen or missing license plates;
- g. Serially identified stolen or lost weapons; and
- h. Serially numbered stolen property items.

2. Every police agency using, or planning to use, a computer-based information system should take steps to insure that the primary objective of such a system is rapid response to the information needs of field units. Agencies developing or operating a computer-based information system should identify

Standard 23.3 Data Retrieval
(cont.)

critical information groups and assign priorities to them according to the requirements of the system user. Critical information groups should include at least:

- a. Information on wanted persons;
- b. Abstract data on criminal convictions, parole status, penitentiary releases, and vital criminal record information;
- c. Information that forewarns an officer of persons known to have been armed, and other potential dangers; and
- d. Information on stolen property and vehicles.

3. Every agency developing or operating a computer-based information system should establish advisory user groups consisting of field policemen, police managers, computer technicians, and hardware engineers. User groups should be charged with the responsibility for system implementation and operating strategies.

Standard 23.4 Police Telecommunications

Every agency should coordinate its information system with those of other local, regional, State, and Federal law enforcement agencies to facilitate the exchange of information.

APPENDIX 1
EXPLANATION OF TERMS AS
USED IN THIS REPORT:

Command & Control Operations - The function of coordinating the operations of radio-equipped field units. Control is accomplished by the exchange of information between field units and communications centers. (Standard 22.2)

Communications Systems - A subsystem of the larger police service system. The components of the communications system include telephone and radio communications and command and control operations. (Chapter 22)

Community - The people for whom the police agency provides service. Within that broad framework are diverse groups which have special needs or interests. There may, for example, be a significant number of people who are not residents of the agency's jurisdiction, but who are frequent visitors. They represent a part of the community too. (General term used throughout report)

Crime prevention - May refer to the resolution of social, psychological, and economic conditions that lead to the desire to commit crime or may refer to the elimination of the opportunity for crime through the presence of police patrols and "hardening the site" to foil commission of crime. (Standard 3.2)

Goal - A statement of broad direction, general purpose or intent. A goal is general and timeless and is not concerned with a particular achievement within a specified time period. (Standard 2.1)

Nonsworn or civilian personnel - Members of a police agency who do not have peace officer powers, even though they may be legislatively permitted to exercise one or more of those powers in a limited manner, such as issuing parking or traffic citations. (Standard 10.1)

Objective - A desired accomplishment which can be measured within a given time frame and under specifiable conditions. The attainment of the objective advances the system toward a corresponding goal. (Standard 2.1)

Police Agency - A legally constituted governmental entity having personnel with general peace officer powers and specific responsibility for enforcing local and State laws. (General term used throughout report)

Police Chief Executive - The key individual at the head of an agency who leads the agency and the community to effectively reduce crime. This critically important individual may be elected or appointed. He may carry the title of chief of police, sheriff, superintendent, colonel, director, town marshall, or commissioner. As general manager of a police agency, he has administrative responsibility for the policies and performance of the agency. He may report to a town council, mayor, city manager, citizen commission, or board of supervisors, or he may answer directly to the State's attorney general, the Governor, or the people. (General term used throughout report)

Sworn Police Personnel - Those individuals in a police department who are authorized to make arrests and have peace officer status under applicable provision of state and local laws. (Standard 10.2)

Total Team Policing -

1. Combining all line operations of patrol, traffic, and investigation into a single group under common supervision,
2. Forming teams with a mixture of generalists and specialists,
3. Permanently assigning the teams to geographic areas, and
4. Charging the teams with responsibility for all police services within their respective areas. (Standard 6.1)

Vice Operations - A wide variety of law enforcement activities the principal activities of which are directed against illegal gambling, traffic in liquor, prostitution, pandering, pornography, and obscene conduct. (Standard 9.8)

Work Stoppage - The concerted failure to report for duty, the willful absence from one's position, the stoppage of work, or the abstinence in whole or in part from the full, faithful, and proper performance of the duties of employment, for the purpose of inducing, influencing, or coercing a change in the conditions or compensation, or the rights, privileges or obligations of employment. (Standard 18.2)



APPENDIX 2:

CURRENT STATUS OF STANDARDS RELATED TO
LAW ENFORCEMENT AGENCIES

Standard	Relationship to 1977 Annual Action Programs			Current Level of Implementation			Requirement for Implementation		
	Direct Relationship	Indirect Relationship	No Relationship	Fully Implemented	Partially Implemented	Not Implemented	Legislative Action	Individual Agency Policy	Grant Funding
1.1 The Police Function		X			X			X	
1.2 Limits of Authority			X		X			X	
1.3 Police Discretion			X		X		X	X	
1.4 Communicating with the Public	IIA				X			X	X
1.5 Police Understanding of Their Role	IIA				X			X	X
1.6 Public Understanding of the Police Role	IIA				X			X	X
1.7 News Media Relations	IIA				X			X	X
2.1 Development of Goals and Objectives		X			X			X	X
2.2 Establishment of Policy		X			X			X	X
2.3 Inspections			X		X			X	
3.1 Crime Problem Identification and Resource Development	IIA				X				X
3.2 Crime Prevention	IIA				X		X		X
4.1 Cooperation and Coordination		X			X				X
4.2 Police Operational Effectiveness Within the Criminal Justice System		X			X			X	
4.3 Diversion		X			X				X
4.4 Citation and Release on Own Recognizance		X		X					

CURRENT STATUS OF STANDARDS RELATED TO
LAW ENFORCEMENT AGENCIES

Standard	Relationship to 1977 Annual Action Programs			Current Level of Implementation			Requirement for Implementation		
	Direct Relationship	Indirect Relationship	No Relationship	Fully Implemented	Partially Implemented	Not Implemented	Legislative Action	Individual Agency Policy	Grant Funding
4.5 Criminal Case Followup		X			X			X	X
5.1 Responsibility for Police Service		X			X			X	X
5.2 Combined Police Services		X			X			X	X
5.3 Commitment to Planning			X		X			X	X
5.4 Agency and Jurisdictional Planning		X			X			X	X
5.5 Police-Community Physical Planning		X			X			X	X
5.6 Responsibility for Fiscal Management			X		X			X	X
5.7 Fiscal Management Procedures			X		X			X	
5.8 Funding		X				X			X
6.1 Selecting a Team Policing Plan		X			X				X
6.2 Implementation of Team Policing		X			X				X
7.1 Command and Control Planning		X			X			X	X
7.2 Executive Responsibility			X		X			X	
7.3 Organizing for Control		X			X			X	X
7.4 Mass Processing of Arrestees		X			X			X	X
7.5 Legal Considerations			X		X		X		
7.6 Training for Unusual Occurrences	IA				X				X

CURRENT STATUS OF STANDARDS RELATED TO
LAW ENFORCEMENT AGENCIES.

Standard	Relationship to 1977 Annual Action Programs			Current Level of Implementation			Requirement for Implementation		
	Direct Relationship	Indirect Relationship	No Relationship	Fully Implemented	Partially Implemented	Not Implemented	Legislative Action	Individual Agency Policy	Grant Funding
8.1 Establishing the Role of the Patrol Officer		X			X			X	X
8.2 Enhancing the Role of the Patrol Officer	IB				X			X	X
8.3 Deployment of Patrol Officers		X			X			X	X
9.1 Specialized Assignment		X			X			X	X
9.2 Selection for Specialized Assignment			X		X			X	
9.3 State Specialists	IIB,IIC				X				X
9.4 Juvenile Operations		X			X			X	X
9.5 Traffic Operations			X		X			X	
9.6 Criminal Investigation			X		X			X	
9.7 Special Crime Tactical Forces	IIC				X			X	X
9.8 Vice Operations	IIC,IID				X			X	X
9.9 Narcotic and Drug Investigations	IIC,IID				X			X	X
9.10 Intelligence Operations	IID				X				X
10.1 Assignment of Civilian Police Personnel		X			X			X	X
10.2 Selection and Assignment of Reserve Police Officers	IB				X			X	X
11.1 Use of Professional Expertise		X			X			X	X

CURRENT STATUS OF STANDARDS RELATED TO
LAW ENFORCEMENT AGENCIES

Standard	Relationship to 1977 Annual Action Programs			Current Level of Implementation			Requirement for Implementation		
	Direct Relationship	Indirect Relationship	No Relationship	Fully Implemented	Partially Implemented	Not Implemented	Legislative Action	Individual Agency Policy	Grant Funding
11.2 Legal Assistance			X		X			X	
12.1 The Evidence Technician		X			X				X
12.2 The Crime Laboratory	IIB			X					
12.3 The Property System		X			X			X	X
12.4 The Detention System		X			X			X	X
12.5 Staffing Patterns		X			X			X	X
12.6 Recruitment of Correctional Staff		X			X			X	X
13.1 General Police Recruiting	IB				X			X	
13.2 College Recruiting	IB				X			X	
13.3 Minority Recruiting	IB				X			X	X
13.4 State Mandated Minimum Standards for the Selection of Police	IB			X					
13.5 The Selection Process	IB				X			X	X
13.6 Employment of Women	IB				X			X	X
14.1 Police Salaries		X			X		X	X	X
14.2 Position Classification Plan		X			X			X	X
15.1 Educational and Training Standards for the Selection of Police Personnel	IA			X					

CURRENT STATUS OF STANDARDS RELATED TO
LAW ENFORCEMENT AGENCIES

Standard	Relationship to 1977 Annual Action Programs			Current Level of Implementation			Requirement for Implementation		
	Direct Relationship	Indirect Relationship	No Relationship	Fully Implemented	Partially Implemented	Not Implemented	Legislative Action	Individual Agency Policy	Grant Funding
15.2 Educational Incentives for Police Officers	IA				X				X
16.1 State Legislation and Fiscal Assistance for Police Training	IA			X					
16.2 Program Development	IA			X					
16.3 Preparatory Training	IA			X					
16.4 Inservice Training	IA				X				X
16.5 Police Training Academies and Criminal Justice Training Centers	IA				X				X
16.6 Continuing Physical Fitness		X			X			X	X
17.1 Personnel Development for Promotion and Advancement	IB				X			X	X
17.2 Personnel Records	IIF				X		X	X	X
18.1 The Police Executive and Employee Relations			X		X			X	
18.2 Work Stoppages and Job Action			X		X		X	X	
19.1 Foundation for Internal Discipline			X		X			X	
19.2 Complaint Reception Procedures			X		X			X	
19.3 Investigative Responsibility			X		X			X	
19.4 Adjudication of Complaints			X		X			X	
19.5 Positive Prevention of Police Misconduct			X		X			X	

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CURRENT STATUS OF STANDARDS RELATED TO
LAW ENFORCEMENT AGENCIES

Standard	Relationship to 1977 Annual Action Programs			Current Level of Implementation			Requirement for Implementation		
	Direct Relationship	Indirect Relationship	No Relationship	Fully Implemented	Partially Implemented	Not Implemented	Legislative Action	Individual Agency Policy	Grant Funding
20.1 Police Uniforms		X			X			X	X
20.2 Firearms and Auxiliary Equipment	IIB				X			X	X
20.3 Agency Provision of Uniforms and Equipment	IIB				X			X	
21.1 Transportation Equipment Acquisition and Maintenance	IIB				X				X
21.2 Fleet Safety	IIB				X			X	X
22.1 Police Use of the Telephone System	IIB				X				X
22.2 Command and Control Operations	IIB				X				X
22.3 Radio Communications	IIB				X				X
23.1 Police Reporting		X			X			X	X
23.2 Basic Police Records	IIF				X			X	X
23.3 Data Retrieval	IIF				X			X	X
23.4 Police Telecommunications	IIF				X			X	X



END