

A WORKBOOK ON STANDARDS AND GOALS POLICE



USING THE POLICE TASK FORCE REPORT FROM THE STANDARDS AND GOALS PROJECT OF ALABAMA

GEORGE C. WALLACE, GOVERNOR
STATE OF ALABAMA

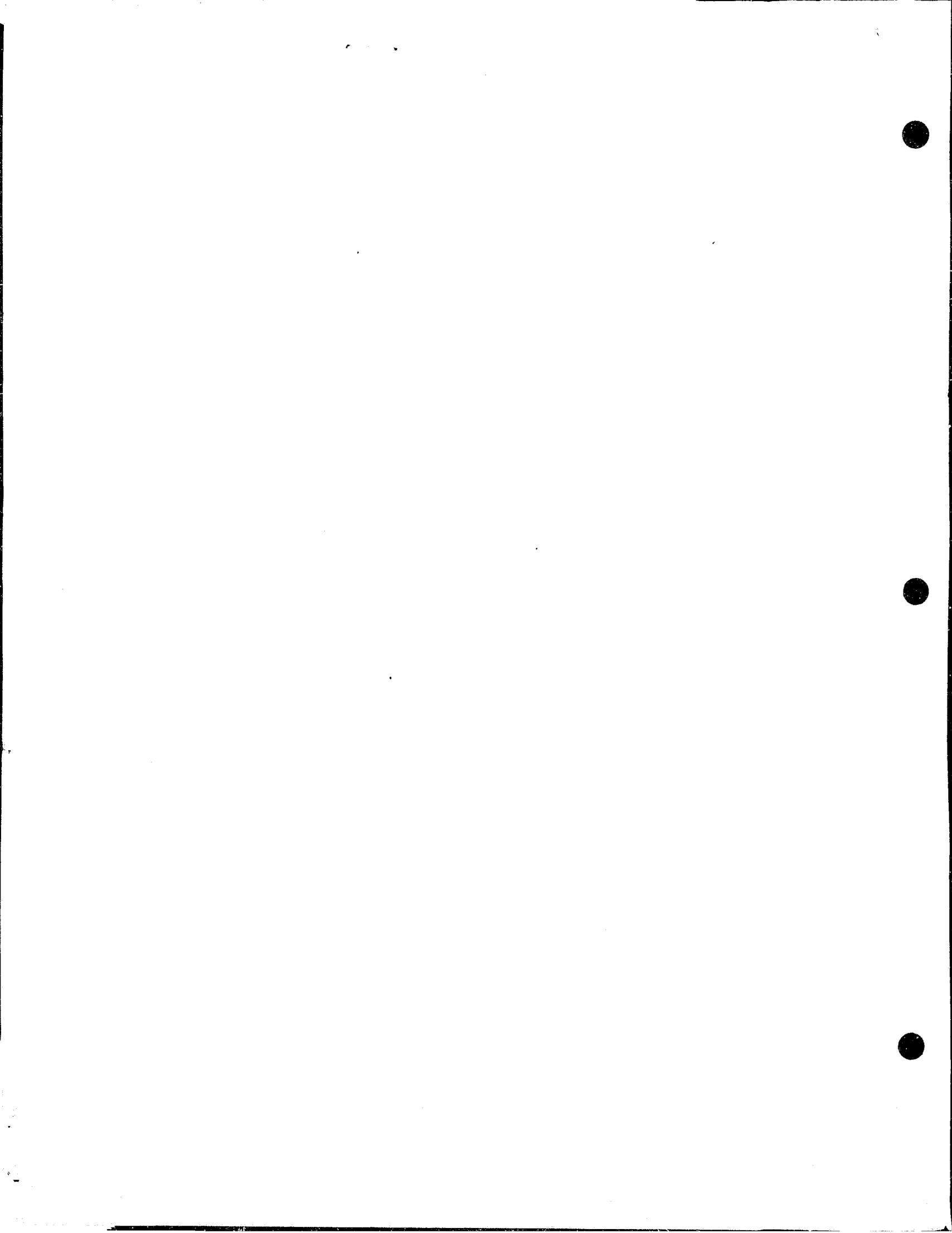
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Contents

Preface 5

I Background and Process 7

II Analysis and Planning 9

Step 1— Gain Commitment of Decision-making Executives 9

Step 2— Determine Approach 9

Step 3— Develop a Work Plan 9

Step 4— Develop a Departmental Profile 9

Step 5— Compare Department to Recommended Standards and Goals 10

Step 6— Establish Priorities by Year 10

Step 7— Evaluate Process 11

Step 8— Review Areas of Concern and Topic Areas 11

III Sequential Array of Actions 17

IV Sample Work Plan 21

V Standards and Goals Comparison Worksheets 25

VI Task Planning Sheets 73

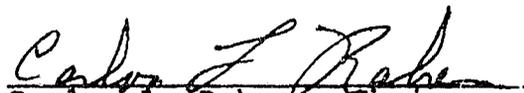
The Standards and Goals Police Task Force was drawn from a cross-section of criminal justice professionals. Additionally, our Police Professional Organizations provided valuable assistance and input in the selection of standards. The Police Task Force met seven times for approximately seventy-two hours and addressed over one hundred thirty standards and recommendations.

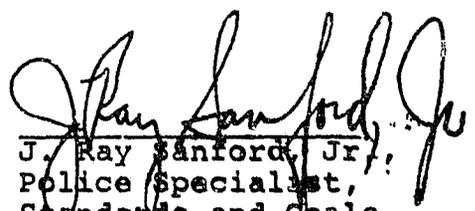
The Task Force, in its deliberations, looked at the Criminal Justice System as a whole and proposed cost effective Standards and Recommendations that would help improve the efficiency of the policeman as a professional.

The Task Force also tried to look into the future and adopt standards that would not be a great burden on society, but that would be helpful in reducing crime and providing better police services to the citizens of Alabama. To achieve these goals several of the standards will require passing of legislation and financial assistance for implementation.

We, as a group, would like to emphasize that these standards should not be considered as the final word but that they are subject to change in the future as deemed necessary.

We would like to commend the members of the Police Task Force for their dedicated work and long hours in preparing this report and a special thanks is due Ms. Nancy Traylor for her devoted and excellent work as secretary.


Carlos L. Rabren, Chairman
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Preface

This workbook presents an effective local approach to utilizing recent reports on criminal justice standards for upgrading the field of Law Enforcement.

In October, 1971, the Department of Justice created a 22-member National Commission on Criminal Justice Standards and Goals to formulate a nationwide action plan to reduce crime.

The Commissioners recognized leaders in Criminal Justice, State and local government and the community, worked for almost two years to produce their report - a six volume set of nearly 500 standards and recommendations for reform of the justice system.

Of particular interest to local Law Enforcement officials, planners, and administrators is the National Advisory Commission's standards which relate to Law Enforcement. These standards contain guidelines and criteria for improving Law Enforcement, establishing diversion programs, and the prevention of crime.

The current emphasis on standards and goals reflects a broad consensus that substantial change is needed in the structure and operation of Law Enforcement agencies and in the process of formulating and carrying out police policy. How to stimulate and bring about such change is nevertheless a complex and difficult problem. One approach is to use the standards relating to police as a catalyst for local review of

the police function and to develop appropriate local standards and goals. In Alabama, a Standards and Goals Advisory Board was created in September 1974 to examine the National Advisory Commission on Criminal Justice Standards and Goals reports. The Advisory Board was divided-up into Task Forces relating to the Police, Courts, Corrections, and Juvenile Delinquency fields. The Task Forces were mandated to address each of the Standards in their respective fields and to either accept, reject or modify them to suit the needs of Alabama.

Contained in this workbook are the standards as recommended by the Police Task Force to serve as guideposts for improving the efficiency and effectiveness of the Alabama Law Enforcement System. The workbook also sets forth the analysis and planning necessary to lay the groundwork for the implementation of the standards.

The first two sections of this document are written primarily for chief executives and other policy-makers in an "executive summary" form. The remaining sections, though of interest to policy-makers, are written primarily for police personnel.

This workbook is patterned after a publication that was prepared jointly by the Criminal Justice Project of the National League of Cities and United States Conference of Mayors and the Pilot City Program of the Metropolitan Criminal Justice Center in Norfolk, Virginia. We would like to express our
6 gratitude to these agencies for their contribution.

Section I

Background and Process

The National Advisory Commission on Criminal Justice Standards and Goals was established in 1971, "to formulate for the first time national criminal justice standards and goals to improve the Police System at the state and local levels." The comprehensive Report on Police, developed by the Commission's Task Force on Police, contains a wealth of information in support of its recommended standards and goals and addresses issues of concern to Police personnel at all levels. For the purpose of comparing a department to the standards and goals and establishing requisite implementation plans, schedules, and budgeting projections, the recommendations may be usefully grouped into certain functional "Areas of Concern," which run throughout the national document (for example, personnel issues surface in at least six different chapters). We have further broken down these Areas of Concern into "topic areas".

Following the suggestions and steps which appear in the ensuing sections, any police agency should be able to measure its present level of activity against the standards recommended by the Alabama Police Task Force. By engaging in this requisite analysis and deciding upon the department's acceptance or rejection, in whole or in part, of each standard (or modification thereof), a department can determine for itself its strengths and weaknesses and develop short-, mid-, and long range plans which are responsive to its needs.

Planning is a continuous process undertaken either to modify existing activities or to establish new ones; it is characterized in part by the correlation of activities with time frames.

For the purpose of this workbook, planning approaches can be conveniently labeled as short-, mid-, or long-range. Short-range approaches involve those actions to be studied and resolved within a one year period; for example, within a budget year. Mid-range planning normally encompasses a time period of from one to five years and long-range planning consists of the delineation of activities beyond five years.

In Section II, Analysis and Planning, each of the eight steps which we feel are necessary to relate Alabama's standards to a department's current operation and management are listed and briefly described. At the end of this section six major Areas of Concern (such as Administration) are listed, and under each

of these are several "topic areas" (e.g. under Administration, a topic area might be "fiscal management"). The applicable standards, which are found in Section V, are listed beside each topic area. The principal planning task is the scheduling in a logical sequence of those actions necessary to meet accepted standards.

In Section III, Sequential Array of Actions, a prescriptive pattern of activities, or "actions," are listed in sequence, with an approximated number of person-days of effort required for each action. The Sequential Array takes the steps listed in Section II and presents them, primarily to give an idea of how much time will be required for each action.

Section IV is a Sample Work Plan which provides for time phasing and the assignment of implementation of responsibility. Like Section III it is to be used as a guide. Each department, of course, will want to generate its own workplan, based on the steps presented in Section II and the Sequential Array of Actions.

Section V, Standards and Goals Comparison Worksheets, contains worksheet pages on which are listed the Standards and Goals from Report on Police. Instructions for using these worksheets to compare one's own department to recommended standards are given at the beginning of this section.

Section VI consists of Task Planning Sheets, to aid planning efforts regarding the implementation of the standards and goals contained in Section V. They take each Area of Concern and the subdivided topic areas listed in Section II, with the applicable standards from Section V, and put them in the form of tasks, providing fundamental information required to indicate planning, timing, priority, and cost activities involved in each task. These sheets should be completed while referring to the comments and notations made on the Standards and Goals Comparison Worksheets. Again, each department will want to expand or modify the language and structure of these worksheets to meet its individual needs.

Section II

Analysis and Planning

Step 1: Gain Commitment of Decision-making Executives

If recommendations for change are to be seriously considered, it is essential that policy decision makers commit themselves and their departments to the planning process. If commitment is half-hearted, the results will not approach their full potential. Most Police departments should be receptive to the development of a plan detailing departmental direction and budgetary projections.

Step 2: Determine Approach

There are several alternatives for implementing the planning effort. The possibilities include: use of planning unit personnel, reliance on an administrative assistant, assignment of selected individuals to each area, or formation of departmental task forces. We suggest that one individual be designed as project director and be held responsible for supervising and coordinating the analysis and implementation activities.

To the extent possible, the planning should be coordinated through local resources. Consultants may be used to enhance local planning participation, but should not have primary responsibility for plan or policy development.

Step 3: Develop Work Plan

Before any major effort can be undertaken, a work plan should be prepared. In one sense, this is a "plan to plan." The work plan should identify key tasks, cover review points, make assignments to individuals or groups, and provide for the scheduling of all activities to be accomplished, including the setting of target dates for completion. A work plan should be a dynamic document which acts as a guide but is flexible and responsive to external factors. Development of a work plan assures that the distribution and scheduling of work is reasonable and that individual assignments are understood and accepted by all concerned. Consideration should be given to all types of plans related to the State of Alabama's Police System. A sample work plan is presented in Section IV as a general information file.

Step 4: Develop a General Information File

A general information file needs to be prepared to serve as a data base for evaluation efforts and to acquaint the project

director (and others involved) with the resources of the Police department and its organization and use. Some police managers are not aware of such basic facts as how their budget growth compares to their present jurisdiction's budget patterns or the ranges and the median level of education of their officers. This kind of data base is requisite to proper planning. The development of a general information file will provide the necessary base while contributing to other management decisions not directly associated with the plan itself. At a minimum, the general information file should include:

- a) Jurisdictional ordinance creating department
- b) Relationship to city/county government
- c) Fiscal patterns (jurisdiction v. agency, past ten years)
- d) Organizational recapitulation (past ten years)
- e) Calls for service (past year)
- f) Crime rates (past ten years)
- g) Clearance rates (past ten years)
- h) Civil Service Commission (authority, staffing)
- i) Recruitment and promotion standards
- j) Personnel profile (education, training, age, etc.)
- k) Manpower allocation (by function, by time)
- l) Vehicle types and distribution
- m) Space allocation
- n) Other departmental resources (auxiliary police, etc.)

Step 5: Compare Department to the Recommended Standards and Goals

To begin the analysis, a comparison of what exists to what is recommended is in order. To facilitate this process, we have included sample comparison worksheets (Section V) which lists all of the standards and recommendations as they appear in the Report on Police. The comparison worksheets are arranged so that a person knowledgeable in the department's administration and operation can determine whether or not the department is meeting in whole or in part, each recommended standard.

The first consideration in this comparison is the determination of whether the department accepts a given recommendation, in whole or in part. The second consideration is the correlation of recommendations made in the past management surveys (both external and internal) to the newly recommended standards to determine why previous recommendations were not implemented, or if they might be more feasibly implemented.

Step 6: Establish Priorities By Year

After the scheduling of the specific topic areas over the five year period (less if appropriate for your jurisdiction) has been completed, it is necessary to prioritize all of the activities planned for each successive year. This not only allows for more specific time phasing, but allows for re-examination of the total activities planned for a given year. It will not be unusual to decide later that what was initially planned for the first year is

either too much or too little. Some rearrangement of the general schedule will occur as a spin-off from in-year priority setting.

The priority scale may be numerical or alphabetical and can be whatever length needed. A one-to-five rating system is suggested. Participatory management can be encouraged by getting input at all levels during the priority setting process. The final decision on priorities should be made by the Police administrator after reviewing the recommendations of his staff, since he is ultimately responsible for program implementation, including the allocation of often scarce resources. It should be remembered that priorities provide a tool for planning and are not an end in themselves. They are flexible and may change with external influences.

Step 7: Evaluate Process

Any effort worthy of undertaking warrants evaluation. Evaluation of the effort requires comparing your initial level of staffing, organizational structure, resource utilization, manpower allocation, training and productivity, with levels of activity after changes have been made to determine the value of the change and direct future planning.

The evaluation plan should include the general information file mentioned previously and should address change factors at every level of the organization. There is nothing mysterious about evaluation. It is simply the process of determining whether goals and objectives were reached and if so, what changes, both positive and negative, have been caused by the effort. The techniques of evaluation can range from simple comparison measurements to sophisticated attitudinal and victimization surveys. To assure validity, evaluation should not be conducted by those who planned or implemented the change or who for any other reason could be biased.

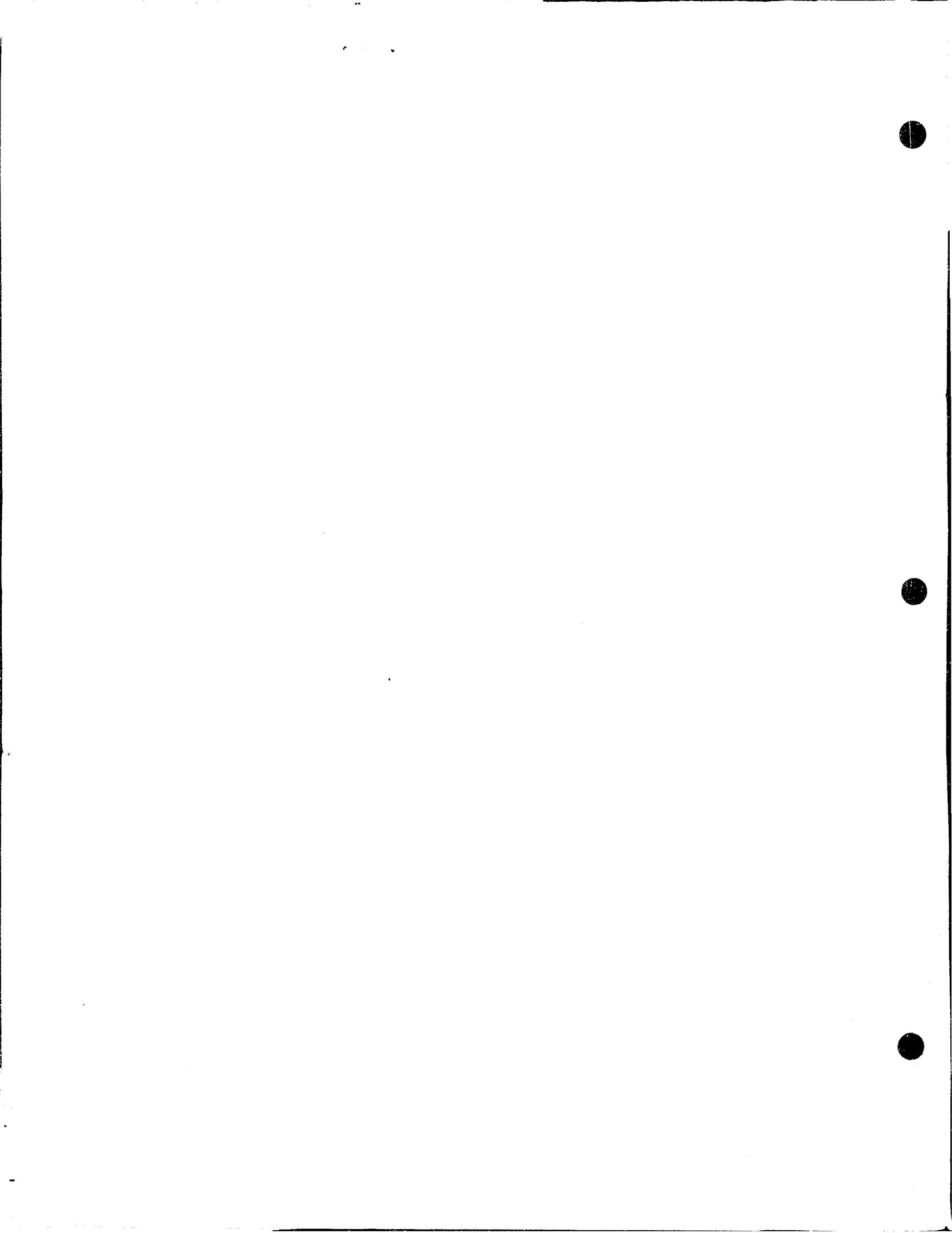
Step 8: Review Areas of Concern and Topic Areas

We have listed six areas of Concern-Administration, Personnel, Training, Operations, Support Services, and Extra-Departmental Cooperation, Coordination and Assistance -- and listed under each of these are several topic areas to be dealt with. (See chart on following page.)

On the following page we have listed each of the Standards from the Police Task Force Report which apply to each of these topic areas. These Standards are contained in Section V of this workbook.

AREAS OF CONCERN AND TOPIC AREAS

<u>ADMINISTRATION</u>	<u>PERSONNEL</u>	<u>TRAINING</u>	<u>OPERATIONS</u>	<u>SUPPORT SERVICES</u>	<u>EXTRA-DEPARTMENTAL COOPERATION COORDINATION & ASSISTANCE</u>
-Policy	-Policy	-Policy	-Policy	-Policy	-Policy
-Procedure	-Procedure	-Procedure	-Procedure	-Procedure	-Procedure
-Police Role	-Recruit & Select	-Program Development	-Patrol Deployment	-Information Systems	-Developing Community Relations
-Organization Structure	-Personnel Development Promotion & Advancement	-Instruction Quality Control	-Specializa- tion -Criminal Investigation	-Property Systems -Communication Systems	-Professional Assistance -Diversion
-Fiscal Management	-Classifica- tion & Pay	-Preparatory Training	-Traffic Operations	-Personnel Equipment	-Combined Police Services
-News Media Relations	-Personnel Utilization	-Inservice Training	-Special Crime Tactical Forces	-Crime Laboratory & Evidence Technicians	-Community Physical Planning
-Community Relations	-Education	-Police Train- ing Academy & Criminal Jus- tice Training Center	-Vice Narcotics & Intelligence Operations	-Transportation	-Inter CJ Agency Coordination
-Internal Discipline	-Employee Services		-Team Policing		
-Inspections Systems		-Interpersonnel Communication Training			
-Discretion					
-Employee Relations		-State Legisla- tion & Fiscal Assistance			
-Planning		-Training for Unusual Occurances			
-Unusual Occurances					



AREAS OF CONCERN

APPLICABLE STANDARDS
(from Report on Police)

ADMINISTRATION

Policy	1.1, 1.2, 1.3, 1.4(1), 1.7, 2.2, 5.3, 5.7, 18.1, 18.4(2), 19.1, 19.5(6), 19.3(3)
Procedure	1.4(1), 18.1, 18.2, 19.1, 19.2, 19.4(1)
Police Role	1.1, 1.5, 2.1
Discretion	1.2, 1.3
Community Relations	1.4, 1.6
News Media Relations	1.7
Inspections	2.3
Organization	5.1
Fiscal Management	5.6, 5.7, 5.8
Employee Relations	18.1, 18.2, 18.4
Internal Discipline	19.1, 19.2, 19.3, 19.4, 19.5, 19.6, Rec. 19.1
Unusual Occurances	7.1, 7.2, 7.3, 7.4, 7.5

PERSONNEL

Policy	13.5(4), 13.6, 17.1
Procedure	8.2(2f), 13.5(4), 13.6(1), 14
Utilization	10.1, 10.2, 13.2(2)
Recruitment and Selection	13.1, 13.2, 13.3, 13.4, 13.5, 13.6, 20.1, 20.2, Rec. 13.1, Rec.13.2
Classification and Pay	14.1, 14.2
Education	15.1, 15.2, 15.3, Rec. 15.1
Development, Promotion and Advancement	17.1, 17.2, 17.3, 17.4
Employee Service	20.3, 20.4, 20.5, Rec. 20.1

TRAINING

Policy	
Procedure	
State Legislation & Fiscal Assistance	16.1
Program Development	16.2
Preparatory	✓16.3
Interpersonal Commu- nications Training	16.4
Inservice Training	16.5
Instruction Quality Control	16.6
Police Training Academy & Criminal Justice Training Centers	16.7
Training for Unusual Occurrences	7.6

OPERATIONS

Policy	8.1, 8.2, 9.2, 9.6(4), 9.7 (6,a), 9.8(1), 9.9(1), 9.9(6), 9.10(5)
Procedure	8.2(2,i), 8.3(4), 9.2(1.6), 9.7(5), 9.7(6,a), 9.7(7,a), 9.8(1), 9.9(6), 9.10(5)
Team Policing	6.1, 6.2
Patrol	8.1, 8.2, 8.3
Specialization	9.1, 9.2, 9.3, 9.4
Traffic Operations	9.6
Criminal Investigation	9.7

Special Crime Tactical Forces	9.8
Vice, Narcotics and Intelligence Operations	9.9, 9.10, 9.11

SUPPORT SERVICES

Policy	24.1(2)
Procedure	24.1
Crime Laboratory Evidence Technician	12.1, 12.2 , Rec. 12.1
Property System	12.3
Personal Equipment	21.1, 21.2, 21.3
Transportation	22.1, 22.2, 22.3, Rec. 22.1
Communications	23.1 , 23.2 , 23.3 , Rec. 23.1 Rec. 23.2 , Rec. 23.3
Information Systems	17.5, 24.1 24.2, 24.3 , 24.4

EXTRA-DEPARTMENTAL COOPERATION, COORDINATION AND ASSISTANCE

Policy	4.1(2,b), 4.3, 4.4(1), 4.5
Procedure	4.2(1), 4.5
Developing Community Resources	
Crime Problem I.D.	3.1
Crime Prevention	3.2
Inter-criminal Justice Agency Coordination	4.1, 4.2, 4.5, Rec. 4.2, Rec. 4.3, Rec. 5.1
Diversion	4.3, 4.4, Rec. 4.1
Combined Police Services	5.2
Community Physical Planning	5.5
Professional Assistance	11.1, 11.2, 11.3



Section III **Sequential Array of Actions**

The following twenty-one steps are based upon the previous discussion of process for analysis and planning (Section II), and provide guidance in a "cookbook" or prescriptive pattern. The "approximate person days of effort required" are projections based upon our experience.

- Indicates decision point
- Indicates activity requiring time

SEQUENTIAL ARRAY OF ACTIONS

<u>Step</u>	<u>Action</u>	<u>Approximate Person Days of Effort Required*</u>
①	Department decision to compare its organization and operations to the National Advisory Commission on Criminal Justice Standards and Goals <u>Report on Police</u> (hereafter referred to as: STANDARDS(S)).	None
②	Identify various approaches to the comparison and implementation process (staffing, assignments, etc.).	2
③	Select the optimal approach(es) for your department.	None
④	Develop preliminary time phase schedule (work plan) for program including detailed actions required to meet objectives including assignment of responsibility for each action. (See Sample, Section IV.)	2
⑤	Brief department command staff.	1
⑥	Acceptance by command staff of time phase schedule.	None

* Person-days of effort is an approximate level of time required and not necessarily a span of time (i.e. two persons x 4 hours = one person-day.)

<u>Step</u>	<u>Action</u>	<u>Approximate Person-days of Effort Required*</u>
7	Develop General Information File	11
8	Compare organization to the recommended standards and goals and specify acceptance, rejection modifications, and additions; time phase by year.	10
9	Review past management studies of department, isolate recommendations, and compare to standards and goals.	2
10	Brief command staff on analysis and plans and obtain acceptance of chief police executive.	1
11	Develop desired department profile (+5, +3, +4, +2, +1, years).	8
12	Determine in-year priorities and time phas-anticipated costs and responsibility for implementation.	12
13	Brief department command staff.	1
14	Acceptance by chief police executive and command staff of comparative analysis conclusions, designation of priorities, anticipated costs and responsibilities as assigned.	None
15	Develop evaluation criteria for review of progress and achievements.	4
16	Develop final plan for submission to chief police executive for submission to city/county manager for review and budgetary approval.	15

<u>Step</u>	<u>Action</u>	<u>Approximate Person-days of Effort Required*</u>
17	Submit plan to city/county manager for review, approval and briefing to local elected and appointed officials.	4
18	Adopt budgetary plans into normal department budget process.	None
19	Begin implementation activities (including advising all employees of planning effort.)	-
20	Develop departmental plans for inclusion in local (regional) five year criminal justice plan.	-
21	Determine whether goals and objectives were/are being reached and what changes resulted.	-

Section IV

Sample Work Plan

In order to initiate a planning/implementation effort of this magnitude, a work plan which assigns task responsibility and sets target dates for their completion is required. This sample work plan is enclosed for your use as a guide. Although they have proven to be realistic and workable, you may determine to adopt, reject, or modify the recommended actions and time frames to suit the demands of your own agency.

WORK PLAN FOR STANDARDS AND GOALS PROGRAM

<u>Step</u>	<u>Action</u>	<u>Weeks</u>																		<u>Responsibility</u>	
		<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>	<u>16</u>	<u>17</u>		<u>18</u>
1	Present work plan to command staff and chief police executives and obtain acceptance																				
2	Develop General Information file: Identify data elements Gather and analyze data																				
3	Compare department status to recommended standards and goals and time phase by year in order of implementation importance																				
4	Review past management studies of department and isolate recommendations on functions of department (and compare to recommended standards and goals)																				
5	Brief command staff on analysis and planning results and obtain acceptance of chief police executive to proceed																				
6	Develop profiles of department +5* years +3 +4 +2 +1																				

* The 5, 3, 4, 2, 1 sequence is correct since you determine where you want to be +5 and +3 thus +4 changes are easily identified, as for +2 and +1.

WORK PLAN FOR STANDARDS AND GOALS PROGRAM

<u>Step</u>	<u>Action</u>	<u>Weeks</u>																		<u>Responsibility</u>	
		<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>	<u>16</u>	<u>17</u>		<u>18</u>
7	Identify and time phase required actions to achieve department profile																				
8	Determine resource requirements to accomplish needed improvements or change																				
9	Identify technical and contractual assistance requirements																				
10	Develop evaluation plan to assure quarterly review and analysis of accomplishments against plan and projections of future actions																				X
11	Submission of plan by chief police executive to city/county manager																				
12	Adopt budgetary plans into normal department budget process																				X
13	Begin budgetary plans into normal department budget process																				X
14	Begin implementation activities																				X
15	Develop police portion of local (regional) five year criminal justice plan																				

THE POLICE TASK FORCE

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Section V

Standards and Goals Comparison Worksheets

This section contains analysis forms which can be used by a department to compare its current status in relation to the recommended standards and goals which are duplicated from the Report on Police. They are presented in a format conducive to comparative analysis. Utilization of these worksheets enables anyone knowledgeable of department administration and operations to compare departmental status with the recommended standards and goals.

INSTRUCTIONS FOR USING WORKSHEETS ABBREVIATIONS CODE

- A - Accept
- R - Reject
- C - Compliance
- PC - Partial Compliance
- NC - Non-compliance
- I - Implementation
- RS - Research
- 1-5 - Number of Years to Implementation

(Use additional sheets of paper as necessary (e.g. for comments)).

The person(s) conducting the analysis should read each individual standard or substandard while considering the following:

- (a) Do you accept or reject, in whole or in part, the standard or substandard? If you accept or reject, so indicate by placing an "A" or an "R" in the appropriate column in the Remarks section.
- (b) Does your department presently meet or exceed the standard being reviewed? If so, place a "C" for compliance in the "compliance column" or a "PC" for "partial compliance" in the appropriate column.
- (c) If the department does not meet the standard, place "NC" for "not complying" in the appropriate column. If the department desires to implement the standard, determine the specific actions and their timing. Actions to be taken might include:
 - (1) Research - in cases where you wish to explore or study a subject before changing departmental organization, policies, and procedures resulting in the recommended standard being met:

- (2) Implementation - the actual implementation of programs, actions, policies, and procedures resulting in the recommended standard being met. (Indicate by year (1, 2, 3, 4, or 5) when you wish to research (RS) and/or implement (I) the standard in the year column.)

Example: If it is desirable to explore the feasibility of team policing in your jurisdiction, it may be necessary to research the topic and develop alternative approaches in the first year and implement a version of team policing in the second. Indicate this decision by placing an "RS-1" (for research - first year) in the year column and an "I-2" (for implementation - second year) in the same column.

In summary, successful use of the Standards and Goals Comparison Worksheets requires that you read and consider each standard carefully, proceed standard-by-standard as they appear without skipping around, be as detailed and explicit as possible during the comparison, and write down your thoughts.

Please Note: There are two copies of each standard. The second copy is for your agency and the first copy is to be sent to:

Mr. J. Ray Sanford, Jr., Director
Standards and Goals Project
Alabama Law Enforcement Planning Agency
2863 Fairlane Drive
Building F, Suite 49
Executive Park
Montgomery, Alabama 36111



Standards and Goals	Remarks					
	Accept	Reject	C	PC	NC	Year 1-5
<p>✓ <u>STANDARD 1.1</u> <u>THE POLICE FUNCTION</u></p> <p>Every police chief executive immediately 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.</p> <p>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.</p> <p>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.</p> <p>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:</p> <p>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;</p> <p>b. Should determine the budgetary cost of the service; and</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>						

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<p>✓ <u>STANDARD 1.2</u> <u>LIMITS OF AUTHORITY</u></p> <p>Every police chief executive immediately should establish and disseminate to the public and to every agency employee written policy acknowledging that police effectiveness depends upon public approval and acceptance of police authority. This policy at least:</p> <p>1. Should acknowledge that the limits of police authority are strictly prescribed by law and that there can be no situation which justifies extralegal police practices;</p> <p>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;</p> <p>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:</p> <p>a. There will be appropriate publicity to inform the public that complaints and commendations will be received and acted upon by the policy agency;</p> <p>b. Every person who commends the performance of an individual officer in writing will receive a personal letter of acknowledgement; and</p> <p>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.</p> <p>4. Should provide for immediate adoption of formal procedures to respond to complaints, suggestions, and requests regarding police services and formulation of policies. These procedures at least should stipulate that:</p> <p>a. There will be appropriate notice to the public acknowledging that the police agency desires community involvement;</p> <p>b. The public, through elected or appointed officials, will be involved in the development of formal procedures as well as in the policies that result from their establishment;</p> <p>c. Periodic public surveys should be initiated by the police to elicit evaluation of police service and to determine the law enforcement needs and expectations of the community.</p> <p>✓ <u>STANDARD 1.3</u> <u>POLICE DISCRETION</u></p> <p>Every police agency should acknowledge the existence of the broad range of administrative and operational discretion 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.</p>						

Remarks

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<p>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:</p> <p>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;</p> <p>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</p> <p>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.</p> <p>2. Every police chief executive should establish policy that guides the exercise of discretion by police personnel in using arrest alternatives. This policy:</p> <p>a. Should establish the limits of discretion by specifically identifying, insofar as possible, situations calling for the use of alternatives to continued physical custody;</p> <p>b. Should establish criteria for the selection of appropriate enforcement alternatives;</p> <p>c. Should require enforcement action to be taken in all situations where all elements of a crime are present and all policy criteria are satisfied;</p> <p>d. Should be jurisdictionwide in scope and application; and</p> <p>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.</p> <p>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:</p> <p>a. Should be based on codified laws, judicial decisions, public policy, and police experience in investigating criminal conduct;</p> <p>b. Should identify situations where there can be no investigative discretion; and</p> <p>c. Should establish guidelines for situations requiring the exercise of investigative discretion.</p> <p>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.</p> <p>5. Every police chief executive should formalize procedures for developing and implementing the foregoing written agency policy.</p>						

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<p>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.</p> <p style="text-align: center;">✓ STANDARD 1.4 <u>COMMUNICATING WITH THE PUBLIC</u></p> <p>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.</p> <p>1. Every police agency should immediately adopt policies and procedures that provide for effective communication with the public through agency employees. Those policies and procedures should insure:</p> <p>a. That every employee with duties involving public contact has sufficient information with which to respond to questions regarding agency policies; and</p> <p>b. That information he receives is transmitted through the chain of command and acted upon at the appropriate level.</p> <p>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.</p> <p>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.</p> <p>4. Every police agency with more than 400 employees 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.</p> <p>a. The unit should establish lines of communication between the agency and recognized community leaders and should elicit information from the citizen on the street who may feel that he has little voice in government or in the provision of its services.</p> <p>b. The unit should be no more than one step removed from the chief executive in the chain of command.</p> <p>c. 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.</p> <p>d. 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.</p>						

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<p>✓ STANDARD 1.5</p> <p><u>POLICE UNDERSTANDING OF THEIR ROLE</u></p> <p>Every police agency immediately should take steps to insure that every police officer has an understanding of his role as a community manager, and an awareness of the culture of the community where he works.</p> <ol style="list-style-type: none"> 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. Explicit instruction in the police role and community culture should be provided in all recruit and in-service training. The philosophy behind the defined police role should be a part of all instruction and direction given to officers. Middle managers and first line supervisors should receive in-service training in the police role and thereafter continually reinforce those principles by example and by direction of those they supervise. 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. <p>✓ STANDARD 1.6</p> <p><u>PUBLIC UNDERSTANDING OF THE POLICE ROLE</u></p> <p>Every police agency immediately 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:</p> <ol style="list-style-type: none"> Every police agency should arrange for at least an annual presentation by a uniformed officer at every public and private elementary school within its jurisdiction. <ol style="list-style-type: none"> 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. Every police agency, where resources permit, should, dependent upon securing the cooperation of local school authorities, assign a full-time officer to each junior and senior high school in its jurisdiction. <ol style="list-style-type: none"> The officer's assignment should include teaching classes in the role of the police, and serving as a counselor. His assignment should not include law enforcement duties except as related to counseling. Course content should be developed in cooperation with the schools and should include discussion of the police role, juvenile laws, and enforcement policies and practices relating to juveniles. Every police agency, where permitted by local conditions, should participate in government and civil classes offered in local evening adult schools and community colleges. 						

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<ol style="list-style-type: none"> 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. <ol style="list-style-type: none"> All such programs should be designed to provide officers and young people with the opportunity to become personally acquainted with each other. 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. 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. Every police agency, where resources permit, 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 should 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. 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. Every police agency should hold an annual open house and should provide other tours of police facilities and demonstrations of police equipment and tactics when appropriate to create greater public awareness of the police role. <p>✓ STANDARD 1.7</p> <p><u>NEWS MEDIA RELATIONS</u></p> <p>Every police chief executive immediately should acknowledge in written policy statements 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 promote an aggressive policy of presenting public information rather than merely responding to occasional inquiries.</p> <ol style="list-style-type: none"> 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: <ol style="list-style-type: none"> The right of the press to obtain appropriate information for dissemination to the public; 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 crime; 						

Remarks

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<p>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</p> <p>d. The mutual benefits to the police agency and the media when relations between the two are characterized by candor, cooperation, and mutual respect.</p> <p>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.</p> <p>3. Every police chief executive should establish a means of local, regional, or state accreditation of legitimate news media representatives or of recognizing accreditation by other agencies to assist media representatives in receiving police cooperation.</p> <p>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.</p> <p style="text-align: center;">✓STANDARD 2.1</p> <p style="text-align: center;"><u>DEVELOPMENT OF GOALS AND OBJECTIVES</u></p> <p>Every police agency immediately 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.</p> <p>1. Every police agency and every unit within the agency should insure that its goals and objectives are:</p> <ol style="list-style-type: none"> Consistent with the role of the police as defined by the agency's chief executive; Responsive to community needs; Reasonably attainable; Sufficiently flexible to permit change as needed; and Quantifiable and measureable where possible. <p>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</p> <ol style="list-style-type: none"> Create an atmosphere that encourages unrestricted submission of ideas by all employees regardless of rank; and Establish methods to obtain ideas from a variety of organizations and individuals outside the agency. <p>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.</p> <p>4. Every police chief executive should require every unit commander to make a periodic review of unit goals and objectives and submit a written evaluation of the progress made toward 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.</p>						

Remarks

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<p style="text-align: center;">✓ STANDARD 2.2</p> <p style="text-align: center;"><u>ESTABLISHMENT OF POLICY</u></p> <p>Every police chief executive immediately 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.</p> <p>1. Every police chief executive should promulgate policy that provides clear direction without necessarily limiting employees' exercise of discretion.</p> <p>2. Every police chief executive should provide for maximum participation in the policy formulation process. This participation should include at least:</p> <ol style="list-style-type: none"> 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 programs, and any other methods that will promote the upward flow of communication; and Input from outside the agency as appropriate -- from other government agencies, community organizations, and the specific community affected. <p>3. Every police chief executive should provide written policies in those areas in which direction is needed, including:</p> <ol style="list-style-type: none"> General goals and objectives of the agency; Administrative matters; Community relations; Public and press relations; Personnel procedures and relations; Personal conduct of employees 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 Use of support services. <p style="text-align: center;">✓ STANDARD 2.3</p> <p style="text-align: center;"><u>INSPECTIONS</u></p> <p>Every police agency should immediately 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.</p> <p>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:</p> <ol style="list-style-type: none"> 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; 						

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<p>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.</p> <p style="padding-left: 20px;">a. All such programs should be designed to provide officers and young people with the opportunity to become personally acquainted with each other.</p> <p style="padding-left: 20px;">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.</p> <p>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.</p> <p>6. Every police agency, where resources permit, 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 should 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.</p> <p>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.</p> <p>8. Every police agency should hold an annual open house and should provide other tours of police facilities and demonstrations of police equipment and tactics when appropriate to create greater public awareness of the police role.</p> <p style="text-align: center;">STANDARD 1.7</p> <p style="text-align: center;"><u>NEWS MEDIA RELATIONS</u></p> <p>Every police chief executive immediately should acknowledge in written policy statements 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 promote an aggressive policy of presenting public information rather than merely responding to occasional inquiries.</p> <p>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:</p> <p style="padding-left: 20px;">a. The right of the press to obtain appropriate information for dissemination to the public;</p> <p style="padding-left: 20px;">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 crime;</p>						

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<p>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</p> <p>d. The mutual benefits to the police agency and the media when relations between the two are characterized by candor, cooperation, and mutual respect.</p> <p>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.</p> <p>3. Every police chief executive should establish a means of local, regional, or state accreditation of legitimate news media representatives or of recognizing accreditation by other agencies to assist media representatives in receiving police cooperation.</p> <p>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.</p> <p style="text-align: center;">✓ STANDARD 2.1</p> <p style="text-align: center;"><u>DEVELOPMENT OF GOALS AND OBJECTIVES</u></p> <p>Every police agency immediately should develop short- and long- range goals and objectives to guide agency functions. To assist in this development, every unit commander should re-veiw and put into writing the principal goals and objectives of his unit.</p> <p>1. Every police agency and every unit within the agency should insure that its goals and objectives are:</p> <ol style="list-style-type: none"> Consistent with the role of the police as defined by the agency's chief executive; Responsive to community needs; Reasonably attainable; Sufficiently flexible to permit change as needed; and Quantifiable and measureable where possible. <p>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</p> <ol style="list-style-type: none"> Create an atmosphere that encourages unrestricted submission of ideas by all employees regardless of rank; and Establish methods to obtain ideas from a variety of organizations and individuals outside the agency. <p>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.</p> <p>4. Every police chief executive should require every unit commander to make a periodic review of unit goals and objectives and submit a written evaluation of the progress made toward 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.</p>					

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<p style="text-align: center;">STANDARD 2.2</p> <p style="text-align: center;"><u>ESTABLISHMENT OF POLICY</u></p> <p>Every police chief executive immediately 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.</p> <p>1. Every police chief executive should promulgate policy that provides clear direction without necessarily limiting employees' exercise of discretion.</p> <p>2. Every police chief executive should provide for maximum participation in the policy formulation process. This participation should include at least:</p> <ol style="list-style-type: none"> 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 programs, and any other methods that will promote the upward flow of communication; and Input from outside the agency as appropriate -- from other government agencies, community organizations, and the specific community affected. <p>3. Every police chief executive should provide written policies in those areas in which direction is needed, including:</p> <ol style="list-style-type: none"> General goals and objectives of the agency; Administrative matters; Community relations; Public and press relations; Personnel procedures and relations; Personal conduct of employees 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 Use of support services. <p style="text-align: center;">STANDARD 2.3</p> <p style="text-align: center;"><u>INSPECTIONS</u></p> <p>Every police agency should immediately 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.</p> <p>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:</p> <ol style="list-style-type: none"> 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; 					

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<p>b. To take immediate action indicated by the results of such inspections: commendation for exemplary performance and correction of deficiencies.</p> <p>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.</p> <p>a. Every police agency with 400 or more personnel 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;</p> <p>b. Every police agency with at least 75 but fewer than 400 personnel 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.</p> <p>c. Every police agency with fewer than 75 personnel, 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;</p> <p>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</p> <p>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.</p> <p style="text-align: center;">✓ STANDARD 3.1</p> <p style="text-align: center;"><u>CRIME PROBLEM IDENTIFICATION AND RESOURCE DEVELOPMENT</u></p> <p>Every police agency should insure that patrolmen and members of the public are brought together to solve crime problems on a local basis.</p> <p>1. Every police agency should, 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.</p> <p>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.</p>						

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<p>3. Every police agency should arrange for officers who are assigned to geographic policing programs to meet 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.</p> <p>4. Every agency having more than 75 personnel should establish a specialized unit which provides support services, functional supervision, and administrative review and evaluation of the geographic policing program.</p> <p style="text-align: center;">✓ STANDARD 3.2</p> <p style="text-align: center;"><u>CRIME PREVENTION</u></p> <p>Every police agency should immediately 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.</p> <p>1. Every police agency should assist actively in the establishment of volunteer neighborhood security programs that involve the public in neighborhood crime prevention and reduction.</p> <p>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.</p> <p>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.</p> <p>c. Participating volunteers should not take enforcement action themselves.</p> <p>d. Police units should respond directly to the incident rather than to the reporting volunteer.</p> <p>e. If further information is required from the volunteer, the police agency should contact him by telephone.</p> <p>f. If an arrest results from the volunteer's information, the police agency should immediately notify him by telephone.</p> <p>g. The police agency should acknowledge through personal contact, telephone call, or letter, every person who provides information.</p> <p>2. Every police agency should establish or assist programs that involve trade, business, industry, and community participation in preventing and reducing commercial crimes.</p> <p>3. Every police agency should seek the enactment of local ordinances that establish minimum security standards for all new construction and for existing commercial structures. Once regulated buildings are constructed, ordinances should be enforced through inspection by authorized local agencies.</p>						

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<p>4. Every police agency should conduct, upon request, security inspections of businesses and residences and recommend measures to avoid being victimized by crime.</p> <p>5. Every police agency having more than 75 personnel should establish a specialized unit to provide support services to and jurisdictionwide coordination of the agency's crime prevention programs; however such programs should be operationally decentralized whenever possible.</p> <p style="text-align: center;">STANDARD 4.1 <u>COOPERATION AND COORDINATION</u></p> <p>Every police agency immediately should act to insure understanding and cooperation between the agency and all other elements of the criminal justice system, and should immediately plan and implement appropriate coordination of its efforts with those of other elements of the criminal justice system.</p> <p>1. Every police agency should cooperate with other elements of the criminal justice system in processing criminal cases from arrest to trial within 60 days.</p> <p>2. Every police agency should consider and where appropriate seek the formation of a criminal justice coordinating council with members representative of law enforcement, other criminal justice agencies, and local government.</p> <p>The council:</p> <p>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</p> <p>b. Should develop policy and institute planning and coordination programs that serve to achieve its objective.</p> <p>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.</p> <p>Those programs:</p> <p>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;</p> <p>b. Should encourage, where appropriate, the participation of other criminal justice agencies in police training; and</p> <p>c. Should encourage, where appropriate, police participation in training given to members of other criminal justice agencies.</p>					

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<p style="text-align: center;">✓STANDARD 4.2 <u>POLICE OPERATIONAL EFFECTIVENESS WITHIN THE CRIMINAL JUSTICE SYSTEM</u></p> <p>Every police agency immediately should insure its operational effectiveness in dealing with other elements of the criminal justice system.</p> <p>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.</p> <p>2. Every police agency should develop and maintain liaison with:</p> <p>a. Local courts and prosecutors to facilitate the timely issuance of arrest and search warrants, issuance of criminal complaints, and arraignment of prisoners;</p> <p>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;</p> <p>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</p> <p>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.</p> <p>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.</p> <p style="text-align: center;">STANDARD 4.3 <u>DIVERSION</u></p> <p>Every police agency, where permitted by law, immediately should divert from the criminal and juvenile justice systems any individual who comes to the attention of the police, and for whom the purpose of the criminal or juvenile process would be inappropriate, or in whose case other resources would be more effective. All diversion dispositions should be made pursuant to written agency policy that insures fairness and uniformity of treatment.</p> <p>1. Police chief executives may develop written policies and procedures which allow, in appropriate cases, for juveniles who come to the attention of the agency to be diverted from the juvenile justice process. Such policies and procedures should be prepared in cooperation with other elements of the juvenile justice system.</p> <p>2. 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.</p>					

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<p>b. To take immediate action indicated by the results of such inspections: commendation for exemplary performance and correction of deficiencies.</p> <p>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.</p> <p>a. Every police agency with 400 or more personnel 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;</p> <p>b. Every police agency with at least 75 but fewer than 400 personnel 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.</p> <p>c. Every police agency with fewer than 75 personnel, 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;</p> <p>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</p> <p>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.</p> <p style="text-align: center;">STANDARD 3.1</p> <p style="text-align: center;"><u>CRIME PROBLEM IDENTIFICATION AND RESOURCE DEVELOPMENT</u></p> <p>Every police agency should insure that patrolmen and members of the public are brought together to solve crime problems on a local basis.</p> <p>1. Every police agency should, 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.</p> <p>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.</p>						

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<p>3. Every police agency should arrange for officers who are assigned to geographic policing programs to meet 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.</p> <p>4. Every agency having more than 75 personnel should establish a specialized unit which provides support services, functional supervision, and administrative review and evaluation of the geographic policing program.</p> <p style="text-align: center;">STANDARD 3.2</p> <p style="text-align: center;"><u>CRIME PREVENTION</u></p> <p>Every police agency should immediately 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.</p> <p>1. Every police agency should assist actively in the establishment of volunteer neighborhood security programs that involve the public in neighborhood crime prevention and reduction.</p> <p>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.</p> <p>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.</p> <p>c. Participating volunteers should not take enforcement action themselves.</p> <p>d. Police units should respond directly to the incident rather than to the reporting volunteer.</p> <p>e. If further information is required from the volunteer, the police agency should contact him by telephone.</p> <p>f. If an arrest results from the volunteer's information, the police agency should immediately notify him by telephone.</p> <p>g. The police agency should acknowledge through personal contact, telephone call, or letter, every person who provides information.</p> <p>2. Every police agency should establish or assist programs that involve trade, business, industry, and community participation in preventing and reducing commercial crimes.</p> <p>3. Every police agency should seek the enactment of local ordinances that establish minimum security standards for all new construction and for existing commercial structures. Once regulated buildings are constructed, ordinances should be enforced through inspection by authorized local agencies.</p>						

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<p style="text-align: center;">✓ STANDARD 4.2 <u>POLICE OPERATIONAL EFFECTIVENESS WITHIN THE CRIMINAL JUSTICE SYSTEM</u></p> <p>Every police agency immediately should insure its operational effectiveness in dealing with other elements of the criminal justice system.</p> <p>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.</p> <p>2. Every police agency should develop and maintain liaison with:</p> <p>a. Local courts and prosecutors to facilitate the timely issuance of arrest and search warrants, issuance of criminal complaints, and arraignment of prisoners;</p> <p>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;</p> <p>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</p> <p>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.</p> <p>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.</p> <p style="text-align: center;">STANDARD 4.3 <u>DIVERSION</u></p> <p>Every police agency, where permitted by law, immediately should divert from the criminal and juvenile justice systems any individual who comes to the attention of the police, and for whom the purpose of the criminal or juvenile process would be inappropriate, or in whose case other resources would be more effective. All diversion dispositions should be made pursuant to written agency policy that insures fairness and uniformity of treatment.</p> <p>1. Police chief executives may develop written policies and procedures which allow, in appropriate cases, for juveniles who come to the attention of the agency to be diverted from the juvenile justice process. Such policies and procedures should be prepared in cooperation with other elements of the juvenile justice system.</p> <p>2. 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.</p>					

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<p>3. These policies should allow for effective alternatives when arrest for some misdemeanor offenses would be inappropriate.</p> <p>4. The State of Alabama should enact legislation to protect police officers, custodial and hospital personnel from civil liability when acting in good faith and with prudence in the handling of mentally ill persons.</p> <p style="text-align: center;">STANDARD 4.4</p> <p style="text-align: center;"><u>CITATION AND RELEASE ON OWN RECOGNIZANCE</u></p> <p>Every police agency immediately 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.</p> <p>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.</p> <p>2. Every police agency should take all available steps to insure that at the time 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.</p> <p>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.</p> <p style="text-align: center;">STANDARD 4.5</p> <p style="text-align: center;"><u>CRIMINAL CASE FOLLOWUP</u></p> <p>Every police agency immediately 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.</p> <p>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:</p> <p style="margin-left: 20px;">a. To identify criminal cases which, because of extenuating circumstances or the defendants' criminal histories, require special attention by the prosecuting agency; and</p> <p style="margin-left: 20px;">b. To require a police representative to attend personally all open judicial proceedings related to these cases, and to maintain close personal liaison with assigned prosecutors.</p> <p>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:</p>					

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<p>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</p> <p>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.</p> <p>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.</p> <p>4. Every police agency formally should make information from its files available to other legally constituted criminal justice agencies and to the courts for reference in making diversion, sentencing, probation, and parole determinations. In addition to records of joint contacts with the defendant, useful information should include the effect the crime had on the victim, and the likelihood of future crime resulting from defendant's presence in the community; and this should be obtained from statements of the arresting officer and from the victim.</p> <p style="text-align: center;">RECOMMENDATION 4.1</p> <p style="text-align: center;"><u>ALCOHOL AND DRUG ABUSE CENTERS</u></p> <p>It is recommended that the state enact legislation that provides authority for civil commitment and diversion of persons who, because of alcoholism or drug addiction, are in need of treatment and who should be dealt with outside the criminal justice system. Legislation should provide funding for treatment centers where such persons can receive both detoxification and followup care.</p> <p style="text-align: center;">✓ RECOMMENDATION 4.2</p> <p style="text-align: center;"><u>TELEPHONIC SEARCH WARRANTS</u></p> <p>It is recommended that the state enact legislation that provides for the issuance of search warrants pursuant to telephoned petitions and affidavits from police officers.</p> <p style="text-align: center;">✓ RECOMMENDATION 4.3</p> <p style="text-align: center;"><u>COURT SUPERVISED ELECTRONIC SURVEILLANCE</u></p> <p>The Task Force recommends that each state enact legislation:</p> <p>1. Prohibiting private electronic surveillance; and</p> <p>2. Authorizing court supervised electronic surveillance by law enforcement officers, consistent with the provisions of Title III of the Omnibus Crime Control and Safe Streets Act of 1968 (Public Law 90-351).</p>					

Remarks

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<p>✓ STANDARD 5.1</p> <p><u>RESPONSIBILITY FOR POLICE SERVICE</u></p> <p>The State and local governments immediately should provide 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.</p> <p>1. Every police agency should provide for access to police service and response to police emergency situations 24 hours a day.</p> <p>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.</p> <p>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:</p> <p>a. Should, in conjunction with annual budget preparation, review the agency's organizational and structure in view of modern management practices and provide for necessary changes.</p> <p>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.</p> <p>c. Should organize the agency's staff elements to insure that the organizational structure provides for direct assistance and service to line elements.</p> <p>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.</p> <p>e. Should establish only those levels of management necessary to provide adequate direction and control.</p> <p>f. Should define the lines of authority and insure that responsibility is placed at every level with commensurate authority to carry out assigned responsibility.</p> <p>g. Should not be encumbered by traditional principles or organization if the agency goals can best be achieved by less formal means.</p> <p>STANDARD 5.2</p> <p><u>COMBINED POLICE SERVICES</u></p> <p>The State and local governments 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 function unit within it) should be large enough to be effective but small enough to be responsive to the people. If the most effective and efficient police service can be provided through</p>						

Remarks

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<p>mutual agreement or joint participation with other criminal justice agencies, the governmental entity or the police agency should enter into the appropriate agreement or joint operation. At a minimum, police agencies that employ fewer than 10 sworn employees should consider consolidation for improved efficiency and effectiveness.</p> <p>1. The State should enact legislation enabling local governments and police and criminal justice agencies, with the concurrence of their governing bodies after approval by the citizens involved, to enter into interagency agreements to permit total or partial police services. This legislation:</p> <p>a. Should permit police service agreements and joint participation between agencies at all levels of government.</p> <p>b. Should encourage interagency agreements for and joint participation in police services where beneficial to agencies involved;</p> <p>c. Should permit reasonable local control or responsiveness to local needs.</p> <p>2. 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.</p> <p>3. No state or local government 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:</p> <p>a. Maintain the current level of a service at a reduce cost;</p> <p>b. Improve the current level of a service either at the same cost or at an increased cost if justified; or</p> <p>c. Provide an additional service at least as effectively and economically as it could be provided by the agency alone.</p> <p>4. The State, in cooperation with all police agencies within it, should develop a comprehensive, 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.</p> <p>5. The state should provide, at no cost to any police agencies within the state, those staff services such as laboratory services, information systems, and intelligence 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.</p> <p>6. 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:</p> <p>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;</p> <p>b. Partial consolidation of police service: the merging of specific functional units of two or more agencies;</p>						

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<p>3. These policies should allow for effective alternatives when arrest for some misdemeanor offenses would be inappropriate.</p> <p>4. The State of Alabama should enact legislation to protect police officers, custodial and hospital personnel from civil liability when acting in good faith and with prudence in the handling of mentally ill persons.</p> <p style="text-align: center;">STANDARD 4.4</p> <p style="text-align: center;"><u>CITATION AND RELEASE ON OWN RECOGNIZANCE</u></p> <p>Every police agency immediately 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.</p> <p>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.</p> <p>2. Every police agency should take all available steps to insure that at the time 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.</p> <p>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.</p> <p style="text-align: center;">STANDARD 4.5</p> <p style="text-align: center;"><u>CRIMINAL CASE FOLLOWUP</u></p> <p>Every police agency immediately 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.</p> <p>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;</p> <p style="padding-left: 20px;">a. To identify criminal cases which, because of extenuating circumstances or the defendants' criminal histories, require special attention by the prosecuting agency; and</p> <p style="padding-left: 20px;">b. To require a police representative to attend personally all open judicial proceedings related to these cases, and to maintain close personal liaison with assigned prosecutors.</p> <p>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:</p>						

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<p>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</p> <p>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.</p> <p>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.</p> <p>4. Every police agency formally should make information from its files available to other legally constituted criminal justice agencies and to the courts for reference in making diversion, sentencing, probation, and parole determinations. In addition to records of joint contacts with the defendant, useful information should include the effect the crime had on the victim, and the likelihood of future crime resulting from defendant's presence in the community; and this should be obtained from statements of the arresting officer and from the victim.</p> <p style="text-align: center;">RECOMMENDATION 4.1</p> <p style="text-align: center;"><u>ALCOHOL AND DRUG ABUSE CENTERS</u></p> <p>It is recommended that the state enact legislation that provides authority for civil commitment and diversion of persons who, because of alcoholism or drug addiction, are in need of treatment and who should be dealt with outside the criminal justice system. Legislation should provide funding for treatment centers where such persons can receive both detoxification and followup care.</p> <p style="text-align: center;">RECOMMENDATION 4.2</p> <p style="text-align: center;"><u>TELEPHONIC SEARCH WARRANTS</u></p> <p>It is recommended that the state enact legislation that provides for the issuance of search warrants pursuant to telephoned petitions and affidavits from police officers.</p> <p style="text-align: center;">RECOMMENDATION 4.3</p> <p style="text-align: center;"><u>COURT SUPERVISED ELECTRONIC SURVEILLANCE</u></p> <p>The Task Force recommends that each state enact legislation:</p> <p>1. Prohibiting private electronic surveillance; and</p> <p>2. Authorizing court supervised electronic surveillance by law enforcement officers, consistent with the provisions of Title III of the Omnibus Crime Control and Safe Streets Act of 1968 (Public Law 90-351).</p>						

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<p align="center">STANDARD 5.1</p> <p align="center"><u>RESPONSIBILITY FOR POLICE SERVICE</u></p> <p>The State and local governments immediately should provide 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.</p> <p>1. Every police agency should provide for access to police service and response to police emergency situations 24 hours a day.</p> <p>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.</p> <p>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:</p> <p>a. Should, in conjunction with annual budget preparation, review the agency's organizational and structure in view of modern management practices and provide for necessary changes.</p> <p>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.</p> <p>c. Should organize the agency's staff elements to insure that the organizational structure provides for direct assistance and service to line elements.</p> <p>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.</p> <p>e. Should establish only those levels of management necessary to provide adequate direction and control.</p> <p>f. Should define the lines of authority and insure that responsibility is placed at every level with commensurate authority to carry out assigned responsibility.</p> <p>g. Should not be encumbered by traditional principles or organization if the agency goals can best be achieved by less formal means.</p> <p align="center">STANDARD 5.2</p> <p align="center"><u>COMBINED POLICE SERVICES</u></p> <p>The State and local governments 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 function unit within it) should be large enough to be effective but small enough to be responsive to the people. If the most effective and efficient police service can be provided through</p>						

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<p>c. Regionalization of specific police service: the combination of personnel and material resources to provide for specific police services on a geographic rather than jurisdictional basis;</p> <p>d. Contracting for total police services: the provision of all police services by contract with another government (city with city, city with county, county with city, or city or county with State);</p> <p>e. Contracting for specific police services: the provision of limited or special police services by contract with another police or criminal justice agency; and</p> <p>f. Service sharing: the sharing of support services by two or more agencies.</p> <p>7. Every police agency should annually evaluate its staff services to determine if they are adequate and cost effective, whether these services would meet operational needs more effectively or efficiently if they were combined with those of another police or criminal justice agency, or if agency staff services were secured from another agency by mutual agreement.</p> <p>8. Every police agency that maintains cost-effective staff service should offer the services to other agencies if by so doing it can increase the cost-effectiveness of the staff service.</p> <p>9. 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:</p> <p>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</p> <p>b. Cooperate in planning, organizing, and implementing regional law enforcement efforts where such efforts will directly or indirectly benefit the jurisdiction he serves.</p> <p style="text-align: center;">STANDARD 5.3</p> <p style="text-align: center;"><u>COMMITMENT TO PLANNING</u></p> <p>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.</p> <p>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:</p> <p>a. To develop and suggest plans that will improve police service in furthering the goals of the agency;</p>						

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<p>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;</p> <p>c. To gather and organize into usable format information needed for agency planning.</p> <p>2. Every police agency should stress the necessity for continual planning in all areas throughout the agency, to include at least:</p> <p>a. Within administrative planning: long range, fiscal and management plans;</p> <p>b. Within operational planning: specific operational, procedural, and tactical plans;</p> <p>c. Extradepartmental plans; and</p> <p>d. Research and development.</p> <p>3. Every police agency should establish written qualifications for employees assigned specifically to planning activities.</p> <p>4. Every police agency should provide training necessary for all personnel to carry out their planning responsibilities.</p> <p>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.</p> <p style="text-align: center;">STANDARD 5.4</p> <p style="text-align: center;"><u>AGENCY AND JURISDICTIONAL PLANNING</u></p> <p>Every police agency should immediately identify the types of planning necessary for effective operation, and should assign specific responsibility for research and development, and police agency and jurisdictional planning.</p> <p>1. Every police agency with 75 or more personnel should establish a unit staffed with a least one employee whose full-time responsibility will be intra-agency administrative planning and coordination of all planning activities for the agency.</p> <p>a. The size and composition of this planning unit should be proportionate to the size of the agency and the magnitude of the present and anticipated planning task.</p> <p>b. The employee in charge of the planning unit should have no more than one person in the chain of command between him and the police chief executive.</p> <p>2. Every police agency with fewer than 75 personnel should assign responsibility for administrative planning and coordination of all planning activities of the agency.</p> <p>a. If the magnitude of the agency's planning task justifies a full-time employee, one should be assigned; and</p> <p>b. If it does not, this task should be assigned to an employee with related duties.</p>						

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<p>tions, 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:</p> <p>a. Developing policy and procedures for highly flexible interaccount transfers as changing needs arise during budget years; and</p> <p>b. Preparing, on a quarterly basis in large agencies and on a monthly basis in small ones, summaries of expenditures, balances, and interaccount transfers.</p> <p>4. Every police agency should study and experiment with various forms of systems budgeting: budgeting based on the consolidation of functionally unrelated tasks and corresponding resources to form a system that will achieve an identified objective. If the value of systems budgeting will offset the simplicity and convenience of line item or other modified budgeting methods already in use, the agency should adopt such a system.</p> <p>a. If systems budgeting is adopted, it should be under the control of the police agency fiscal affairs officer.</p> <p>b. The police agency fiscal affairs officer should be thoroughly competent in whatever systems budgeting might be adopted, and the chief executive and the major organizational element commanders should be thoroughly oriented in it.</p> <p>c. Preferably, systems budgeting should be adopted by the police agency when it is adopted by all other governmental agencies of the jurisdiction.</p> <p>✓STANDARD 5.8</p> <p><u>FUNDING</u></p> <p>Every police chief executive and every police fiscal affairs officer should be thoroughly familiar with all means by which the agency can derive all the benefits possible from local funding, city-State-Federal revenue sharing, grants and grantsmanship, and the use of bonds. They should understand the implications of each use these means to provide funding for agency programs.</p> <p>1. No police agency should enforce local ordinances for the sole or primary purpose of raising revenue, and no income arising from enforcement action should be earmarked specifically for any single enforcement agency.</p> <p>2. Every police agency should use grants under explicit conditions to fund planning and experimentation in all phases of police service.</p> <p>a. Functional responsibility for the procurement of grants from Federal and State Agencies and foundations should be made the specific responsibility of a police agency employee designated by the chief executive.</p> <p>b. Grants should not be sought to initiate long-range programs unless the jurisdiction will commit itself to continued funding on successful completion of the funded portion of the project.</p> <p>c. Any employee assigned to grant procurement should be given appropriate training.</p>						

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<p>a. Evaluation of the structure and effectiveness of various forms of team policing applied by other agencies of comparable size and resources; and</p> <p>b. Assessment of the resources necessary to implement various team policing systems.</p> <p>2. Every police agency should test and evaluate applicable forms of team policing prior to formal implementation. Testing should be conducted:</p> <p>a. To minimize disruption of ongoing agency operations; and</p> <p>b. To measure effectiveness in achieving predetermined objectives and goals.</p> <p style="text-align: center;">✓ STANDARD 6.2</p> <p style="text-align: center;"><u>IMPLEMENTATION OF TEAM POLICING</u></p> <p>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.</p> <p>1. Every police agency implementing team policing 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.</p> <p>2. Every police agency implementing team policing 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.</p> <p>3. Every police agency implementing team policing should develop programs to encourage community involvement in the agency's team policing system.</p> <p style="text-align: center;">STANDARD 7.1</p> <p style="text-align: center;"><u>COMMAND AND CONTROL PLANNING</u></p> <p>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 immediately 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.</p> <p>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:</p>						

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<p style="text-align: center;">STANDARD 7.3</p> <p style="text-align: center;"><u>ORGANIZING FOR CONTROL</u></p> <p>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. It should provide the following services under the command of the police chief executive:</p> <ol style="list-style-type: none"> 1. A control center should be established to act as the agency command post responsible for: <ol style="list-style-type: none"> 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: <ol style="list-style-type: none"> a. Field units; b. A coordinating unit located at the agency control center; and c. Outside agencies contributing intelligence through the coordinating unit. 3. A personnel unit should be established to: <ol style="list-style-type: none"> 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: <ol style="list-style-type: none"> a. Procure the needed vehicles, maintenance, supplies, and equipment; b. Account for the distribution of all vehicles, supplies, and equipment deployed in the unusual occurrence; c. Determine appropriate staging areas and maintain a current list of them; 					

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<ol style="list-style-type: none"> d. Receive and safeguard evidence and property for the field forces; and e. Provide for feeding of field forces, when necessary. <ol style="list-style-type: none"> 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: <ol style="list-style-type: none"> 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: <ol style="list-style-type: none"> 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. <p style="text-align: center;">STANDARD 7.4</p> <p style="text-align: center;"><u>MASS PROCESSING OF ARRESTEES</u></p> <p>Every police agency should immediately 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.</p> <ol style="list-style-type: none"> 1. The mass arrest system should insure that arrestees are processed as rapidly as possible. The system should provide: <ol style="list-style-type: none"> 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; 					

Remarks

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<p>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;</p> <p>c. Positive identification of the arrestee and the arresting officer;</p> <p>d. A procedure for receiving and maintaining continuity of evidence;</p> <p>e. Rapid removal of arrestees from the affected area. Security should be provided enroute to prevent attempts to free prisoners;</p> <p>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;</p> <p>g. Prearranged interagency agreements to facilitate the assimilation of the arrestees into the jail system when the arresting agency is not the custodial agency;</p> <p>h. Defence counsel visitations after processing. These victims 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</p> <p>i. Liaison with local courts and prosecutors to determine procedures and temporary court sites for speedy arraignment of arrestees.</p> <p>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.</p> <p style="text-align: center;">✓ STANDARD 7.5 <u>LEGAL CONSIDERATIONS</u></p> <p>The State and local governments should immediately 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.</p> <p>1. Full-time protection should be afforded every community by permanent legislation to provide for:</p> <p>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;</p> <p>b. Mutual aid agreements between local, county and State police, and the National Guard;</p> <p>c. The prohibition of unnecessary force or violence in making arrests;</p> <p>d. 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;</p>						

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<p>e. The prohibition of interference with or attacks upon firemen or other emergency personnel;</p> <p>f. The prohibition against failure to disperse any unlawful assemblies;</p> <p>g. Prohibition of impeding pedestrian or vehicular traffic;</p> <p>h. Strict controls on the manufacture, possession, transportation, or distribution of incendiary or explosive devices; and</p> <p>i. 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.</p> <p>2. Emergency statutes specifically designed to cope with unusual occurrences should be enacted to provide for:</p> <p>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;</p> <p>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;</p> <p>c. Restrictions upon sales of gasoline, liquor and weapons;</p> <p>d. The restriction of public access to certain geographic areas under specifically defined circumstances;</p> <p>e. Curfew, loitering, and other crowd control measures;</p> <p>f. The restriction of public use of schools, places of amusement, water, and private aircraft; and</p> <p>g. Control of the storage of firearms, firearms parts, and ammunition.</p> <p style="text-align: center;">✓ STANDARD 7.6 <u>TRAINING FOR UNUSUAL OCCURRENCES</u></p> <p>Every police chief executive should immediately establish formal training programs 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, and should be routinely scheduled during periods of peak personnel strength. Otherwise, it should be scheduled in advance of anticipated events.</p> <p>An unusual occurrence control training program should include both formal instruction and practical exercise.</p> <p>1. Formal instruction should be implemented through:</p>						

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<p style="text-align: center;">STANDARD 7.3</p> <p style="text-align: center;"><u>ORGANIZING FOR CONTROL</u></p> <p>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. It should provide the following services under the command of the police chief executive:</p> <p>1. A control center should be established to act as the agency command post responsible for:</p> <ul style="list-style-type: none"> 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. <p>2. An intelligence organization should be responsible for collecting, evaluating, and disseminating information. The intelligence function should be performed by:</p> <ul style="list-style-type: none"> a. Field units; b. A coordinating unit located at the agency control center; and c. Outside agencies contributing intelligence through the coordinating unit. <p>3. A personnel unit should be established to:</p> <ul style="list-style-type: none"> 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. <p>4. A logistics unit should be established to:</p> <ul style="list-style-type: none"> a. Procure the needed vehicles, maintenance, supplies, and equipment; b. Account for the distribution of all vehicles, supplies, and equipment deployed in the unusual occurrence; c. Determine appropriate staging areas and maintain a current list of them; 						

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<p>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;</p> <p>c. Positive identification of the arrestee and the arresting officer;</p> <p>d. A procedure for receiving and maintaining continuity of evidence;</p> <p>e. Rapid removal of arrestees from the affected area. Security should be provided enroute to prevent attempts to free prisoners;</p> <p>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;</p> <p>g. Prearranged interagency agreements to facilitate the assimilation of the arrestees into the jail system when the arresting agency is not the custodial agency;</p> <p>h. Defence counsel visitations after processing. These victims 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</p> <p>i. Liaison with local courts and prosecutors to determine procedures and temporary court sites for speedy arraignment of arrestees.</p> <p>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.</p> <p style="text-align: center;">STANDARD 7.5</p> <p style="text-align: center;"><u>LEGAL CONSIDERATIONS</u></p> <p>The State and local governments should immediately 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.</p> <p>1. Full-time protection should be afforded every community by permanent legislation to provide for:</p> <p>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;</p> <p>b. Mutual aid agreements between local, county and State police, and the National Guard;</p> <p>c. The prohibition of unnecessary force or violence in making arrests;</p> <p>d. 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;</p>						

Agency Copy

Remarks

Standards and Goals	Accept	Reject	C	PC	NC	Year 1-5
<p>e. The prohibition of interference with or attacks upon firemen or other emergency personnel;</p> <p>f. The prohibition against failure to disperse any unlawful assemblies;</p> <p>g. Prohibition of impeding pedestrian or vehicular traffic;</p> <p>h. Strict controls on the manufacture, possession, transportation, or distribution of incendiary or explosive devices; and</p> <p>i. 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.</p> <p>2. Emergency statutes specifically designed to cope with unusual occurrences should be enacted to provide for:</p> <p>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;</p> <p>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;</p> <p>c. Restrictions upon sales of gasoline, liquor and weapons;</p> <p>d. The restriction of public access to certain geographic areas under specifically defined circumstances;</p> <p>e. Curfew, loitering, and other crowd control measures;</p> <p>f. The restriction of public use of schools, places of amusement, water, and private aircraft; and</p> <p>g. Control of the storage of firearms, firearms parts, and ammunition.</p> <p style="text-align: center;">STANDARD 7.6</p> <p style="text-align: center;"><u>TRAINING FOR UNUSUAL OCCURRENCES</u></p> <p>Every police chief executive should immediately establish formal training programs 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, and should be routinely scheduled during periods of peak personnel strength. Otherwise, it should be scheduled in advance of anticipated events.</p> <p>An unusual occurrence control training program should include both formal instruction and practical exercise.</p> <p>1. Formal instruction should be implemented through:</p>						

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<p>a. Frequent inservice training, such as roll-call training, to serve as a refresher course, to practice techniques, or to introduce new procedures;</p> <p>b. Periodic agency-conducted schools to familiarize personnel with agency unusual occurrence control procedures and organizational structure;</p> <p>c. Regional or Federal courses, particularly when agency size does not permit development of local schools; and</p> <p>d. A regional training institute to train instructors for local agencies.</p> <p>2. Practical exercises should be conducted periodically to develop proficiency and teamwork among personnel through:</p> <p>a. Field exercises for operational personnel to practice tactics and procedures;</p> <p>b. Command post exercises for formulating strategy and evaluating existing and new procedures;</p> <p>c. Regional exercises for familiarizing command personnel with mutual aid procedures and developing coordination between other local control agencies and nonlaw enforcement agencies; and</p> <p>d. Criminal justice system exercises to develop coordinated participation of all interrelated criminal justice and non-criminal justice agencies.</p> <p>3. The training curriculum and the subjects for practice should be directed to:</p> <p>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</p> <p>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.</p> <p style="text-align: center;">✓ STANDARD 8.1</p> <p style="text-align: center;"><u>ESTABLISHING THE ROLE OF THE PATROL OFFICER</u></p> <p>Every police chief executive immediately 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.</p> <p>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.</p> <p>2. 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.</p>						

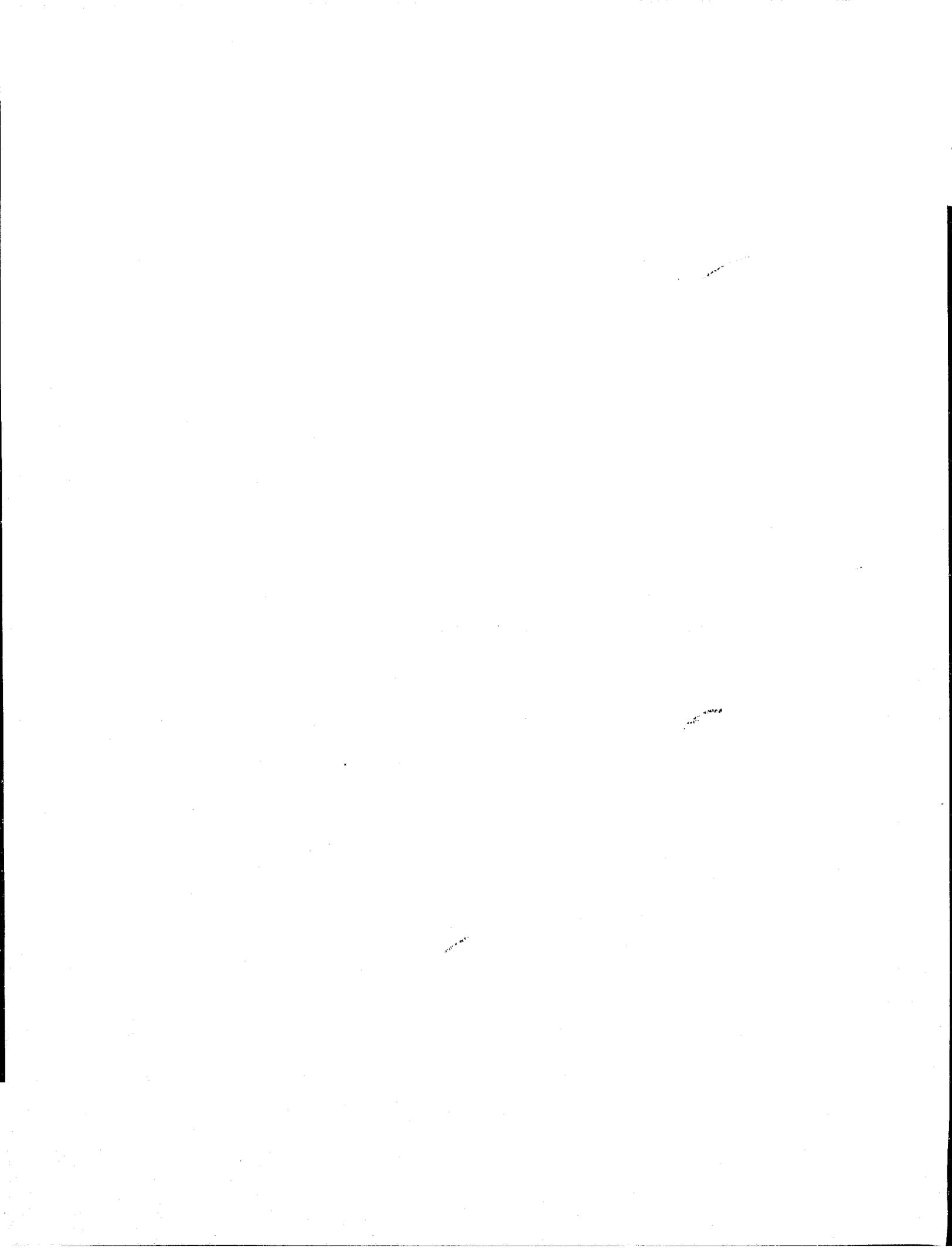
Standards and Goals	Remarks					
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<p>3. Every police chief executive should implement a public information program to inform the community of the agency's policies regarding the deliverance of police service. This program should include provisions to involve citizens in crime prevention activities.</p> <p style="text-align: center;">✓ STANDARD 8.2</p> <p style="text-align: center;"><u>ENHANCING THE ROLE OF THE PATROL OFFICER</u></p> <p>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.</p> <p>1. Every local government should expand its classification and pay system to provide greater advancement opportunities within the patrol ranks. The system should provide:</p> <p>a. Multiple pay grades within the basic rank;</p> <p>b. Opportunity for advancement within the basic rank to permit equality between patrol officers and investigators;</p> <p>c. Parity in top salary step between patrol officers and nonsupervisory officers assigned to other operational functions;</p> <p>d. Proficiency pay for personnel who have demonstrated expertise in specific field activities that contribute to more efficient police service.</p> <p>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:</p> <p>a. Provide distinctive insignia indicating demonstrated expertise in specific field activities;</p> <p>b. Insure that all elements within the agency provide maximum assistance and cooperation to the patrol officer;</p> <p>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;</p> <p>d. Provide comprehensive initial and inservice training thoroughly to equip the patrol officer for his role;</p> <p>e. Insure that field supervisory personnel possess the knowledge and skills necessary to guide the patrol officer;</p> <p>f. Implement procedures to provide agencywide recognition of patrol officers who have consistently performed in an efficient and commendable manner;</p> <p>g. Encourage suggestions on changes in policies, procedures, and other matters that affect the delivery of police services and reduction of crime;</p> <p>h. Provide deployment flexibility to facilitate various approaches to individual community crime problems;</p>						

Remarks

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<p>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</p> <p>j. Insure that promotional oral examination boards recognize that patrol work provides valuable experience for men seeking promotion to supervisory positions.</p> <p style="text-align: center;">✓ STANDARD 8.3 <u>DEPLOYMENT OF PATROL OFFICERS</u></p> <p>Every police agency immediately 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. The deployment system should include collecting and analyzing required data, conducting a workload study, and allocating personnel to patrol assignments within the agency.</p> <p>1. Every police agency should establish a system for the collection and analysis of patrol deployment data according to area and time.</p> <p>a. A census tract, reporting area, or permanent grid system should be developed to determine geographical distribution of data; and</p> <p>b. Seasonal, daily, and hourly variations should be considered in determining chronological distribution of data.</p> <p>2. Every police agency should conduct a comprehensive workload study 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.</p> <p>a. To develop operational objectives for patrol personnel;</p> <p>b. To establish priorities on the types of activities to be performed by patrol personnel; and</p> <p>c. To measure the efficiency and effectiveness of the patrol operation in achieving agency goals.</p> <p>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:</p> <p>a. Divisions or precincts in those agencies which are geographically decentralized;</p> <p>b. Shifts;</p> <p>c. Days of the week;</p> <p>d. Beats; and</p> <p>e. Fixed-post and relief assignments.</p>						

Remarks

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<p>4. Every police agency should establish procedures for the implementation, operations, 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.</p> <p style="text-align: center;">STANDARD 9.1 <u>SPECIALIZED ASSIGNMENT</u></p> <p>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.</p> <p>1. Every police chief executive should define the specific problem in concise written terms and in doing so should consider at least:</p> <p>a. Whether the problem requires the action of another public or private organization;</p> <p>b. The severity of the problem;</p> <p>c. The period of time the problem is expected to exist; and</p> <p>d. The community's geographic, physical, and population conditions that contribute to the problem or which may affect or be affected by the specialization.</p> <p>2. Every police chief executive should consider community perception of the problem; community awareness, and the attitudes based on that awareness.</p> <p>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 in doing so determine at least:</p> <p>a. Whether the problem requires specialization;</p> <p>b. The degree of specialization required;</p> <p>c. The manpower and equipment resources required by specialization;</p> <p>d. Which of the needed resources are available within the agency and which are available outside it;</p> <p>e. The availability of necessary specialized training;</p> <p>f. The expected duration of the need for specialization; and</p> <p>g. The organizational changes needed as a result of specialization.</p> <p>4. Every police chief executive should give special consideration to the impact of specialization on:</p> <p>a. The identified problem;</p>						



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Standards and Goals	Remarks					
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<p>a. Frequent inservice training, such as roll-call training, to serve as a refresher course, to practice techniques, or to introduce new procedures;</p> <p>b. Periodic agency-conducted schools to familiarize personnel with agency unusual occurrence control procedures and organizational structure;</p> <p>c. Regional or Federal courses, particularly when agency size does not permit development of local schools; and</p> <p>d. A regional training institute to train instructors for local agencies.</p> <p>2. Practical exercises should be conducted periodically to develop proficiency and teamwork among personnel through:</p> <p>a. Field exercises for operational personnel to practice tactics and procedures;</p> <p>b. Command post exercises for formulating strategy and evaluating existing and new procedures;</p> <p>c. Regional exercises for familiarizing command personnel with mutual aid procedures and developing coordination between other local control agencies and nonlaw enforcement agencies; and</p> <p>d. Criminal justice system exercises to develop coordinated participation of all interrelated criminal justice and non-criminal justice agencies.</p> <p>3. The training curriculum and the subjects for practice should be directed to:</p> <p>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</p> <p>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.</p> <p style="text-align: center;">STANDARD 8,1</p> <p style="text-align: center;"><u>ESTABLISHING THE ROLE OF THE PATROL OFFICER</u></p> <p>Every police chief executive immediately 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.</p> <p>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.</p> <p>2. 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.</p>						

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<p>3. 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.</p> <p style="text-align: center;">STANDARD 8,2</p> <p style="text-align: center;"><u>ENHANCING THE ROLE OF THE PATROL OFFICER</u></p> <p>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.</p> <p>1. Every local government should expand its classification and pay system to provide greater advancement opportunities within the patrol ranks. The system should provide:</p> <p>a. Multiple pay grades within the basic rank;</p> <p>b. Opportunity for advancement within the basic rank to permit equality between patrol officers and investigators;</p> <p>c. Parity in top salary step between patrol officers and nonsupervisory officers assigned to other operational functions;</p> <p>d. Proficiency pay for personnel who have demonstrated expertise in specific field activities that contribute to more efficient police service.</p> <p>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:</p> <p>a. Provide distinctive insignia indicating demonstrated expertise in specific field activities;</p> <p>b. Insure that all elements within the agency provide maximum assistance and cooperation to the patrol officer;</p> <p>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;</p> <p>d. Provide comprehensive initial and inservice training thoroughly to equip the patrol officer for his role;</p> <p>e. Insure that field supervisory personnel possess the knowledge and skills necessary to guide the patrol officer;</p> <p>f. Implement procedures to provide agencywide recognition of patrol officers who have consistently performed in an efficient and commendable manner;</p> <p>g. Encourage suggestions on changes in policies, procedures, and other matters that affect the delivery of police services and reduction of crime;</p> <p>h. Provide deployment flexibility to facilitate various approaches to individual community crime problems;</p>						

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<p>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</p> <p>j. Insure that promotional oral examination boards recognize that patrol work provides valuable experience for men seeking promotion to supervisory positions.</p> <p style="text-align: center;">STANDARD 8.3</p> <p style="text-align: center;"><u>DEPLOYMENT OF PATROL OFFICERS</u></p> <p>Every police agency immediately 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. The deployment system should include collecting and analyzing required data, conducting a workload study, and allocating personnel to patrol assignments within the agency.</p> <p>1. Every police agency should establish a system for the collection and analysis of patrol deployment data according to area and time.</p> <p>a. A census tract, reporting area, or permanent grid system should be developed to determine geographical distribution of data; and</p> <p>b. Seasonal, daily, and hourly variations should be considered in determining chronological distribution of data.</p> <p>2. Every police agency should conduct a comprehensive workload study 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.</p> <p>a. To develop operational objectives for patrol personnel;</p> <p>b. To establish priorities on the types of activities to be performed by patrol personnel; and</p> <p>c. To measure the efficiency and effectiveness of the patrol operation in achieving agency goals.</p> <p>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:</p> <p>a. Divisions or precincts in those agencies which are geographically decentralized;</p> <p>b. Shifts;</p> <p>c. Days of the week;</p> <p>d. Beats; and</p> <p>e. Fixed-post and relief assignments.</p>						

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<p>4. Every police agency should establish procedures for the implementation, operations, 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.</p> <p style="text-align: center;">STANDARD 9.1</p> <p style="text-align: center;"><u>SPECIALIZED ASSIGNMENT</u></p> <p>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.</p> <p>1. Every police chief executive should define the specific problem in concise written terms and in doing so should consider at least:</p> <p>a. Whether the problem requires the action of another public or private organization;</p> <p>b. The severity of the problem;</p> <p>c. The period of time the problem is expected to exist; and</p> <p>d. The community's geographic, physical, and population conditions that contribute to the problem or which may affect or be affected by the specialization.</p> <p>2. Every police chief executive should consider community perception of the problem; community awareness, and the attitudes based on that awareness.</p> <p>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 in doing so determine at least:</p> <p>a. Whether the problem requires specialization;</p> <p>b. The degree of specialization required;</p> <p>c. The manpower and equipment resources required by specialization;</p> <p>d. Which of the needed resources are available within the agency and which are available outside it;</p> <p>e. The availability of necessary specialized training;</p> <p>f. The expected duration of the need for specialization; and</p> <p>g. The organizational changes needed as a result of specialization.</p> <p>4. Every police chief executive should give special consideration to the impact of specialization on:</p> <p>a. The identified problem;</p>						

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<p>b. Personnel and fiscal resources;</p> <p>c. Community attitudes toward the agency; and</p> <p>d. The agency's delivery of general police services.</p> <p>5. Every police agency should develop an operations effectiveness review for each new specialization. This review process should be carried out:</p> <p>a. As a goal-oriented activity analysis; and</p> <p>b. On a specific schedule for the expected duration of the need.</p> <p>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.</p> <p style="text-align: center;">STANDARD 9.2 <u>SELECTION FOR SPECIALIZED ASSIGNMENT</u></p> <p>Every police agency immediately 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.</p> <p>1. Every police agency should maintain a comprehensive personnel records system from which information is readily retrievable. This system should:</p> <p>a. Include all pertinent data on every agency employee;</p> <p>b. Employ a consistent format on all personnel records; and</p> <p>c. Include procedures for continual updating.</p> <p>2. Every police agency should disseminate agencywide announcements describing anticipated specialist position openings. These announcements should include:</p> <p>a. The minimum personnel requirements for each position; and</p> <p>b. The specialized skills or other attributes required by the position.</p> <p>3. Every police agency should establish written minimum requirements for every specialist position. These requirements should stipulate the required:</p> <p>a. Length and diversity of experience;</p> <p>b. Formal education; and</p> <p>c. Specialized skills, knowledge, and experience.</p> <p>4. Command personnel within the specialty should interview every candidate for a specialist position. Interviewers should:</p> <p>a. Review the pertinent personnel records of every candidate;</p> <p>b. Consider the candidate's attitude toward the position as well as his objective qualifications for it; and</p>						

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<p>c. Conduct a special personnel investigation where the specific position or candidate requires it.</p> <p>5. Every police agency should establish written training requirements for each specialty. These requirements may include:</p> <p>a. Formal preassignment training; and</p> <p>b. Formal on-the-job training.</p> <p>6. Every police agency should require satisfactory completion of an internally administered internship in any specialist position before regular assignment to that position.</p> <p>7. Every police agency should establish 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 should include:</p> <p>a. Identification of all positions -- including vice, narcotics, and all types of undercover assignments -- where potential for officer compromise is high;</p> <p>b. Written policies that specifically limit the duration of assignment to any identified position. Because limitations may differ, these policies and procedures should stipulate those for personnel at the supervisory and administrative level and those for personnel at the level of execution;</p> <p>c. Provisions for limited extensions with the specific approval of the chief executive; and</p> <p>d. Provisions that insure the maintenance of a high level of operational competence within the specialty and throughout the agency.</p> <p style="text-align: center;">STANDARD 9.3 <u>ANNUAL REVIEW OF AGENCY SPECIALIZATION</u></p> <p>Every police agency which has established specialties should immediately, and thereafter, annually conduct a review of each specialty to determine its effectiveness in helping to achieve agency goals and objectives. In conducting this formal review:</p> <p>1. Every police chief executive should examine the problem for which the specialty was created and identify any modifications that problem may have undergone in the past year.</p> <p>2. Every police chief executive should assess the cost-effectiveness of the specialty over the past year and from that assessment determine whether the current level of resource commitment to the specialty is adequate or warranted.</p> <p>3. Every police chief executive should take the action indicated by the results of the annual review of each specialty. This action may include:</p> <p>a. Continuation of the specialization in its present form;</p> <p>b. Adjustment of manpower and equipment allocations based on modifications in the problem or the cost-effectiveness of the specialization.</p>						

Standards and Goals	Remarks				
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<p>✓ <u>STANDARD 9.4</u></p> <p><u>STATE SPECIALISTS</u></p> <p>The State, by 1975, 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.</p> <p>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.</p> <p>2. The State should publish and distribute to every local police agency in the State the request procedure for obtaining specialists.</p> <p>3. The State should insure that its specialists pursue the investigation in complete cooperation with and support of the local agency.</p> <p><u>STANDARD 9.6</u></p> <p><u>TRAFFIC OPERATIONS</u></p> <p>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.</p> <p>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:</p> <p>a. Should include line patrol, area patrol, selective location patrol, and records and logistics; and</p> <p>b. Should be a fundamental responsibility of all uniformed officers.</p> <p>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 follow-up investigations. The function should include:</p> <p>a. Initial traffic accident investigation, follow-up investigation, traffic control at the scene, injury control, enforcement action, records, reports, and notifications; and</p> <p>b. On-scene investigations of all accidents involving a fatality, personal injury, or one or more vehicles that must be towed from the scene.</p> <p>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</p>					

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<p>effect on traffic flow. Such activities are those which have an immediate and direct effect. These activities:</p> <p>a. May include intersection control, parking control, pedestrian control, police escort, special event control, and hazard control;</p> <p>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;</p> <p>c. Should not be performed by employees if the need can be anticipated in advance, and electronic traffic control devices can be installed, unless employees are cost-effective.</p> <p>4. Every police agency should develop and implement written policies governing the investigation of traffic accidents, enforcement of State and local traffic laws and regulations, and traffic direction. Police chief executives should insure that these policies are regularly communicated to all supervisors and line personnel. These policies should include guidelines on:</p> <p>a. Physical arrests, issuance of warnings and citations and transportation of arrestees;</p> <p>b. Investigation of traffic accidents;</p> <p>c. Interjurisdictional responsibility and authority for traffic supervision; and</p> <p>d. Ancillary services that have an indirect effect on traffic flow.</p> <p>5. Every State should assume complete responsibility for licensing all drivers of motor vehicles, vehicle registration, vehicle inspection, vehicle weight control, carrier and commercial regulation.</p> <p>a. Activities that do not require peace officer status should be assigned to nonsworn personnel.</p> <p>b. Observed failure to comply with driver licensing, vehicle registration, and equipment and safety regulations, should be subject to citation or reported to the appropriate agency through clearly established channels of communication.</p> <p>6. Every police agency should employ, where necessary, specialized equipment operated by specially trained personnel to implement effective traffic programs.</p> <p>7. Municipal police agencies employing more than 400 personnel should, consistent with an analysis of need, establish specialized accident investigation and traffic enforcement units. These units:</p> <p>a. Should be staffed with as few personnel as the local traffic problem will permit; and</p> <p>b. Should be functionally decentralized to the most effective command level.</p> <p>8. Every police agency should make assignments for all traffic functions on the basis of traffic volume, accident experience, violation frequency, and congestion.</p> <p>a. Selective enforcement techniques should be implemented through assignment of men and equipment by time and location on the basis of demonstrated need.</p> <p>b. The establishment of a selective enforcement task force should be considered when the State or community accident</p>					

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Standards and Goals	Remarks					
	Accept	Reject	C	PC	NC	Year 1-5
<p>b. Personnel and fiscal resources;</p> <p>c. Community attitudes toward the agency; and</p> <p>d. The agency's delivery of general police services.</p> <p>5. Every police agency should develop an operations effectiveness review for each new specialization. This review process should be carried out:</p> <p>a. As a goal-oriented activity analysis; and</p> <p>b. On a specific schedule for the expected duration of the need.</p> <p>6. Every police agency should terminate a specialized activity whenever the problem for which it was needed no long exists, or can be controlled, as well or better through other agency operations.</p> <p style="text-align: center;">STANDARD 9.2 <u>SELECTION FOR SPECIALIZED ASSIGNMENT</u></p> <p>Every police agency immediately 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.</p> <p>1. Every police agency should maintain a comprehensive personnel records system from which information is readily retrievable. This system should:</p> <p>a. Include all pertinent data on every agency employee;</p> <p>b. Employ a consistent format on all personnel records; and</p> <p>c. Include procedures for continual updating.</p> <p>2. Every police agency should disseminate agencywide announcements describing anticipated specialist position openings. These announcements should include:</p> <p>a. The minimum personnel requirements for each position; and</p> <p>b. The specialized skills or other attributes required by the position.</p> <p>3. Every police agency should establish written minimum requirements for every specialist position. These requirements should stipulate the required:</p> <p>a. Length and diversity of experience;</p> <p>b. Formal education; and</p> <p>c. Specialized skills, knowledge, and experience.</p> <p>4. Command personnel within the specialty should interview every candidate for a specialist position. Interviewers should:</p> <p>a. Review the pertinent personnel records of every candidate;</p> <p>b. Consider the candidate's attitude toward the position as well as his objective qualifications for it; and</p>						

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Standards and Goals	Remarks					
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<p>c. Conduct a special personnel investigation where the specific position or candidate requires it.</p> <p>5. Every police agency should establish written training requirements for each specialty. These requirements may include:</p> <p>a. Formal preassignment training; and</p> <p>b. Formal on-the-job training.</p> <p>6. Every police agency should require satisfactory completion of an internally administered internship in any specialist position before regular assignment to that position.</p> <p>7. Every police agency should establish 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 should include:</p> <p>a. Identification of all positions -- including vice, narcotics, and all types of undercover assignments -- where potential for officer compromise is high;</p> <p>b. Written policies that specifically limit the duration of assignment to any identified position. Because limitations may differ, these policies and procedures should stipulate those for personnel at the supervisory and administrative level and those for personnel at the level of execution;</p> <p>c. Provisions for limited extensions with the specific approval of the chief executive; and</p> <p>d. Provisions that insure the maintenance of a high level of operational competence within the specialty and throughout the agency.</p> <p style="text-align: center;">STANDARD 9.3 <u>ANNUAL REVIEW OF AGENCY SPECIALIZATION</u></p> <p>Every police agency which has established specialities should immediately, and thereafter, annually conduct a review of each specialty to determine its effectiveness in helping to achieve agency goals and objectives. In conducting this formal review:</p> <p>1. Every police chief executive should examine the problem for which the specialty was created and identify any modifications that problem may have undergone in the past year.</p> <p>2. Every police chief executive should assess the cost-effectiveness of the specialty over the past year and from that assessment determine whether the current level of resource commitment to the specialty is adequate or warranted.</p> <p>3. Every police chief executive should take the action indicated by the results of the annual review of each specialty. This action may include:</p> <p>a. Continuation of the specialization in its present form;</p> <p>b. Adjustment of manpower and equipment allocations based on modifications in the problem or the cost-effectiveness of the specialization.</p>						

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Standards and Goals	Accept	Reject	C	PC	NC	Year 1-5
<p style="text-align: center;">STANDARD 9.4</p> <p style="text-align: center;"><u>STATE SPECIALISTS</u></p> <p>The State, by 1975, 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.</p> <p>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.</p> <p>2. The State should publish and distribute to every local police agency in the State the request procedure for obtaining specialists.</p> <p>3. The State should insure that its specialists pursue the investigation in complete cooperation with and support of the local agency.</p> <p style="text-align: center;">STANDARD 9.6</p> <p style="text-align: center;"><u>TRAFFIC OPERATIONS</u></p> <p>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.</p> <p>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:</p> <p>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.</p> <p>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 follow-up investigations. The function should include:</p> <p>a. Initial traffic accident investigation, follow-up 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.</p> <p>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</p>						

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Standards and Goals	Accept	Reject	C	PC	NC	Year 1-5
<p>effect on traffic flow. Such activities are those which have an immediate and direct effect. These activities:</p> <p>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; c. Should not be performed by employees if the need can be anticipated in advance, and electronic traffic control devices can be installed, unless employees are cost-effective.</p> <p>4. Every police agency should develop and implement written policies governing the investigation of traffic accidents, enforcement of State and local traffic laws and regulations, and traffic direction. Police chief executives should insure that these policies are regularly communicated to all supervisors and line personnel. These policies should include guidelines on:</p> <p>a. Physical arrests, issuance of warnings and citations and transportation of arrestees; b. Investigation of traffic accidents; c. Interjurisdictional responsibility and authority for traffic supervision; and d. Ancillary services that have an indirect effect on traffic flow.</p> <p>5. Every State should assume complete responsibility for licensing all drivers of motor vehicles, vehicle registration, vehicle inspection, vehicle weight control, carrier and commercial regulation.</p> <p>a. Activities that do not require peace officer status should be assigned to nonsworn personnel. b. Observed failure to comply with driver licensing, vehicle registration, and equipment and safety regulations, should be subject to citation or reported to the appropriate agency through clearly established channels of communication.</p> <p>6. Every police agency should employ, where necessary, specialized equipment operated by specially trained personnel to implement effective traffic programs.</p> <p>7. Municipal police agencies employing more than 400 personnel should, consistent with an analysis of need, establish specialized accident investigation and traffic enforcement units. These units:</p> <p>a. Should be staffed with as few personnel as the local traffic problem will permit; and b. Should be functionally decentralized to the most effective command level.</p> <p>8. Every police agency should make assignments for all traffic functions on the basis of traffic volume, accident experience, violation frequency, and congestion.</p> <p>a. Selective enforcement techniques should be implemented through assignment of men and equipment by time and location on the basis of demonstrated need. b. The establishment of a selective enforcement task force should be considered when the State or community accident</p>						

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<p>death rate exceeds the national average or exceeds the average for the State or community for the last three years.</p> <p>c. Every police agency should have at least one employee specially trained in highway safety management and able to plan and evaluate effective traffic safety programs.</p> <p>d. Specialization should be limited according to needs, and the major street traffic duties should be performed by patrol officers.</p> <p>9. Every police agency should be capable of performing, or arrange for the performance of, activities necessary to support traffic line functions. These activities:</p> <p>a. May include administration, planning, budgeting, personnel management, research and analysis, public information, training, communications, transportation, records and identification, property control, equipment supply, and laboratory services; and</p> <p>b. Should enable the police agency to gather and analyze traffic information and to maintain records to guide the agency in the safe movement of traffic.</p> <p>10. Every police agency should periodically release traffic safety information and traffic safety educational material to the general public, and should cooperate with appropriate educational institutions in the preparation and presentation of traffic safety educational programs.</p> <p style="text-align: center;">✓ STANDARD 9.7 <u>CRIMINAL INVESTIGATION</u></p> <p>Every police agency immediately 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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>4. Every police agency employing 25 or more personnel should assign full-time criminal investigators. Every agency with fewer than 25 personnel should assign criminal investigation specialists only where specific needs are present.</p> <p>a. Specialization within the criminal investigation unit should take place only when necessary to improve overall efficiency within the agency.</p>						

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<p>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.</p> <p>5. Every police agency should establish quality control procedures to insure that every reported crime receives the investigation it warrants. These procedures should include:</p> <p>a. A followup report of each open investigation every 10 days and command approval of every continuance of an investigation past 30 days;</p> <p>b. Constant inspection and review of individual, team, and unit criminal investigation reports and investigator activity summaries; and</p> <p>c. Individual, team, and unit performance measures based at least on arrests and dispositions, crimes cleared, property recovered, and caseload.</p> <p>6. Every police agency should coordinate criminal investigations with all other agency operations. This coordination should be supported by:</p> <p>a. Clearly defined procedures for the exchange of information between investigative specialists and between those specialists and uniformed patrol officers;</p> <p>b. Systematic rotation of generalists into investigative specialties; and</p> <p>c. Equitable publicity of the efforts of all agency elements.</p> <p style="text-align: center;">✓ STANDARD 9.8 <u>SPECIAL CRIME TACTICAL FORCES</u></p> <p>Every police agency employing more than 75 personnel should have immediately available, consistent with an analysis of its need, a flexible and highly mobile tactical force for rapid deployment against special crime problems.</p> <p>1. Every chief executive should establish written policies and procedures that govern deployment of the tactical force against any problem. These policies and procedures should stipulate at least:</p> <p>a. That the tactical force will be deployed on the basis of current crime pattern analyses or validated current information on expected crime activity;</p> <p>b. That the tactical force will be deployed against a problem only when the regularly assigned patrol force is not adequate to be effective against that problem; and</p> <p>c. That tactical force deployment strategy will be based on an objective analysis of the problem; overt saturation as a highly visible preventive strategy, and covert saturation as a low visibility detection and apprehension operation.</p> <p>2. Every police agency employing more than 400 personnel should consider maintaining a full-time tactical force, and every agency employing more than 75 but fewer than 400 should consider maintaining a full- or part-time tactical force, depending on local problems.</p>						

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<p>a. The numerical strength of the tactical force should depend on agency needs and local problems.</p> <p>b. A full-time tactical force should include an analytical staff element.</p> <p>c. A part-time tactical force should use qualified personnel from anywhere within the agency.</p> <p>d. Every tactical force should have a central headquarters and should operate from that headquarters when deployed against a problem.</p> <p>e. Field commanders should be informed of tactical force activities within their area of responsibility. The tactical force activities should be consistent with the policies of the field commander of the area in which they are working.</p> <p>f. Every tactical force should be equipped with necessary specialized equipment, vehicles, radios, vision devices, and weapons.</p> <p style="text-align: center;">STANDARD 9.9</p> <p style="text-align: center;"><u>VICE OPERATIONS</u></p> <p>Every police agency should immediately 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.</p> <p>1. Every chief executive should establish written policies governing vice operations. These policies, consistent with existing statutes:</p> <p>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.</p> <p>b. Should acknowledge that the patrol force is responsible for taking enforcement action against all vice violations they see.</p> <p>2. Every police agency employing more than 75 personnel should have a full-time vice investigation capability. Every agency employing fewer than 75 personnel may assign vice operations specialists on a full- or part-time basis, depending on the local problem.</p> <p>3. Every chief executive should insure close coordination and continual exchange of information between vice, narcotic and drug, patrol, and intelligence operations, and close liaison with other agencies conducting similar operations.</p> <p>4. Every police agency should provide vice operations with special funds, specialized equipment, vehicles, vision devices, and any other physical support necessary to conduct effective vice operations.</p> <p>5. Every chief executive should insure that every field commander reports in writing every 30 days to the chief executive, or his designee, the form and extent of the current vice problem in his area and the effort of vice operations on that problem. This report should contain:</p> <p>a. The number of vice arrests by type of offense and location;</p>						

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<p>b. Information received on vice problems; and</p> <p>c. Current vice operations directed against area vice problems.</p> <p>6. Every police chief executive should insure, through written policies and procedures, that every vice complaint received by his agency will be investigated as thoroughly as possible. Vice complaint policies and procedures should provide that:</p> <p>a. All vice complaints be distributed to the chief executive or his designee, and to the vice unit;</p> <p>b. Every 10 days a followup report on each vice complaint be made to indicate the progress of the investigation; and</p> <p>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.</p> <p style="text-align: center;">✓STANDARD 9.10</p> <p style="text-align: center;"><u>NARCOTIC AND DRUG INVESTIGATIONS</u></p> <p>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 acknowledgement.</p> <p>1. Every police agency should afford fundamental narcotic and drug investigation training to every officer during basic training.</p> <p>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, multiagency community programs.</p> <p>3. Every police agency employing more than 75 personnel should have a full-time narcotic and drug investigation capability. Personnel in smaller agencies may be assigned where justified by the local problem.</p> <p>a. The number of personnel assigned to the narcotic and drug operation should be determined by the local problem.</p> <p>b. Where appropriate in agencies with 75 or less personnel, drug and narcotic operations may be consolidated with vice operations.</p> <p>c. Drug and narcotic operations should be decentralized to the extent that the agency is; however, a central drug and narcotic unit should be maintained to coordinate the decentralized operations.</p> <p>4. Every police agency should insure coordination and the continual exchange of information between officers assigned to narcotic and drug enforcement, vice enforcement, intelligence, and uniformed patrol.</p> <p>5. Every chief executive should establish written policies and procedures requiring that every narcotic and drug complaint will be reported and thoroughly investigated. These policies and procedures should provide that:</p>						

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Agency Copy

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<p>b. Information received on vice problems; and</p> <p>c. Current vice operations directed against area vice problems.</p> <p>6. Every police chief executive should insure, through written policies and procedures, that every vice complaint received by his agency will be investigated as thoroughly as possible. Vice complaint policies and procedures should provide that:</p> <p>a. All vice complaints be distributed to the chief executive or his designee, and to the vice unit;</p> <p>b. Every 10 days a followup report on each vice complaint be made to indicate the progress of the investigation; and</p> <p>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.</p> <p style="text-align: center;">STANDARD 9.10 <u>NARCOTIC AND DRUG INVESTIGATIONS</u></p> <p>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 acknowledgement.</p> <p>1. Every police agency should afford fundamental narcotic and drug investigation training to every officer during basic training.</p> <p>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, multiagency community programs.</p> <p>3. Every police agency employing more than 75 personnel should have a full-time narcotic and drug investigation capability. Personnel in smaller agencies may be assigned where justified by the local problem.</p> <p>a. The number of personnel assigned to the narcotic and drug operation should be determined by the local problem.</p> <p>b. Where appropriate in agencies with 75 or less personnel, drug and narcotic operations may be consolidated with vice operations.</p> <p>c. Drug and narcotic operations should be decentralized to the extent that the agency is; however, a central drug and narcotic unit should be maintained to coordinate the decentralized operations.</p> <p>4. Every police agency should insure coordination and the continual exchange of information between officers assigned to narcotic and drug enforcement, vice enforcement, intelligence, and uniformed patrol.</p> <p>5. Every chief executive should establish written policies and procedures requiring that every narcotic and drug complaint will be reported and thoroughly investigated. These policies and procedures should provide that:</p>						

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<p>a. All narcotic and drug complaints be distributed to the chief executive or his delegate, and to the central narcotic drug unit;</p> <p>b. A follow-up report of every open drug or narcotic investigation be prepared every 30 days to indicate the progress of the investigation;</p> <p>c. Individual, team, and unit narcotic and drug investigation reports and activity summaries be inspected and reviewed continually;</p> <p>d. Individual, team, and unit performance measures continually be applied to drug and narcotic operations. These measures should include arrests and dispositions; number of purchases by type of drug or narcotic, quantity and quality of seized narcotics and drugs, other crimes cleared, and working caseload.</p> <p>6. Every police agency should provide narcotic operations with special funds and specialized equipment such as vehicles, electronic equipment, and vision devices necessary to conduct effective narcotic and drug operations.</p> <p style="text-align: center;">STANDARD 9.11 <u>INTELLIGENCE OPERATIONS</u></p> <p>The State of Alabama and every police agency should immediately establish and maintain the capability to gather and evaluate information and to disseminate intelligence in a manner which protects every individual's right to privacy while it curtails organized crime and public disorder.</p> <p>1. The State of Alabama should establish a central gathering analysis, and storage capability, and intelligence dissemination system.</p> <p>a. The police agency should actively participate in providing information and receiving intelligence from this system.</p> <p>b. The police agency should designate at least one person to be responsible for liaison with the State intelligence system.</p> <p>c. The State intelligence system should disseminate specific intelligence to local agencies according to local needs and should disseminate general information throughout the state.</p> <p>2. The local agency should participate, where appropriate, in the establishment of regional intelligence systems. Every regional intelligence system should participate actively in the state system.</p> <p>3. The police agency with more than 75 personnel should have a full-time intelligence capability.</p> <p>a. The number of personnel assigned to this operation should be based on local conditions.</p> <p>b. The intelligence operation should be centralized; however, intelligence specialists may be assigned, where appropriate, to major transportation centers.</p> <p>c. When the size of the intelligence operation permits, organized crime intelligence should be separate from civil disorder intelligence.</p>						

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<p>d. In smaller agencies the intelligence specialist should be required to take direct enforcement action only where limited agency resources make it absolutely necessary. In larger agencies the intelligence specialist should be required to take direct enforcement action only where a serious threat to life or property makes it absolutely necessary.</p> <p>e. The intelligence operation should include an independent and well-secured reporting and record system.</p> <p>4. The police agency should insure exchange of information and coordination between the intelligence operation and all other operational entities of the agency and with other government agencies.</p> <p>5. The police agency should supply its intelligence operation with the funds, vehicles, vision devices, and other specialized equipment necessary to implement an effective intelligence operation.</p> <p style="text-align: center;">STANDARD 9.12 <u>ALTERNATIVES TO ARREST</u></p> <p>Each criminal justice jurisdiction, State or local as appropriate, should immediately develop a policy, and seek enabling legislation where necessary, to encourage the use of citations in lieu of arrest and detention. This policy should provide:</p> <p>1. Enumeration of minor offenses for which a police officer should be required to issue a citation in lieu of making an arrest or detaining the accused unless:</p> <p>a. The accused fails to identify himself or supply required information;</p> <p>b. The accused refuses to sign the citation;</p> <p>c. The officer has reason to believe that the continued liberty of the accused constitutes an unreasonable risk of bodily injury to himself or others;</p> <p>d. Arrest and detention are necessary to carry out additional legitimate investigative action;</p> <p>e. The accused has no ties to the jurisdiction reasonably sufficient to assure his appearance, and there is a substantial risk that he will refuse to respond to the citation; or</p> <p>f. It appears the accused has previously failed to respond to a citation or summons or has violated the conditions of any pretrial release program.</p> <p>2. Departmentally-directed discretionary authority for police officers to issue a citation in lieu of arrest in all misdemeanor cases where the officer has reason to believe that the accused will respond to the citation and does not represent a clear threat to himself or others.</p> <p>3. A requirement that a police officer making an arrest rather than issuing a citation specify the reason for doing so in writing. Superior officers should be authorized to reevaluate a decision to arrest and to issue a citation at the police station in lieu of detention.</p> <p>4. Criminal penalties for willful failure to respond to a citation.</p> <p>5. Authority to make lawful search incident to an arrest where a citation is issued in lieu of arrest.</p>						

Remarks

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<p>Similar steps should be taken to establish policy encouraging the issuance of summons in lieu of arrest warrants where an accused is not in police custody. This policy should provide:</p> <ol style="list-style-type: none"> An enumeration of minor offenses for which a judicial officer should be required to issue a summons in lieu of an arrest warrant unless he finds that: <ol style="list-style-type: none"> The accused has previously willfully failed to respond to a citation or summons or has violated the conditions of any pretrial release program. The accused has no ties to the community and there is a reasonable likelihood that he will fail to respond to a summons. The whereabouts of the accused is unknown or the arrest warrant is necessary to subject him to the jurisdiction of the court. Arrest and detention are necessary to carry out additional legitimate investigative action. Discretionary authority for judicial officers to issue a summons in lieu of an arrest warrant in all cases where the officer has reason to believe that the accused will respond to the summons. A requirement that a judicial officer issuing a warrant instead of a summons state his reason for doing so in writing. Criminal penalties for willful failure to respond to a summons. <p>To facilitate the use of citations and summons in lieu of arrest, police agencies should:</p> <ol style="list-style-type: none"> Develop through administrative rules specific criteria for police officers for determining whether to issue citations or the request issuance of a summons in lieu of arrest. Develop training programs to instruct their officers in the need for and use of the citation and summons in lieu of arrest. Develop a method of quickly verifying factual information given to police officers which if true would justify the issuance of a citation in lieu of arrest. Develop a method of conducting a reasonable investigation concerning the defendant's ties to the community to present to the judicial officer at the time of application for a summons or an arrest warrant. <p style="text-align: center;">STANDARD 10.1</p> <p style="text-align: center;"><u>ASSIGNMENT OF CIVILIAN POLICE PERSONNEL</u></p> <p>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. To determine the proper deployment of civilian and sworn personnel, every agency immediately:</p> <ol style="list-style-type: none"> Should identify those sworn positions which: <ol style="list-style-type: none"> Do not require that the incumbent have peace officer status under local, State, or Federal statute; 						

Remarks

Standards and Goals	Accept	Reject	C	PC	NC	Year 1-5
<ol style="list-style-type: none"> Do not require that the incumbent exercise the full power and authority normally exercised by a peace officer; Do not require that the incumbent possess expertise which can be acquired only through actual field experience as a sworn police officer; and Do not contribute significantly to the professional development of sworn personnel. <ol style="list-style-type: none"> Should designate as civilian those positions that can be filled by a civilian employee according to the foregoing criteria; Should staff with qualified civilian personnel all positions designated for civilians; Should provide a continuing audit of all existing and future positions to determine the feasibility of staffing with civilian personnel; Should develop a salary and benefit structure for civilian personnel commensurate with their position classifications; Should insure that an opportunity for career development exists within each civilian position classification where the nature of the position does not limit or bar such opportunity; Should conduct indepth personal background investigations of civilian applicants for confidential or sensitive positions. These background investigations should be as thorough as those of sworn applicants; Should provide civilian training programs that insure the level of proficiency necessary to perform the duties of each assignment; Should inform all civilian employees of the requirements for sworn police status and interview them to determine their interest or desire to seek such status subsequently, and should record all information obtained during such interviews; Should assign those civilian employees who express a desire to seek sworn status later to positions that will contribute to their professional development as police officers. <p style="text-align: center;">STANDARD 10.2</p> <p style="text-align: center;"><u>SELECTION AND ASSIGNMENT OF RESERVE POLICE OFFICERS</u></p> <p>The state and every police agency should consider employment of police reserve officers immediately to supplement the regular force of sworn personnel and increase community involvement in local police service.</p> <ol style="list-style-type: none"> The state immediately should establish minimum standards for reserve police officer selection and training according to the following criteria: <ol style="list-style-type: none"> Reserve officer selection standards should be equivalent to those for regular sworn personnel except that the reserve specialist should be selected on the basis of those limited duties which he will perform. Reserve officer medical and age requirements may differ from those for regular sworn personnel since a retirement liability does not exist. 						

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<p>a. All narcotic and drug complaints be distributed to the chief executive or his delegate, and to the central narcotic drug unit;</p> <p>b. A follow-up report of every open drug or narcotic investigation be prepared every 30 days to indicate the progress of the investigation;</p> <p>c. Individual, team, and unit narcotic and drug investigation reports and activity summaries be inspected and reviewed continually;</p> <p>d. Individual, team, and unit performance measures continually be applied to drug and narcotic operations. These measures should include arrests and dispositions; number of purchases by type of drug or narcotic, quantity and quality of seized narcotics and drugs, other crimes cleared, and working caseload.</p> <p>6. Every police agency should provide narcotic operations with special funds and specialized equipment such as vehicles, electronic equipment, and vision devices necessary to conduct effective narcotic and drug operations.</p> <p style="text-align: center;">STANDARD 9.11</p> <p style="text-align: center;"><u>INTELLIGENCE OPERATIONS</u></p> <p>The State of Alabama and every police agency should immediately establish and maintain the capability to gather and evaluate information and to disseminate intelligence in a manner which protects every individual's right to privacy while it curtails organized crime and public disorder.</p> <p>1. The State of Alabama should establish a central gathering analysis, and storage capability, and intelligence dissemination system.</p> <p>a. The police agency should actively participate in providing information and receiving intelligence from this system.</p> <p>b. The police agency should designate at least one person to be responsible for liaison with the State intelligence system.</p> <p>c. The State intelligence system should disseminate specific intelligence to local agencies according to local needs and should disseminate general information throughout the state.</p> <p>2. The local agency should participate, where appropriate, in the establishment of regional intelligence systems. Every regional intelligence system should participate actively in the state system.</p> <p>3. The police agency with more than 75 personnel should have a full-time intelligence capability.</p> <p>a. The number of personnel assigned to this operation should be based on local conditions.</p> <p>b. The intelligence operation should be centralized; however, intelligence specialists may be assigned, where appropriate, to major transportation centers.</p> <p>c. When the size of the intelligence operation permits, organized crime intelligence should be separate from civil disorder intelligence.</p>						

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<p>d. In smaller agencies the intelligence specialist should be required to take direct enforcement action only where limited agency resources make it absolutely necessary. In larger agencies the intelligence specialist should be required to take direct enforcement action only where a serious threat to life or property makes it absolutely necessary.</p> <p>e. The intelligence operation should include an independent and well-secured reporting and record system.</p> <p>4. The police agency should insure exchange of information and coordination between the intelligence operation and all other operational entities of the agency and with other government agencies.</p> <p>5. The police agency should supply its intelligence operation with the funds, vehicles, vision devices, and other specialized equipment necessary to implement an effective intelligence operation.</p> <p style="text-align: center;">STANDARD 9.12</p> <p style="text-align: center;"><u>ALTERNATIVES TO ARREST</u></p> <p>Each criminal justice jurisdiction, State or local as appropriate, should immediately develop a policy, and seek enabling legislation where necessary, to encourage the use of citations in lieu of arrest and detention. This policy should provide:</p> <p>1. Enumeration of minor offenses for which a police officer should be required to issue a citation in lieu of making an arrest or detaining the accused unless:</p> <p>a. The accused fails to identify himself or supply required information;</p> <p>b. The accused refuses to sign the citation;</p> <p>c. The officer has reason to believe that the continued liberty of the accused constitutes an unreasonable risk of bodily injury to himself or others;</p> <p>d. Arrest and detention are necessary to carry out additional legitimate investigative action;</p> <p>e. The accused has no ties to the jurisdiction reasonably sufficient to assure his appearance, and there is a substantial risk that he will refuse to respond to the citation; or</p> <p>f. It appears the accused has previously failed to respond to a citation or summons or has violated the conditions of any pretrial release program.</p> <p>2. Departmentally-directed discretionary authority for police officers to issue a citation in lieu of arrest in all misdemeanor cases where the officer has reason to believe that the accused will respond to the citation and does not represent a clear threat to himself or others.</p> <p>3. A requirement that a police officer making an arrest rather than issuing a citation specify the reason for doing so in writing. Superior officers should be authorized to reevaluate a decision to arrest and to issue a citation at the police station in lieu of detention.</p> <p>4. Criminal penalties for willful failure to respond to a citation.</p> <p>5. Authority to make lawful search incident to an arrest where a citation is issued in lieu of arrest.</p>						

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<p>Similar steps should be taken to establish policy encouraging the issuance of summons in lieu of arrest warrants where an accused is not in police custody. This policy should provide:</p> <ol style="list-style-type: none"> An enumeration of minor offenses for which a judicial officer should be required to issue a summons in lieu of an arrest warrant unless he finds that: <ol style="list-style-type: none"> The accused has previously willfully failed to respond to a citation or summons or has violated the conditions of any pretrial release program. The accused has no ties to the community and there is a reasonable likelihood that he will fail to respond to a summons. The whereabouts of the accused is unknown or the arrest warrant is necessary to subject him to the jurisdiction of the court. Arrest and detention are necessary to carry out additional legitimate investigative action. Discretionary authority for judicial officers to issue a summons in lieu of an arrest warrant in all cases where the officer has reason to believe that the accused will respond to the summons. A requirement that a judicial officer issuing a warrant instead of a summons state his reason for doing so in writing. Criminal penalties for willful failure to respond to a summons. <p>To facilitate the use of citations and summons in lieu of arrest, police agencies should:</p> <ol style="list-style-type: none"> Develop through administrative rules specific criteria for police officers for determining whether to issue citations or the request issuance of a summons in lieu of arrest. Develop training programs to instruct their officers in the need for and use of the citation and summons in lieu of arrest. Develop a method of quickly verifying factual information given to police officers which if true would justify the issuance of a citation in lieu of arrest. Develop a method of conducting a reasonable investigation concerning the defendant's ties to the community to present to the judicial officer at the time of application for a summons or an arrest warrant. <p style="text-align: center;">STANDARD 10.1</p> <p style="text-align: center;"><u>ASSIGNMENT OF CIVILIAN POLICE PERSONNEL</u></p> <p>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. To determine the proper deployment of civilian and sworn personnel, every agency immediately:</p> <ol style="list-style-type: none"> Should identify those sworn positions which: <ol style="list-style-type: none"> Do not require that the incumbent have peace officer status under local, State, or Federal statute; 						

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<ol style="list-style-type: none"> Do not require that the incumbent exercise the full power and authority normally exercised by a peace officer; Do not require that the incumbent possess expertise which can be acquired only through actual field experience as a sworn police officer; and Do not contribute significantly to the professional development of sworn personnel. <ol style="list-style-type: none"> Should designate as civilian those positions that can be filled by a civilian employee according to the foregoing criteria; Should staff with qualified civilian personnel all positions designated for civilians; Should provide a continuing audit of all existing and future positions to determine the feasibility of staffing with civilian personnel; Should develop a salary and benefit structure for civilian personnel commensurate with their position classifications; Should insure that an opportunity for career development exists within each civilian position classification where the nature of the position does not limit or bar such opportunity; Should conduct indepth personal background investigations of civilian applicants for confidential or sensitive positions. These background investigations should be as thorough as those of sworn applicants; Should provide civilian training programs that insure the level of proficiency necessary to perform the duties of each assignment; Should inform all civilian employees of the requirements for sworn police status and interview them to determine their interest or desire to seek such status subsequently, and should record all information obtained during such interviews; Should assign those civilian employees who express a desire to seek sworn status later to positions that will contribute to their professional development as police officers. <p style="text-align: center;">STANDARD 10.2</p> <p style="text-align: center;"><u>SELECTION AND ASSIGNMENT OF RESERVE POLICE OFFICERS</u></p> <p>The state and every police agency should consider employment of police reserve officers immediately to supplement the regular force of sworn personnel and increase community involvement in local police service.</p> <ol style="list-style-type: none"> The state immediately should establish minimum standards for reserve police officer selection and training according to the following criteria: <ol style="list-style-type: none"> Reserve officer selection standards should be equivalent to those for regular sworn personnel except that the reserve specialist should be selected on the basis of those limited duties which he will perform. Reserve officer medical and age requirements may differ from those for regular sworn personnel since a retirement liability does not exist. 						

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<p>b. Reserve officer training standards should be equivalent to those for regular sworn personnel, but reserve specialists should be trained according to the requirements of the specialty which they will perform.</p> <p>2. Every police agency that has identified a specific need to augment its regular force of sworn personnel to alleviate manpower shortages or to cope with unique deployment problems, should immediately establish a police reserve program. To realize the maximum benefit from such a program, every agency:</p> <p>a. Should establish recruitment and selection criteria equivalent to those for regular sworn personnel, with the exception of medical and age requirements;</p> <p>b. Should provide reserve generalist training equivalent to that provided regular sworn personnel, and should provide reserve specialist training required by the specialty to which the reservist will be assigned;</p> <p>c. Should insure that the reserve training program meets or exceeds state standards that regulate the training of regular, part-time, or reserve officers;</p> <p>d. Should assign the reserve generalist to supplement regular police personnel in the day-to-day delivery of police services and assign the reserve specialist to perform services within a particular field of expertise;</p> <p>e. Should establish a reserve in-service training program equivalent to that for regular sworn personnel; and</p> <p>f. Should furnish the reserve officer with the same uniform and equipment as a regular sworn officer only upon his completion of all training requirements. Until he has completed all training requirements, his uniform should readily identify him as a reserve officer, and he should perform his duties only under the direct supervision of a regular sworn officer.</p> <p style="text-align: center;">✓ STANDARD 11.1 <u>USE OF PROFESSIONAL EXPERTISE</u></p> <p>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:</p> <p>1. Medical professionals, particularly those with specific expertise in:</p> <p>a. Pathology; b. Gynecology; c. Psychiatry; d. Dentistry and orthodontics; e. Traumatic injuries; f. Medical laboratory technology; and g. Pharmacology.</p> <p>2. Business, trade, and industrial professionals, particularly those knowledgeable in:</p> <p>a. Banking; b. Bookkeeping and accounting; c. Labor relations;</p>						

Remarks

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<p>d. The local economy; e. Local industry, business, and trades; and f. Insurance Agency.</p> <p>3. Educational professionals, particularly those with expertise in:</p> <p>a. Elementary, secondary, and vocational education; b. The physical, natural, and behavioral sciences; and c. Research.</p> <p>4. Behavioral science resources with expertise in:</p> <p>a. Personnel selection, vocational assessment, and career counseling; b. Teaching, training, and educational programming; c. Research; d. Management consultation; e. Personal problem counseling; and f. Specialist consultation.</p> <p>5. Members of the clergy.</p> <p style="text-align: center;">✓ STANDARD 11.2 <u>LEGAL ASSISTANCE</u></p> <p>Every police agency should immediately acquire the legal assistance necessary to insure maximum effectiveness and efficiency in all its operations.</p> <p>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 supplementary to these sources, a police legal adviser should be employed.</p> <p>2. Every agency should obtain legal assistance in all agency operations where needed. This assistance may include:</p> <p>a. Provision of legal counsel to the police chief executive in all phases of administration and operations;</p> <p>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;</p> <p>c. Review of general orders, training bulletins, and other directives to insure legal sufficiency;</p> <p>d. Case consultation with arresting officers and review of affidavits in support of arrest and search warrants in cooperation with the prosecutor's office;</p> <p>e. Advisory participation in operations where difficult legal problems can be anticipated;</p> <p>f. Attendance at major disturbances -- and an on-call status for minor ones -- to permit rapid consultation regarding legal aspects of the incident;</p> <p>g. Participation in training to insure continuing legal training at all levels within the agency;</p>						

Remarks

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<p>h. Drafting of procedural guides for the implementation of recent court decisions and newly enacted legislation; and</p> <p>i. Provision of legal counsel for ad hoc projects, grant proposal development, and special enforcement problems; and</p> <p>j. Prepare needed legislation and review proposed legislation which affects police activity.</p> <p>3. Every police agency with 200 or more personnel should establish a police legal unit with at least one attorney as a full-time legal advisor.</p> <p>a. The size and composition of the legal unit should be proportionate to the size of the agency and the complexity of the legal assistance task.</p> <p>b. One attorney should be designated as the director or administrative head when two or more attorneys are employed.</p> <p>c. Adequate secretarial and clerical help should be provided, as well as police officers or law student interns for paralegal work.</p> <p>d. Organizationally, the legal unit should be a separate entity, similar to the house counsel of a corporation, reporting directly to the chief executive and readily available to him.</p> <p>e. Legal advisers should be civilian attorneys who serve at the request of the police chief executive.</p> <p>4. Every police agency with fewer than 200 personnel may justify the establishment of a police legal unit with at least one full-time attorney legal adviser. When a full-time attorney legal adviser cannot be justified, and adequate legal advice cannot be obtained regularly by enlargement of the prosecutor's or the city or county attorney's role, the agency should obtain needed legal assistance through:</p> <p>a. Employment of part-time and contracted legal advisers, or</p> <p>b. Use of the services of a multiagency or a State police legal unit.</p> <p>5. Every police agency, in determining the need for a legal unit and the size of its staff, should consider at least the following:</p> <p>a. Whether the city or county attorney and the county prosecutor are located near police headquarters;</p> <p>b. Whether the staffs of the city or county attorney and the county prosecutor are full-time or part-time, and whether they are permitted to engage in private practice;</p> <p>c. Whether the city or county attorney and the county prosecutor have effective legislative programs;</p> <p>d. Whether the county prosecutor's office can be consulted routinely on planned enforcement actions prior to arrests;</p> <p>e. Whether assistant prosecutors discuss pending cases adequately with arresting officers prior to trial;</p> <p>f. Whether the county prosecutor's office will draft affidavits for arrest and search warrants and give other legal assistance whenever needed;</p>						

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<p>g. Whether the city or county attorney's staff is willing to answer routine questions; how promptly they respond to requests for written opinions; and how detailed and complete such opinions are;</p> <p>h. How willingly the city or county attorney files suits on behalf of the agency; how vigorously he defends suits against the agency and its members; and how experienced his staff is in matters of criminal law and police liability;</p> <p>i. The educational level of police agency employees, comprehensiveness of preservice training given officers, and the quantity and quality of agency inservice training.</p> <p>6. Every police agency should set firm minimum qualifications for the position of police legal adviser. These qualifications should, if possible, require that each candidate for this position:</p> <p>a. Be a qualified attorney eligible, except for residence requirement, for admission to the State bar in the state in which he is employed, and either licensed in that state or licensed in a state where licensing requires examination. He should become licensed in the state in which he is employed as soon as possible;</p> <p>b. Have a wide breadth of professional and practical experience in criminal justice, preferably in criminal trial work; and</p> <p>c. Have attitudes and personality conducive to the development of trust and acceptance by police personnel.</p> <p>7. Every police agency employing a legal adviser should provide in the assignment of his duties that he not:</p> <p>a. Prosecute criminal cases;</p> <p>b. Decide what cases are to be prosecuted or what charges are to be brought except by agreement with the prosecutor;</p> <p>c. Be assigned tasks unrelated to the legal assistance function that would interfere with performance of that function; nor</p> <p>d. Either prosecute infractions of discipline before internal trial boards, or serve as a member of any trial or arbitration board.</p> <p>8. Every police agency employing a legal adviser who also engages in private practice should insure that he does not represent criminal defendants, bring a claim against a governmental agency he represents, lend his name to or have a financial interest in any law firm that represents criminal defendants, accept private employment that necessitates procuring police officers as witnesses or using police information, conduct private business in an office located in a police station, or represent any police union or agency employee organization.</p> <p style="text-align: center;">✓ STANDARD 11.3</p> <p style="text-align: center;"><u>MANAGEMENT CONSULTATION AND TECHNICAL ASSISTANCE</u></p> <p>The state should immediately establish a police management consultation service to make technical assistance available at no cost to every police agency within the state.</p>						

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<p>b. Reserve officer training standards should be equivalent to those for regular sworn personnel, but reserve specialists should be trained according to the requirements of the specialty which they will perform.</p> <p>2. Every police agency that has identified a specific need to augment its regular force of sworn personnel to alleviate manpower shortages or to cope with unique deployment problems, should immediately establish a police reserve program. To realize the maximum benefit from such a program, every agency:</p> <p>a. Should establish recruitment and selection criteria equivalent to those for regular sworn personnel, with the exception of medical and age requirements;</p> <p>b. Should provide reserve generalist training equivalent to that provided regular sworn personnel, and should provide reserve specialist training required by the specialty to which the reservist will be assigned;</p> <p>c. Should insure that the reserve training program meets or exceeds state standards that regulate the training of regular, part-time, or reserve officers;</p> <p>d. Should assign the reserve generalist to supplement regular police personnel in the day-to-day delivery of police services and assign the reserve specialist to perform services within a particular field of expertise;</p> <p>e. Should establish a reserve in-service training program equivalent to that for regular sworn personnel; and</p> <p>f. Should furnish the reserve officer with the same uniform and equipment as a regular sworn officer only upon his completion of all training requirements. Until he has completed all training requirements, his uniform should readily identify him as a reserve officer, and he should perform his duties only under the direct supervision of a regular sworn officer.</p> <p style="text-align: center;">STANDARD 11.1 <u>USE OF PROFESSIONAL EXPERTISE</u></p> <p>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:</p> <p>1. Medical professionals, particularly those with specific expertise in:</p> <p>a. Pathology;</p> <p>b. Gynecology;</p> <p>c. Psychiatry;</p> <p>d. Dentistry and orthodontics;</p> <p>e. Traumatic injuries;</p> <p>f. Medical laboratory technology; and</p> <p>g. Pharmacology.</p> <p>2. Business, trade, and industrial professionals, particularly those knowledgeable in:</p> <p>a. Banking;</p> <p>b. Bookkeeping and accounting;</p> <p>c. Labor relations;</p>						

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<p>d. The local economy;</p> <p>e. Local industry, business, and trades; and</p> <p>f. Insurance Agency.</p> <p>3. Educational professionals, particularly those with expertise in:</p> <p>a. Elementary, secondary, and vocational education;</p> <p>b. The physical, natural, and behavioral sciences; and</p> <p>c. Research.</p> <p>4. Behavioral science resources with expertise in:</p> <p>a. Personnel selection, vocational assessment, and career counseling;</p> <p>b. Teaching, training, and educational programming;</p> <p>c. Research;</p> <p>d. Management consultation;</p> <p>e. Personal problem counseling; and</p> <p>f. Specialist consultation.</p> <p>5. Members of the clergy.</p> <p style="text-align: center;">STANDARD 11.2 <u>LEGAL ASSISTANCE</u></p> <p>Every police agency should immediately acquire the legal assistance necessary to insure maximum effectiveness and efficiency in all its operations.</p> <p>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 supplementary to these sources, a police legal adviser should be employed.</p> <p>2. Every agency should obtain legal assistance in all agency operations where needed. This assistance may include:</p> <p>a. Provision of legal counsel to the police chief executive in all phases of administration and operations;</p> <p>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;</p> <p>c. Review of general orders, training bulletins, and other directives to insure legal sufficiency;</p> <p>d. Case consultation with arresting officers and review of affidavits in support of arrest and search warrants in cooperation with the prosecutor's office;</p> <p>e. Advisory participation in operations where difficult legal problems can be anticipated;</p> <p>f. Attendance at major disturbances -- and an on-call status for minor ones -- to permit rapid consultation regarding legal aspects of the incident;</p> <p>g. Participation in training to insure continuing legal training at all levels within the agency;</p>						

Agency Copy

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<p>h. Drafting of procedural guides for the implementation of recent court decisions and newly enacted legislation; and</p> <p>i. Provision of legal counsel for ad hoc projects, grant proposal development, and special enforcement problems; and</p> <p>j. Prepare needed legislation and review proposed legislation which affects police activity.</p> <p>3. Every police agency with 200 or more personnel should establish a police legal unit with at least one attorney as a full-time legal advisor.</p> <p>a. The size and composition of the legal unit should be proportionate to the size of the agency and the complexity of the legal assistance task,</p> <p>b. One attorney should be designated as the director or administrative head when two or more attorneys are employed.</p> <p>c. Adequate secretarial and clerical help should be provided, as well as police officers or law student interns for paralegal work.</p> <p>d. Organizationally, the legal unit should be a separate entity, similar to the house counsel of a corporation, reporting directly to the chief executive and readily available to him.</p> <p>e. Legal advisers should be civilian attorneys who serve at the request of the police chief executive.</p> <p>4. Every police agency with fewer than 200 personnel may justify the establishment of a police legal unit with at least one full-time attorney legal adviser. When a full-time attorney legal adviser cannot be justified, and adequate legal advice cannot be obtained regularly by enlargement of the prosecutor's or the city or county attorney's role, the agency should obtain needed legal assistance through:</p> <p>a. Employment of part-time and contracted legal advisers, or</p> <p>b. Use of the services of a multiagency or a State police legal unit.</p> <p>5. Every police agency, in determining the need for a legal unit and the size of its staff, should consider at least the following:</p> <p>a. Whether the city or county attorney and the county prosecutor are located near police headquarters;</p> <p>b. Whether the staffs of the city or county attorney and the county prosecutor are full-time or part-time, and whether they are permitted to engage in private practice;</p> <p>c. Whether the city or county attorney and the county prosecutor have effective legislative programs;</p> <p>d. Whether the county prosecutor's office can be consulted routinely on planned enforcement actions prior to arrests;</p> <p>e. Whether assistant prosecutors discuss pending cases adequately with arresting officers prior to trial;</p> <p>f. Whether the county prosecutor's office will draft affidavits for arrest and search warrants and give other legal assistance whenever needed;</p>						

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<p>g. Whether the city or county attorney's staff is willing to answer routine questions; how promptly they respond to requests for written opinions; and how detailed and complete such opinions are;</p> <p>h. How willingly the city or county attorney files suits on behalf of the agency; how vigorously he defends suits against the agency and its members; and how experienced his staff is in matters of criminal law and police liability;</p> <p>i. The educational level of police agency employees, comprehensiveness of preservice training given officers, and the quantity and quality of agency inservice training.</p> <p>6. Every police agency should set firm minimum qualifications for the position of police legal adviser. These qualifications should, if possible, require that each candidate for this position:</p> <p>a. Be a qualified attorney eligible, except for residence requirement, for admission to the State bar in the state in which he is employed, and either licensed in that state or licensed in a state where licensing requires examination. He should become licensed in the state in which he is employed as soon as possible;</p> <p>b. Have a wide breadth of professional and practical experience in criminal justice, preferably in criminal trial work; and</p> <p>c. Have attitudes and personality conducive to the development of trust and acceptance by police personnel.</p> <p>7. Every police agency employing a legal adviser should provide in the assignment of his duties that he not:</p> <p>a. Prosecute criminal cases;</p> <p>b. Decide what cases are to be prosecuted or what charges are to be brought except by agreement with the prosecutor;</p> <p>c. Be assigned tasks unrelated to the legal assistance function that would interfere with performance of that function; nor</p> <p>d. Either prosecute infractions of discipline before internal trial boards, or serve as a member of any trial or arbitration board.</p> <p>8. Every police agency employing a legal adviser who also engages in private practice should insure that he does not represent criminal defendants, bring a claim against a governmental agency he represents, lend his name to or have a financial interest in any law firm that represents criminal defendants, accept private employment that necessitates procuring police officers as witnesses or using police information, conduct private business in an office located in a police station, or represent any police union or agency employee organization.</p> <p style="text-align: center;">STANDARD 11.3</p> <p style="text-align: center;"><u>MANAGEMENT CONSULTATION AND TECHNICAL ASSISTANCE</u></p> <p>The state should immediately establish a police management consultation service to make technical assistance available at no cost to every police agency within the state.</p>						

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<p>1. The state should provide technical assistance teams capable of conducting an evaluation of an entire police agency or of a specific division or operation thereof, analyzing its effectiveness, and making recommendations for improvement.</p> <p>2. The state should make this service available only upon the request of the chief executive of the police agency to receive the service.</p> <p>3. The technical assistance team should submit a written report of its findings, together with its recommendations for improvements, to the police chief executive of the agency.</p> <p style="text-align: center;">✓ STANDARD 12.1 <u>THE EVIDENCE TECHNICIAN</u></p> <p>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 deployment of specially trained personnel to gather physical evidence 24 hours a day.</p> <p>1. Every police agency immediately should afford the use of specially trained patrol officers, in the location, collection and preservation of physical evidence.</p> <p>2. Every police agency with 75 or more personnel should consider immediately the use of specially trained evidence technicians to locate, collect, and preserve physical evidence at crime scenes and to deliver such evidence to the appropriate laboratory facility. These technicians may partially or entirely eliminate the need for deployment of specially trained regular patrol officers in gathering physical evidence.</p> <p>3. Every police agency should immediately provide for all incoming sworn personnel a formalized basic training course in evidence-gathering techniques to develop the agency's capacity to retrieve and use any physical evidence present at the scene of a criminal investigation. Every sworn officer should then be held responsible for evidence collection in cases where an evidence technician or a specially trained patrol officer is not available.</p> <p>4. Every police agency with 500 or more personnel should maintain a mobile evidence-collection vehicle containing equipment for securing and illuminating large crime scenes and for storing and preserving physical evidence. The vehicle should be staffed by qualified evidence technicians and should be used for major occurrences.</p> <p>5. Every police agency should be responsible for its own crime scene searches and should immediately insure that all crime scenes are thoroughly examined for physical evidence, and that all evidence collected is submitted to the appropriate laboratory facility for analysis.</p> <p>6. The state should provide specialized training for local evidence technicians on a statewide basis in order to achieve a statewide level of proficiency in the collection of physical evidence.</p>						

Standards and Goals	Remarks					
	Accept	Reject	C	PC	NC	Year 1-5
<p style="text-align: center;">✓ STANDARD 12.2 <u>THE FORENSIC LABORATORY</u></p> <p>The State should maintain a consolidated forensic laboratory system composed of a Central Headquarters facility with regional and satellite laboratories operating under its control, and capable of providing the most advanced forensic science services to police agencies and other portions of the criminal justice system, including defense attorneys.</p> <p>1. Every police agency should be assured that it has ready access to at least one laboratory facility capable of timely and efficient processing of physical evidence and should consider use of one or more of the following:</p> <p>a. A satellite laboratory that provides analysis for high volume, routine cases involving substances such as drugs, alcohol, and physical evidence; routine analysis and processing of most evidence within 24 hours of its delivery; immediate analysis of certain types of evidence where the detention or release of the subject depends upon the analysis; and is staffed with trained teams of evidence technicians to assist in complex investigations beyond the scope of local agencies.</p> <p>b. A regional laboratory that provides more sophisticated services than the satellite laboratory, as well as the additional services of toxicology and death investigation; can process or analyze evidence within 24 hours of its delivery; and is staffed with trained teams of evidence technicians to assist in complex investigations beyond the scope of local agencies.</p> <p>c. A central headquarters laboratory that provides highly technical analyses that are beyond the capabilities of regional or satellite facilities.</p> <p>2. Every satellite and regional laboratory should be part of the State forensic laboratory system and should be directed by an individual who reports only to the Director of the forensic laboratory system. The Director of the forensic laboratory system should be responsible administratively to the Governor and Attorney General of the state and upon directive shall fulfill requests for assistance from District Attorneys and Circuit Courts. He should cooperate fully with all law enforcement agencies in the collection, preservation, and examination of physical evidence in criminal cases.</p> <p>3. In maintaining a staff of formally qualified personnel who can provide efficient and reliable assistance in criminal investigations, every forensic laboratory should provide that:</p> <p>a. Every employee responsible for the completion of scientific analyses or testing hold at least an earned baccalaureate degree in chemistry, pharmacy, laboratory technology, criminalistics, or closely related field from an accredited institution, and have a thorough working knowledge of laboratory procedures;</p> <p>b. Every employee performing supervised basic scientific tests or duties of a nonscientific nature meet the agency's requirements for the employment of regular civilian personnel;</p> <p>c. The laboratory director be familiar with management techniques necessary to perform his administrative functions satisfactorily;</p>						

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<p>d. All laboratory personnel be adequately trained and experienced;</p> <p>e. Civilian personnel be used regularly so sworn personnel may be more appropriately deployed in other assignments;</p> <p>f. The working staff be sufficient to meet the demands of the laboratory caseload;</p> <p>g. Salaries be commensurate with the specialized duties and qualifications of each position so that well-qualified personnel are attracted to and retained in these positions;</p> <p>h. Promotional and career paths for laboratory personnel result in salaries at least equal to those employed in other equivalent laboratories; and</p> <p>i. A secretarial staff capable of handling all of the secretarial needs of the laboratory be maintained.</p> <p>4. For every 20 technical employees, the laboratory should establish at least one research position for solving specific laboratory problems and developing new laboratory techniques. This position should be maintained at the Headquarters Laboratory.</p> <p>5. The Director of the forensic laboratory system should insure that all laboratories -- satellite, regional and the headquarters facility, receive appropriate fiscal support from the Governor and the State Legislature and from Federal, local and private sources where appropriate, and that the adequacy of the facilities are considered when structuring the agency's budget.</p> <p>6. The forensic laboratory director should, by 1977, design and implement a reporting system that provides quantified data relative to its involvement in the criminal justice system.</p> <p>7. The forensic laboratory system should maintain and improve its liaison with:</p> <p>a. All other elements of the criminal justice system and particularly should insure that laboratory services are consistent with law enforcement needs and are being effectively used as investigative tools;</p> <p>b. The scientific and academic establishments, to insure use of the latest techniques and devices available to the forensic scientists and the investigator.</p> <p>8. The forensic laboratory system should continue to provide that:</p> <p>a. Every laboratory employee be available to testify on his laboratory findings when necessary and as required by the courts; and</p> <p>b. The written record of each case report be maintained as a public record in the Headquarters Laboratory.</p>						

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<p style="text-align: center;">✓ STANDARD 12.3 <u>THE PROPERTY SYSTEM</u></p> <p>Every police agency immediately 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.</p> <p>1. Every police agency should establish a filing system that includes, but is not limited to:</p> <p>a. A chronological record of each occasion when property is taken into police custody;</p> <p>b. A separate itemized list of all items of property that are taken into custody,</p> <p>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.</p> <p>2. Every police agency 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.</p> <p>3. Every police agency should publish written procedures governing the function of the property system. All components of a multicomponent property system should be governed by the same procedures.</p> <p>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.</p> <p>5. Every police agency should assign to the property function only those employees who are trained in the operation of the system.</p> <p>6. Every police agency should insure that personnel assigned to the property function are not involved in authorizing the booking, release, or disposition of property. Such authorization should be provided by the booking officer, the investigating officer, or another designated sworn employee.</p> <p>7. Every police agency should clearly designate the employees responsible for around-the-clock security of the property area and restrict entry of all other personnel into this area.</p> <p>8. Every police agency should institute close security and control measures to safeguard all money that comes into agency custody.</p> <p>9. Every police agency should institute procedures to facilitate the removal of property from the system as soon as possible.</p> <p>a. All identifiable property should be returned as soon as practicable after the rightful owner is located. Prior to disposition, all such property should be checked against stolen property records and all firearms should be compared with gun records to make certain that no "wants" or "holds" exist for such items.</p>						

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<p>1. The state should provide technical assistance teams capable of conducting an evaluation of an entire police agency or of a specific division or operation thereof, analyzing its effectiveness, and making recommendations for improvement.</p> <p>2. The state should make this service available only upon the request of the chief executive of the police agency to receive the service.</p> <p>3. The technical assistance team should submit a written report of its findings, together with its recommendations for improvements, to the police chief executive of the agency.</p> <p style="text-align: center;">STANDARD 12.1</p> <p style="text-align: center;"><u>THE EVIDENCE TECHNICIAN</u></p> <p>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 deployment of specially trained personnel to gather physical evidence 24 hours a day.</p> <p>1. Every police agency immediately should afford the use of specially trained patrol officers, in the location, collection and preservation of physical evidence.</p> <p>2. Every police agency with 75 or more personnel should consider immediately the use of specially trained evidence technicians to locate, collect, and preserve physical evidence at crime scenes and to deliver such evidence to the appropriate laboratory facility. These technicians may partially or entirely eliminate the need for deployment of specially trained regular patrol officers in gathering physical evidence.</p> <p>3. Every police agency should immediately provide for all incoming sworn personnel a formalized basic training course in evidence-gathering techniques to develop the agency's capacity to retrieve and use any physical evidence present at the scene of a criminal investigation. Every sworn officer should then be held responsible for evidence collection in cases where an evidence technician or a specially trained patrol officer is not available.</p> <p>4. Every police agency with 500 or more personnel should maintain a mobile evidence-collection vehicle containing equipment for securing and illuminating large crime scene areas and for storing and preserving physical evidence. The vehicle should be staffed by qualified evidence technicians and should be used for major occurrences.</p> <p>5. Every police agency should be responsible for its own crime scene searches and should immediately insure that all crime scenes are thoroughly examined for physical evidence, and that all evidence collected is submitted to the appropriate laboratory facility for analysis.</p> <p>6. The state should provide specialized training for local evidence technicians on a statewide basis in order to achieve a statewide level of proficiency in the collection of physical evidence.</p>						

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<p style="text-align: center;">STANDARD 12.2</p> <p style="text-align: center;"><u>THE FORENSIC LABORATORY</u></p> <p>The State should maintain a consolidated forensic laboratory system composed of a Central Headquarters facility with regional and satellite laboratories operating under its control, and capable of providing the most advanced forensic science services to police agencies and other portions of the criminal justice system, including defense attorneys.</p> <p>1. Every police agency should be assured that it has ready access to at least one laboratory facility capable of timely and efficient processing of physical evidence and should consider use of one or more of the following:</p> <p style="margin-left: 20px;">a. A satellite laboratory that provides analysis for high volume, routine cases involving substances such as drugs, alcohol, and physical evidence; routine analysis and processing of most evidence within 24 hours of its delivery; immediate analysis of certain types of evidence where the detention or release of the subject depends upon the analysis; and is staffed with trained teams of evidence technicians to assist in complex investigations beyond the scope of local agencies.</p> <p style="margin-left: 20px;">b. A regional laboratory that provides more sophisticated services than the satellite laboratory, as well as the additional services of toxicology and death investigation; can process or analyze evidence within 24 hours of its delivery; and is staffed with trained teams of evidence technicians to assist in complex investigations beyond the scope of local agencies.</p> <p style="margin-left: 20px;">c. A central headquarters laboratory that provides highly technical analyses that are beyond the capabilities of regional or satellite facilities.</p> <p>2. Every satellite and regional laboratory should be part of the State forensic laboratory system and should be directed by an individual who reports only to the Director of the forensic laboratory system. The Director of the forensic laboratory system should be responsible administratively to the Governor and Attorney General of the state and upon directive shall fulfill requests for assistance from District Attorneys and Circuit Courts. He should cooperate fully with all law enforcement agencies in the collection, preservation, and examination of physical evidence in criminal cases.</p> <p>3. In maintaining a staff of formally qualified personnel who can provide efficient and reliable assistance in criminal investigations, every forensic laboratory should provide that:</p> <p style="margin-left: 20px;">a. Every employee responsible for the completion of scientific analyses or testing hold at least an earned baccalaureate degree in chemistry, pharmacy, laboratory technology, criminalistics, or closely related field from an accredited institution, and have a thorough working knowledge of laboratory procedures;</p> <p style="margin-left: 20px;">b. Every employee performing supervised basic scientific tests or duties of a nonscientific nature meet the agency's requirements for the employment of regular civilian personnel;</p> <p style="margin-left: 20px;">c. The laboratory director be familiar with management techniques necessary to perform his administrative functions satisfactorily;</p>						

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<p>d. All laboratory personnel be adequately trained and experienced;</p> <p>e. Civilian personnel be used regularly so sworn personnel may be more appropriately deployed in other assignments;</p> <p>f. The working staff be sufficient to meet the demands of the laboratory caseload;</p> <p>g. Salaries be commensurate with the specialized duties and qualifications of each position so that well-qualified personnel are attracted to and retained in these positions;</p> <p>h. Promotional and career paths for laboratory personnel result in salaries at least equal to those employed in other equivalent laboratories; and</p> <p>i. A secretarial staff capable of handling all of the secretarial needs of the laboratory be maintained.</p> <p>4. For every 20 technical employees, the laboratory should establish at least one research position for solving specific laboratory problems and developing new laboratory techniques. This position should be maintained at the Headquarters Laboratory.</p> <p>5. The Director of the forensic laboratory system should insure that all laboratories -- satellite, regional and the headquarters facility, receive appropriate fiscal support from the Governor and the State Legislature and from Federal, local and private sources where appropriate, and that the adequacy of the facilities are considered when structuring the agency's budget.</p> <p>6. The forensic laboratory director should, by 1977, design and implement a reporting system that provides quantified data relative to its involvement in the criminal justice system.</p> <p>7. The forensic laboratory system should maintain and improve its liaison with:</p> <p>a. All other elements of the criminal justice system and particularly should insure that laboratory services are consistent with law enforcement needs and are being effectively used as investigative tools;</p> <p>b. The scientific and academic establishments, to insure use of the latest techniques and devices available to the forensic scientists and the investigator.</p> <p>8. The forensic laboratory system should continue to provide that:</p> <p>a. Every laboratory employee be available to testify on his laboratory findings when necessary and as required by the courts; and</p> <p>b. The written record of each case report be maintained as a public record in the Headquarters Laboratory.</p>						

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<p style="text-align: center;">STANDARD 12.3</p> <p style="text-align: center;"><u>THE PROPERTY SYSTEM</u></p> <p>Every police agency immediately 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.</p> <p>1. Every police agency should establish a filing system that includes, but is not limited to:</p> <p>a. A chronological record of each occasion when property is taken into police custody;</p> <p>b. A separate itemized list of all items of property that are taken into custody;</p> <p>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.</p> <p>2. Every police agency 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.</p> <p>3. Every police agency should publish written procedures governing the function of the property system. All components of a multicomponent property system should be governed by the same procedures.</p> <p>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.</p> <p>5. Every police agency should assign to the property function only those employees who are trained in the operation of the system.</p> <p>6. Every police agency should insure that personnel assigned to the property function are not involved in authorizing the booking, release, or disposition of property. Such authorization should be provided by the booking officer, the investigating officer, or another designated sworn employee.</p> <p>7. Every police agency should clearly designate the employees responsible for around-the-clock security of the property area and restrict entry of all other personnel into this area.</p> <p>8. Every police agency should institute close security and control measures to safeguard all money that comes into agency custody.</p> <p>9. Every police agency should institute procedures to facilitate the removal of property from the system as soon as possible.</p> <p>a. All identifiable property should be returned as soon as practicable after the rightful owner is located. Prior to disposition, all such property should be checked against stolen property records and all firearms should be compared with gun records to make certain that no "wants" or "holds" exist for such items.</p>						

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<p>b. Personnel assigned to locate the owners of identifiable property should not be involved in the arrest or prosecution of the persons accused of crimes involving that property.</p> <p>c. When property is no longer needed for presentation in court, and the owner cannot be determined, it should be disposed of promptly.</p> <p>10. Every police agency should insure that the property room includes:</p> <p>a. A sufficient amount of space and facilities for efficient storage of property and records;</p> <p>b. Easy access by agency personnel and by the public without lessening security or subjecting property to contamination;</p> <p>c. A temporary storage area for perishable property; and</p> <p>d. An area that provides an extra measure of security for the storage of narcotics and firearms.</p> <p>✓ RECOMMENDATION 12.1</p> <p><u>CERTIFICATION OF CRIME LABORATORIES</u></p> <p>It is recommended that a national program be established to insure that all tests and analyses performed by State, regional, or local laboratory facilities are procedurally sound and scientifically valid. The program should provide for the certification of those facilities whose testing procedures and scientific analyses meet the minimum standards set by the agency administering the program.</p> <p>1. An existing national agency or organization should be designated to administer the program. This body should develop minimum standards by which it can measure every crime laboratory's level of proficiency.</p> <p>2. The national agency or organization should conduct periodic evaluations of every State, regional, and local laboratory to determine its level of proficiency in performing laboratory tests. In conducting the evaluation, it should rate the laboratory only on the basis of those tests which it actually performs in rendering services.</p> <p>3. The national agency or organization should, on the basis of the evaluation, certify every laboratory that meets or exceeds the designated minimum standards in all the tests which it performs.</p> <p>STANDARD 13.1</p> <p><u>GENERAL POLICE RECRUITING</u></p> <p>Every police agency should insure the availability or qualified applicants to fill police officer vacancies by aggressively recruiting applicants when qualified candidates are not readily available.</p> <p>1. The police agency should administer its own recruitment program.</p>						

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<p>a. 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;</p> <p>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.</p> <p>2. The police agency should direct recruitment exclusively toward attracting the best qualified candidates. In so doing it:</p> <p>a. Should make college-educated applicants the targets of recruitment efforts when in the best interest of the agency.</p> <p>b. Should concentrate recruitment resources according to the agency's need for personnel from varied ethnic backgrounds.</p> <p>3. Residency should be eliminated as a preemployment requirement.</p> <p>4. The police agency should provide application and testing procedures at decentralized locations in order to facilitate the applicant's access to the selection process when need dictates.</p> <p>a. The initial application form should be short, simple record of the minimum information necessary to initiate the selection process.</p> <p>5. The police agency should allow for the completion of minor routine requirements, such as obtaining a valid driver's license, after the initial application but before employment.</p> <p>6. The police agency, through various incentives, should involve all agency personnel in the recruitment and selection process.</p> <p>7. The police agency should seek professional assistance - such as that available in advertising media and public relations firms - to research and develop increasingly effective recruitment methods.</p> <p>8. The police agency should evaluate the effectiveness of all recruitment methods continually so that successful methods may be emphasized and unsuccessful ones discarded.</p> <p>✓ STANDARD 13.2</p> <p><u>COLLEGE RECRUITING</u></p> <p>Every police agency that does not have a sufficient number of qualified applicants having appropriate college backgrounds to fill police officer vacancies as they occur should immediately consider a specialized recruitment program to satisfy this need.</p> <p>1. The police agency should establish permanent liaison with:</p> <p>a. Placement officers and career counselors in colleges and universities within a 50-mile radius of the police agency.</p>						

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<p>b. Faculty members and heads of departments that provide a curriculum specifically designed to prepare students for the police service.</p> <p>2. The police agency should implement a police student worker program that provides part-time employment for college students between the ages of 17 and 25 who have shown a sincere interest in a law enforcement career. Police student workers:</p> <p>a. Should be full-time students carrying a study load of at least 12 units per semester and should work for the police agency no more than 20 hours per week; during school vacations, full-time employment may be appropriate.</p> <p>b. Should meet the same physical, mental, and character standards required of police officers; appropriate and reasonable exceptions may be made for height and weight in relation to age.</p> <p>c. Should be assigned duties that prepare them for their future responsibilities as regular police officers; student workers, however, should not have the authority of a regular police officer or be authorized to carry firearms.</p> <p>d. Should, after earning associate degree, continue in the cadet program until a vacancy occurs on the regular police force.</p> <p>e. Should continue in the cadet program for the period of time required to earn the associate degree, if by age 25 they are one academic year away from earning the degree.</p> <p>3. The 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.</p> <p style="text-align: center;">✓STANDARD 13.3 MINORITY RECRUITING</p> <p>Every police agency immediately should insure that it presents no artificial or arbitrary barriers -- cultural or institutional -- to discourage qualified individuals from seeking employment or being employed as police officers.</p> <p>1. Every police agency should engage in positive efforts to employ ethnic minority group members.</p> <p>2. Every police agency seeking to employ members of an ethnic minority group should direct recruitment efforts toward attracting large numbers of minority applicants. In establishing selection standards for recruitment, special abilities such as the ability to speak a foreign language, strength and agility, or any other compensating factor which is job related should be taken into consideration in addition to height and weight requirements.</p> <p>3. Every police agency seeking to employ qualified ethnic minority members should research, develop, and implement specialized minority recruitment methods. These methods should include:</p> <p>a. Assignment of minority police officers to be specialized recruitment efforts;</p>						

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<p>b. Liaison with local minority community leaders to emphasize police sincerity and encourage referral of minority applicants to the police agency;</p> <p>c. Recruitment advertising and other material that depict minority group police personnel performing the police function;</p> <p>d. Active cooperation of the minority media as well as the general media in minority recruitment efforts;</p> <p>e. Emphasis on the community service aspect of police work; and</p> <p>f. Regular personal contact with the minority applicant from initial application to final determination of employability.</p> <p>4. Every police chief executive should insure that hiring, assignment, and promotion policies and practices do not discriminate against minority group members.</p> <p>5. Every police agency should evaluate continually the effectiveness of specialized minority recruitment methods so that successful methods are emphasized and unsuccessful ones discarded.</p> <p style="text-align: center;">✓STANDARD 13.4 STATE MANDATED MINIMUM STANDARDS FOR THE SELECTION OF POLICE OFFICERS</p> <p>The State of Alabama, by 1975, 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.</p> <p>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.</p> <p>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:</p> <p>a. Age, with consideration given to lowering the present minimum age of 21 and to establishing a maximum recruitment age that reflects the physical demands placed upon a police officer and the retirement liability of police agencies.</p> <p>b. Physical health, strength, stature, and ability, with consideration given to the physical demands of police work.</p> <p>c. Character, with consideration given to the responsibilities of police officers and the need for public trust and confidence in police personnel;</p> <p>d. Personality profile, with consideration given to the need for personnel who are psychologically healthy and capable of enduring emotional stress; and</p>						

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<p>b. Personnel assigned to locate the owners of identifiable property should not be involved in the arrest or prosecution of the persons accused of crimes involving that property.</p> <p>c. When property is no longer needed for presentation in court, and the owner cannot be determined, it should be disposed of promptly.</p> <p>10. Every police agency should insure that the property room includes:</p> <p>a. A sufficient amount of space and facilities for efficient storage of property and records;</p> <p>b. Easy access by agency personnel and by the public without lessening security or subjecting property to contamination;</p> <p>c. A temporary storage area for perishable property; and</p> <p>d. An area that provides an extra measure of security for the storage of narcotics and firearms.</p> <p style="text-align: center;">RECOMMENDATION 12.1</p> <p style="text-align: center;"><u>CERTIFICATION OF CRIME LABORATORIES</u></p> <p>It is recommended that a national program be established to insure that all tests and analyses performed by State, regional, or local laboratory facilities are procedurally sound and scientifically valid. The program should provide for the certification of those facilities whose testing procedures and scientific analyses meet the minimum standards set by the agency administering the program.</p> <p>1. An existing national agency or organization should be designated to administer the program. This body should develop minimum standards by which it can measure every crime laboratory's level of proficiency.</p> <p>2. The national agency or organization should conduct periodic evaluations of every State, regional, and local laboratory to determine its level of proficiency in performing laboratory tests. In conducting the evaluation, it should rate the laboratory only on the basis of those tests which it actually performs in rendering services.</p> <p>3. The national agency or organization should, on the basis of the evaluation, certify every laboratory that meets or exceeds the designated minimum standards in all the tests which it performs.</p> <p style="text-align: center;">STANDARD 13.1</p> <p style="text-align: center;"><u>GENERAL POLICE RECRUITING</u></p> <p>Every police agency should insure the availability or qualified applicants to fill police officer vacancies by aggressively recruiting applicants when qualified candidates are not readily available.</p> <p>1. The police agency should administer its own recruitment program.</p>						

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<p>a. 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;</p> <p>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.</p> <p>2. The police agency should direct recruitment exclusively toward attracting the best qualified candidates. In so doing it:</p> <p>a. Should make college-educated applicants the targets of recruitment efforts when in the best interest of the agency.</p> <p>b. Should concentrate recruitment resources according to the agency's need for personnel from varied ethnic backgrounds.</p> <p>3. Residency should be eliminated as a preemployment requirement.</p> <p>4. The police agency should provide application and testing procedures at decentralized locations in order to facilitate the applicant's access to the selection process when need dictates.</p> <p>a. The initial application form should be short, simple record of the minimum information necessary to initiate the selection process.</p> <p>5. The police agency should allow for the completion of minor routine requirements, such as obtaining a valid driver's license, after the initial application but before employment.</p> <p>6. The police agency, through various incentives, should involve all agency personnel in the recruitment and selection process.</p> <p>7. The police agency should seek professional assistance - such as that available in advertising media and public relations firms - to research and develop increasingly effective recruitment methods.</p> <p>8. The police agency should evaluate the effectiveness of all recruitment methods continually so that successful methods may be emphasized and unsuccessful ones discarded.</p> <p style="text-align: center;">STANDARD 13.2</p> <p style="text-align: center;"><u>COLLEGE RECRUITING</u></p> <p>Every police agency that does not have a sufficient number of qualified applicants having appropriate college backgrounds to fill police officer vacancies as they occur should immediately consider a specialized recruitment program to satisfy this need.</p> <p>1. The police agency should establish permanent liaison with:</p> <p>a. Placement officers and career counselors in colleges and universities within a 50-mile radius of the police agency.</p>						

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Standards and Goals	Accept	Reject	Remarks			Year 1-5
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<p>b. Faculty members and heads of departments that provide a curriculum specifically designed to prepare students for the police service.</p> <p>2. The police agency should implement a police student worker program that provides part-time employment for college students between the ages of 17 and 25 who have shown a sincere interest in a law enforcement career. Police student workers:</p> <p>a. Should be full-time students carrying a study load of at least 12 units per semester and should work for the police agency no more than 20 hours per week; during school vacations, full-time employment may be appropriate.</p> <p>b. Should meet the same physical, mental, and character standards required of police officers; appropriate and reasonable exceptions may be made for height and weight in relation to age.</p> <p>c. Should be assigned duties that prepare them for their future responsibilities as regular police officers; student workers, however, should not have the authority of a regular police officer or be authorized to carry firearms.</p> <p>d. Should, after earning associate degree, continue in the cadet program until a vacancy occurs on the regular police force.</p> <p>e. Should continue in the cadet program for the period of time required to earn the associate degree, if by age 25 they are one academic year away from earning the degree.</p> <p>3. The 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.</p> <p style="text-align: center;">STANDARD 13.3 MINORITY RECRUITING</p> <p>Every police agency immediately should insure that it presents no artificial or arbitrary barriers -- cultural or institutional -- to discourage qualified individuals from seeking employment or being employed as police officers.</p> <p>1. Every police agency should engage in positive efforts to employ ethnic minority group members.</p> <p>2. Every police agency seeking to employ members of an ethnic minority group should direct recruitment efforts toward attracting large numbers of minority applicants. In establishing selection standards for recruitment, special abilities such as the ability to speak a foreign language, strength and agility, or any other compensating factor which is job related should be taken into consideration in addition to height and weight requirements.</p> <p>3. Every police agency seeking to employ qualified ethnic minority members should research, develop, and implement specialized minority recruitment methods. These methods should include:</p> <p>a. Assignment of minority police officers to be specialized recruitment efforts;</p>						

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Standards and Goals	Accept	Reject	Remarks			Year 1-5
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<p>b. Liaison with local minority community leaders to emphasize police sincerity and encourage referral of minority applicants to the police agency;</p> <p>c. Recruitment advertising and other material that depict minority group police personnel performing the police function;</p> <p>d. Active cooperation of the minority media as well as the general media in minority recruitment efforts;</p> <p>e. Emphasis on the community service aspect of police work; and</p> <p>f. Regular personal contact with the minority applicant from initial application to final determination of employability.</p> <p>4. Every police chief executive should insure that hiring, assignment, and promotion policies and practices do not discriminate against minority group members.</p> <p>5. Every police agency should evaluate continually the effectiveness of specialized minority recruitment methods so that successful methods are emphasized and unsuccessful ones discarded.</p> <p style="text-align: center;">STANDARD 13.4 STATE MANDATED MINIMUM STANDARDS FOR THE SELECTION OF POLICE OFFICERS</p> <p>The State of Alabama, by 1975, 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.</p> <p>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.</p> <p>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:</p> <p>a. Age, with consideration given to lowering the present minimum age of 21 and to establishing a maximum recruitment age that reflects the physical demands placed upon a police officer and the retirement liability of police agencies.</p> <p>b. Physical health, strength, stature, and ability, with consideration given to the physical demands of police work.</p> <p>c. Character, with consideration given to the responsibilities of police officers and the need for public trust and confidence in police personnel;</p> <p>d. Personality profile, with consideration given to the need for personnel who are psychologically healthy and capable of enduring emotional stress; and</p>						

Standards and Goals	Remarks					
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<p>e. Education, with consideration given to the mental skills and knowledge necessary to perform the police function properly.</p> <p>3. The commission should establish minimum standards that incorporate compensating factors such as education, language skills, or experience in excess of that required if such factors can overcome minor deficiencies in physical requirements such as age, height, or weight.</p> <p>4. The state should provide sufficient funds to enable this commission:</p> <p>a. To employ a full-time executive director and a staff large enough to carry out the basic duties of the commission; and</p> <p>b. To meet periodically.</p> <p style="text-align: center;">✓ STANDARD 13.5 <u>THE SELECTION PROCESS</u></p> <p>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.</p> <p>1. Every police agency should measure applicants' mental ability through the use of job-related ability or aptitude tests rather than general aptitude tests. These job-related ability tests should meet the requirements of Federal Equal Employment Opportunities Commission guidelines.</p> <p>2. 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:</p> <p>a. To the extent practicable, investigations are based upon personal interviews with all persons who have valuable knowledge of the applicant;</p> <p>b. The polygraph examination is used where appropriate, but is not allowed to substitute for a field investigation;</p> <p>c. The rejection of police applicants is job related; and</p> <p>d. Police applicants are not disqualified on the basis of arrest and conviction records alone, without consideration of circumstances and disposition.</p> <p style="text-align: center;">✓ STANDARD 13.6 <u>EMPLOYMENT OF WOMEN</u></p> <p>Every police agency should immediately 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:</p> <p>1. Institute selection procedures to facilitate the employment of women; no agency, however, should alter selection standards solely to employ female personnel;</p> <p>2. Insure that recruitment, selection, training, and salary policies neither favor nor discriminate against women;</p>						

Standards and Goals	Remarks					
	Accept	Reject	C	PC	NC	Year 1-5
<p>3. Provide career paths for women allowing each individual to attain a position classification commensurate with her particular degree of experience, skill, and ability; and</p> <p>4. Immediately 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.</p> <p style="text-align: center;">✓ RECOMMENDATION 13.1 <u>JOB-RELATED ABILITY AND PERSONALITY INVENTORY TESTS FOR POLICE APPLICANTS</u></p> <p>It is recommended that a competent body of police practitioners and behavioral scientists conduct research to develop job-related mental ability and aptitude tests, and personality profile inventories for the identification of qualified police applicants.</p> <p>1. This research should identify the personality profile, mental skills, aptitude, and knowledge necessary for successful performance of various police tasks.</p> <p>a. The functional complexity of the police mission in urban and nonurban law enforcement should be defined specifically, following a comprehensive analysis of the police tasks involved in each environment.</p> <p>b. Various mental skills, knowledge levels, and personality profiles should be defined and matched to the urban and nonurban police function.</p> <p>2. Based on results of this research, tests, or test models and personality profile norms, should be developed and validated to determine reliably whether an applicant is qualified to perform the tasks of the position for which he applies.</p> <p style="text-align: center;">✓ RECOMMENDATION 13.2 <u>DEVELOPMENT AND VALIDATION OF A SELECTION SCORING SYSTEM</u></p> <p>It is recommended that a competent group of police practitioners, behavioral scientists, and professional personnel administrators research, develop, and validate a selection scoring system based on physical, mental, psychological, and achievement characteristics that are reliable and valid predictors of police officer performance. This group:</p> <p>1. Should identify those characteristics that are valid and reliable predictors of a police applicant's value -- to himself, the police agency, and the public -- as a police officer;</p> <p>2. Should determine the relative values of characteristics, and levels within characteristics, as predictors of police officer performance, and should develop a system for representing these values numerically and combining them to arrive at a score; and</p> <p>3. Should recommend for various types of police agencies operating under various conditions the minimum qualifying</p>						

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Standards and Goals	Accept	Reject	C	PC	NC	Year 1-5
<p>scores that validly and reliably predict performance that warrants hiring, and provide any technical assistance necessary for the agency to validate these scores and the criteria on which they are based.</p> <p>✓ <u>STANDARD 14.1</u> <u>POLICE SALARIES</u></p> <p>The State and local governments should establish and maintain salaries that attract and retain qualified sworn personnel capable of performing the increasingly complex and demanding functions of police work. The state should set minimum entry-level salaries for all State and local police officers. Through appropriate legislation, a salary review procedure should be established to insure the automatic annual adjustment of police salaries to reflect the prevailing wages in the local economy.</p> <p>1. Every local government should immediately establish an entry-level sworn police personnel salary that enables the agency to compete successfully with other employers seeking individuals of the same age, intelligence, abilities, integrity, and education. The entry-level salary should be at least equal to any minimum entry-level salary set by the State. In setting an entry-level salary which exceeds the State minimum, the following should be considered:</p> <ol style="list-style-type: none"> The employment standards of the agency; The specific police functions performed by the agency; The economy of the area served by the agency; and The availability of qualified applicants in the local labor market. <p>2. Every local government should immediately 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.</p> <p>3. Every local government should immediately establish a salary review procedure to consider the automatic annual 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 this annual 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.</p> <p>4. Every local government should immediately establish a sufficient salary separation between job classification to provide promotional incentives and to retain competent supervisors and managers.</p> <p>5. Every local government should immediately provide its police agency's chief executive with a salary that is equivalent to that received by the chief executives of other governmental agencies and by members of the judiciary.</p> <p>6. Every local government should immediately establish within its salary structure a merit system that rewards demonstrated excellence in the performance of assigned duties.</p>						

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Standards and Goals	Accept	Reject	C	PC	NC	Year 1-5
<p>7. Every local government should immediately establish or maintain a police salary structure separate and distinct from that of any other government agency.</p> <p>8. The state should immediately establish a minimum entry-level salary for all State and local sworn police personnel. The minimum salary should be based on the qualifications required for employment in the police service, on State and local economic conditions, and on the recommendations of representatives of local criminal justice elements. It should be reviewed and adjusted annually to reflect prevailing wages within the state.</p> <p>✓ <u>STANDARD 14.2</u> <u>POSITION CLASSIFICATION PLAN</u></p> <p>The State and local governments should establish immediately 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. The plan should also provide, within the basic position classification, sufficient career incentives and opportunities to retain qualified generalists and specialists in nonmanagement positions.</p> <p>1. Every police agency with more than three levels of classification below the chief executive should consider the adoption of three broad occupational classifications for sworn personnel, to permit mobility within each classification and salary advancement without promotion. The three fundamental classifications should include:</p> <ol style="list-style-type: none"> A patrolman-investigator classification for the generalist and specialist at the basic rank level; A supervisory-manager classification for supervisory and midmanagement personnel; and A command-staff classification for police executives and administrators. <p>2. 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.</p> <p>3. Every police agency should provide career paths that allow sworn personnel to progress not only as managers but as generalists and specialists as well. Nonmanagerial career paths should provide the incentive necessary to encourage personnel with proven professional and technical expertise to remain within the functions they choose, while continuing to provide efficient and effective delivery of police service.</p> <ol style="list-style-type: none"> Nonmanagerial career paths should incorporate progressive career steps for the generalist and specialist; these steps should be predicated on the completion of appropriate levels of education and training, and the achievement of experience and expertise within a professional-technical area. Progression to the end of a nonmanagerial career path should bring a salary greater than that for the first level of supervision. 						

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<p>e. Education, with consideration given to the mental skills and knowledge necessary to perform the police function properly.</p> <p>3. The commission should establish minimum standards that incorporate compensating factors such as education, language skills, or experience in excess of that required if such factors can overcome minor deficiencies in physical requirements such as age, height, or weight.</p> <p>4. The state should provide sufficient funds to enable this commission:</p> <p>a. To employ a full-time executive director and a staff large enough to carry out the basic duties of the commission; and</p> <p>b. To meet periodically.</p> <p style="text-align: center;">STANDARD 13.5</p> <p style="text-align: center;"><u>THE SELECTION PROCESS</u></p> <p>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.</p> <p>1. Every police agency should measure applicants' mental ability through the use of job-related ability or aptitude tests rather than general aptitude tests. These job-related ability tests should meet the requirements of Federal Equal Employment Opportunities Commission guidelines.</p> <p>2. 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:</p> <p>a. To the extent practicable, investigations are based upon personal interviews with all persons who have valuable knowledge of the applicant;</p> <p>b. The polygraph examination is used where appropriate, but is not allowed to substitute for a field investigation;</p> <p>c. The rejection of police applicants is job related; and</p> <p>d. Police applicants are not disqualified on the basis of arrest and conviction records alone, without consideration of circumstances and disposition.</p> <p style="text-align: center;">STANDARD 13.6</p> <p style="text-align: center;"><u>EMPLOYMENT OF WOMEN</u></p> <p>Every police agency should immediately 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:</p> <p>1. Institute selection procedures to facilitate the employment of women; no agency, however, should alter selection standards solely to employ female personnel;</p> <p>2. Insure that recruitment, selection, training, and salary policies neither favor nor discriminate against women;</p>						

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<p>3. Provide career paths for women allowing each individual to attain a position classification commensurate with her particular degree of experience, skill, and ability; and</p> <p>4. Immediately 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.</p> <p style="text-align: center;">RECOMMENDATION 13.1</p> <p style="text-align: center;"><u>JOB-RELATED ABILITY AND PERSONALITY INVENTORY TESTS FOR POLICE APPLICANTS</u></p> <p>It is recommended that a competent body of police practitioners and behavioral scientists conduct research to develop job-related mental ability and aptitude tests, and personality profile inventories for the identification of qualified police applicants.</p> <p>1. This research should identify the personality profile, mental skills, aptitude, and knowledge necessary for successful performance of various police tasks.</p> <p>a. The functional complexity of the police mission in urban and nonurban law enforcement should be defined specifically, following a comprehensive analysis of the police tasks involved in each environment.</p> <p>b. Various mental skills, knowledge levels, and personality profiles should be defined and matched to the urban and nonurban police function.</p> <p>2. Based on results of this research, tests, or test models and personality profile norms, should be developed and validated to determine reliably whether an applicant is qualified to perform the tasks of the position for which he applies.</p> <p style="text-align: center;">RECOMMENDATION 13.2</p> <p style="text-align: center;"><u>DEVELOPMENT AND VALIDATION OF A SELECTION SCORING SYSTEM</u></p> <p>It is recommended that a competent group of police practitioners, behavioral scientists, and professional personnel administrators research, develop, and validate a selection scoring system based on physical, mental, psychological, and achievement characteristics that are reliable and valid predictors of police officer performance. This group:</p> <p>1. Should identify those characteristics that are valid and reliable predictors of a police applicant's value -- to himself, the police agency, and the public -- as a police officer;</p> <p>2. Should determine the relative values of characteristics, and levels within characteristics, as predictors of police officer performance, and should develop a system for representing these values numerically and combining them to arrive at a score; and</p> <p>3. Should recommend for various types of police agencies operating under various conditions the minimum qualifying</p>						

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<p>7. Every local government should immediately establish or maintain a police salary structure separate and distinct from that of any other government agency.</p> <p>8. The state should immediately establish a minimum entry-level salary for all State and local sworn police personnel. The minimum salary should be based on the qualifications required for employment in the police service, on State and local economic conditions, and on the recommendations of representatives of local criminal justice elements. It should be reviewed and adjusted annually to reflect prevailing wages within the state.</p> <p style="text-align: center;">STANDARD 14.2 <u>POSITION CLASSIFICATION PLAN</u></p> <p>The State and local governments should establish immediately 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. The plan should also provide, within the basic position classification, sufficient career incentives and opportunities to retain qualified generalists and specialists in nonmanagement positions.</p> <p>1. Every police agency with more than three levels of classification below the chief executive should consider the adoption of three broad occupational classifications for sworn personnel, to permit mobility within each classification and salary advancement without promotion. The three fundamental classifications should include:</p> <ol style="list-style-type: none"> a. A patrolman-investigator classification for the generalist and specialist at the basic rank level; b. A supervisory-manager classification for supervisory and midmanagement personnel; and c. A command-staff classification for police executives and administrators. <p>2. 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.</p> <p>3. Every police agency should provide career paths that allow sworn personnel to progress not only as managers but as generalists and specialists as well. Nonmanagerial career paths should provide the incentive necessary to encourage personnel with proven professional and technical expertise to remain within the functions they choose, while continuing to provide efficient and effective delivery of police service.</p> <ol style="list-style-type: none"> a. Nonmanagerial career paths should incorporate progressive career steps for the generalist and specialist; these steps should be predicated on the completion of appropriate levels of education and training, and the achievement of experience and expertise within a professional-technical area. Progression to the end of a nonmanagerial career path should bring a salary greater than that for the first level of supervision. 						

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Standards and Goals	Remarks				
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<p>b. Managerial career paths should also incorporate progressive career steps, predicated on the completion of appropriate levels of education and training and the achievement of management skills necessary to function satisfactorily at the next level of management.</p> <p>4. 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.</p> <p>a. Every classification plan that encourages the practice of a "spoils system", or in which the advancement of personnel is not governed by the merit principle, should be corrected or abolished.</p> <p>b. Every agency should insure that no civil service system imposes any restriction on the agency's classification plan that would unnecessarily inhibit flexibility in the assignment of personnel or encourage mediocrity in job performance.</p> <p style="text-align: center;">✓ STANDARD 15.1</p> <p style="text-align: center;"><u>EDUCATIONAL STANDARDS FOR THE SELECTION OF POLICE PERSONNEL</u></p> <p>To insure the selection of personnel with the qualifications to perform police duties properly, every police agency should establish the following entry-level educational requirements:</p> <p>1. Every police agency should require immediately as a condition of initial employment, applicants who have earned a high school diploma.</p> <p>2. Realizing that each agency has unique problems in the recruitment and appointment of personnel, each police administrator should consider the feasibility of instituting higher minimum entry-level education requirements for his agency and encourage officers currently employed to continue their educational pursuits.</p> <p>3. Police administrators are encouraged to view education past the high school level, such as the attainment of an associate degree or its equivalent, as a vehicle to improve and achieve the competency and professionalism needed in police service.</p> <p style="text-align: center;">STANDARD 15.2</p> <p style="text-align: center;"><u>EDUCATIONAL INCENTIVES FOR POLICE OFFICERS</u></p> <p>Every police agency should immediately 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.</p>					

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<p>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; any shift or duty rotation system should also be designed to facilitate college attendance.</p> <p>2. Incentive pay should be provided for the attainment of specified levels of academic achievement. This pay should be in addition to any other salary incentive. It should amount to at least 2.5 per cent of the employee's current salary for each 30 semester units of college work completed in pursuance of a degree that will lead, directly or indirectly, to service betterment warranting the expense of the salary incentive.</p> <p>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.</p> <p>a. Classes should be scheduled for presentation during the daytime and evening hours within the same academic period, semester, or quarter.</p> <p>b. When appropriate, colleges and universities should present classes at locations other than the main campus so police officers can attend more conveniently.</p> <p>c. In the event grants and scholarships are not available, state supported educational institutions should provide, without a tuition charge, formal education that will increase, directly or indirectly, the individuals' values to the criminal justice system to all criminal justice employees of state and local units of government.</p> <p style="text-align: center;">STANDARD 15.3</p> <p style="text-align: center;"><u>COLLEGE CREDIT FOR THE COMPLETION OF POLICE TRAINING PROGRAMS</u></p> <p>Every police agency and every police academy should pursue the affiliation of police training programs with academic institutions to upgrade its level of training and to provide incentive for further education.</p> <p>1. All police training courses for college credit should be academically equivalent to courses that are part of the regular college curriculum.</p> <p>2. Every member of the faculty who teaches any course for credit in the police training curriculum should be specifically qualified to teach that course.</p> <p>a. The instructor in a police training course, for which an affiliated college is granting credit, should be academically qualified to teach that course.</p> <p>b. Police personnel not academically qualified to teach a course in the regular college curriculum may, if otherwise qualified, serve as teaching assistants under the supervision of an academically qualified instructor.</p>					

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<p>RECOMMENDATION 15.1</p> <p><u>IDENTIFICATION OF POLICE EDUCATIONAL NEEDS</u></p> <p>It is recommended that a national body comprised of educators, police, and other criminal justice administrators be formed immediately to establish curriculum guidelines for police educational programs.</p> <p>This national body should identify the educational needs of the police service, including the needs of the police generalist, the police specialist, and the police manager.</p> <p>1. Having identified these educational needs, this national body should prepare a model curriculum that will satisfy the Nation's law enforcement needs.</p> <p>2. This national body should urge the modification of existing police educational programs and, where none exist, the institution of new programs designed upon the model curriculum.</p> <p>STANDARD 16.1</p> <p><u>STATE LEGISLATION AND FISCAL ASSISTANCE FOR POLICE TRAINING</u></p> <p>The State of Alabama by (1976) should enact legislation establishing mandatory minimum basic training for police, a representative body to develop and administer training standards and programs for police, and financial support for mandated training for police on a continuing basis to provide the public with a common quality of protection and service from police employees throughout the State. By 1978, the state should certify all sworn police employees.</p> <p>1. The state should enact legislation that mandates minimum basic training for every sworn police employee prior to the exercise of authority of his position.</p> <p>2. The state should enact legislation establishing a state commission to develop and administer state standards for the training of police personnel. The majority of this commission should be composed of representatives of local law enforcement agencies. Other members should be from the criminal justice system, local government, and criminal justice education and training centers. The state should provide sufficient funds to enable this commission to meet periodically and to employ a full-time staff large enough to carry out the basic duties of the commission. In addition to any other duties deemed necessary, this commission should:</p> <p>a. Develop minimum curriculum requirements for mandated training for police;</p> <p>b. Certify police training centers and institutions that provide training that meets the requirements of the state's police training standards;</p> <p>c. Establish minimum police instructor qualifications and certify individuals to act as police instructors.</p> <p>d. Inspect and evaluate all police training programs to insure compliance with the state's police training standards;</p> <p>e. Provide a consulting service for police training and education centers; and</p>																			

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<p>f. Administer the financial support for police training and education.</p> <p>3. The state should reimburse every police agency 100 per cent of the salary or provide appropriate state financed incentives for every police employee's satisfactory completion of any state mandated and approved police training program.</p> <p>4. The state, through the police training body, should by 1975, certify as qualified to exercise police authority every sworn police employee who satisfactorily completes the state basic police training and meets other entrance requirements.</p> <p>STANDARD 16.2</p> <p><u>PROGRAM DEVELOPMENT</u></p> <p>Every police training academy and criminal justice training center should immediately develop effective training programs, the length, content, and presentation of which will vary according to specific subject matter, participating police employees, and agency and community needs.</p> <p>1. Every police training academy should insure that the duration and content of its training programs cover the subject every police employee needs to learn to perform acceptable the tasks he will be assigned.</p> <p>2. Every police training academy should define specific courses according to the performance objective of the course and should specify what the trainee must do to demonstrate achievement of the performance objective.</p> <p>3. 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.</p> <p>4. 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:</p> <p>a. Regular review and evaluation of all training programs by an advisory body composed of police practitioners from participating agencies;</p> <p>b. Periodic field observation of the operations of participating police agencies by the training staff; and,</p> <p>c. Continual critique 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.</p> <p>STANDARD 16.3</p> <p><u>PREPARATORY TRAINING</u></p> <p>Every police agency should take immediate steps to provide training for every police employee prior to his first assignment within the agency, prior to his assignment to any specialized function requiring additional training, and prior to his promotion. In Ala. where preparatory training, is currently mandated by state law, every police agency should provide all such training by 1975</p>																			

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<p>b. Managerial career paths should also incorporate progressive career steps, predicated on the completion of appropriate levels of education and training and the achievement of management skills necessary to function satisfactorily at the next level of management.</p> <p>4. 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.</p> <p>a. Every classification plan that encourages the practice of a "spoils system", or in which the advancement of personnel is not governed by the merit principle, should be corrected or abolished.</p> <p>b. Every agency should insure that no civil service system imposes any restriction on the agency's classification plan that would unnecessarily inhibit flexibility in the assignment of personnel or encourage mediocrity in job performance.</p> <p style="text-align: center;">STANDARD 15.1</p> <p style="text-align: center;"><u>EDUCATIONAL STANDARDS FOR THE SELECTION OF POLICE PERSONNEL</u></p> <p>To insure the selection of personnel with the qualifications to perform police duties properly, every police agency should establish the following entry-level educational requirements:</p> <p>1. Every police agency should require immediately as a condition of initial employment, applicants who have earned a high school diploma.</p> <p>2. Realizing that each agency has unique problems in the recruitment and appointment of personnel, each police administrator should consider the feasibility of instituting higher minimum entry-level education requirements for his agency and encourage officers currently employed to continue their educational pursuits.</p> <p>3. Police administrators are encouraged to view education past the high school level, such as the attainment of an associate degree or its equivalent, as a vehicle to improve and achieve the competency and professionalism needed in police service.</p> <p style="text-align: center;">STANDARD 15.2</p> <p style="text-align: center;"><u>EDUCATIONAL INCENTIVES FOR POLICE OFFICERS</u></p> <p>Every police agency should immediately 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.</p>						

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<p>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; any shift or duty rotation system should also be designed to facilitate college attendance.</p> <p>2. Incentive pay should be provided for the attainment of specified levels of academic achievement. This pay should be in addition to any other salary incentive. It should amount to at least 2.5 per cent of the employee's current salary for each 30 semester units of college work completed in pursuance of a degree that will lead, directly or indirectly, to service of a betterment warranting the expense of the salary incentive.</p> <p>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.</p> <p>a. Classes should be scheduled for presentation during the daytime and evening hours within the same academic period, semester, or quarter.</p> <p>b. When appropriate, colleges and universities should present classes at locations other than the main campus so police officers can attend more conveniently.</p> <p>c. In the event grants and scholarships are not available, state supported educational institutions should provide, without a tuition charge, formal education that will increase, directly or indirectly, the individuals' values to the criminal justice system to all criminal justice employees of state and local units of government.</p> <p style="text-align: center;">STANDARD 15.3</p> <p style="text-align: center;"><u>COLLEGE CREDIT FOR THE COMPLETION OF POLICE TRAINING PROGRAMS</u></p> <p>Every police agency and every police academy should pursue the affiliation of police training programs with academic institutions to upgrade its level of training and to provide incentive for further education.</p> <p>1. All police training courses for college credit should be academically equivalent to courses that are part of the regular college curriculum.</p> <p>2. Every member of the faculty who teaches any course for credit in the police training curriculum should be specifically qualified to teach that course.</p> <p>a. The instructor in a police training course, for which an affiliated college is granting credit, should be academically qualified to teach that course.</p> <p>b. Police personnel not academically qualified to teach a course in the regular college curriculum may, if otherwise qualified, serve as teaching assistants under the supervision of an academically qualified instructor.</p>						

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<p>RECOMMENDATION 15.1</p> <p><u>IDENTIFICATION OF POLICE EDUCATIONAL NEEDS</u></p> <p>It is recommended that a national body comprised of educators, police, and other criminal justice administrators be formed immediately to establish curriculum guidelines for police educational programs.</p> <p>This national body should identify the educational needs of the police service, including the needs of the police generalist, the police specialist, and the police manager.</p> <p>1. Having identified these educational needs, this national body should prepare a model curriculum that will satisfy the Nation's law enforcement needs.</p> <p>2. This national body should urge the modification of existing police educational programs and, where none exist, the institution of new programs designed upon the model curriculum.</p> <p>STANDARD 16.1</p> <p><u>STATE LEGISLATION AND FISCAL ASSISTANCE FOR POLICE TRAINING</u></p> <p>The State of Alabama by 1976, should enact legislation establishing mandatory minimum basic training for police, a representative body to develop and administer training standards and programs for police, and financial support for mandated training for police on a continuing basis to provide the public with a common quality of protection and service from police employees throughout the State. By 1978, the state should certify all sworn police employees.</p> <p>1. The state should enact legislation that mandates minimum basic training for every sworn police employee prior to the exercise of authority of his position.</p> <p>2. The state should enact legislation establishing a state commission to develop and administer state standards for the training of police personnel. The majority of this commission should be composed of representatives of local law enforcement agencies. Other members should be from the criminal justice system, local government, and criminal justice education and training centers. The state should provide sufficient funds to enable this commission to meet periodically and to employ a full-time staff large enough to carry out the basic duties of the commission. In addition to any other duties deemed necessary, this commission should:</p> <p>a. Develop minimum curriculum requirements for mandated training for police;</p> <p>b. Certify police training centers and institutions that provide training that meets the requirements of the state's police training standards;</p> <p>c. Establish minimum police instructor qualifications and certify individuals to act as police instructors.</p> <p>d. Inspect and evaluate all police training programs to insure compliance with the state's police training standards;</p> <p>e. Provide a consulting service for police training and education centers; and</p>						

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<p>f. Administer the financial support for police training and education.</p> <p>3. The state should reimburse every police agency 100 per cent of the salary or provide appropriate state financed incentives for every police employee's satisfactory completion of any state mandated and approved police training program.</p> <p>4. The state, through the police training body, should by 1975, certify as qualified to exercise police authority every sworn police employee who satisfactorily completes the state basic police training and meets other entrance requirements.</p> <p>STANDARD 16.2</p> <p><u>PROGRAM DEVELOPMENT</u></p> <p>Every police training academy and criminal justice training center should immediately develop effective training programs, the length, content, and presentation of which will vary according to specific subject matter, participating police employees, and agency and community needs.</p> <p>1. Every police training academy should insure that the duration and content of its training programs cover the subject every police employee needs to learn to perform acceptable the tasks he will be assigned.</p> <p>2. Every police training academy should define specific courses according to the performance objective of the course and should specify what the trainee must do to demonstrate achievement of the performance objective.</p> <p>3. 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.</p> <p>4. 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:</p> <p>a. Regular review and evaluation of all training programs by an advisory body composed of police practitioners from participating agencies;</p> <p>b. Periodic field observation of the operations of participating police agencies by the training staff; and</p> <p>c. Continual critique 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.</p> <p>STANDARD 16.3</p> <p><u>PREPARATORY TRAINING</u></p> <p>Every police agency should take immediate steps to provide training for every police employee prior to his first assignment within the agency, prior to his assignment to any specialized function requiring additional training, and prior to his promotion. In Ala. where preparatory training, is currently mandated by state law, every police agency should provide all such training by 1975</p>						

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<p>1. The State of Alabama by 1978 should require that every sworn police employee satisfactorily complete a minimum of 400 hours of basic police training. In addition to traditional basic police subjects, this training should include:</p> <p>a. Instruction in law, psychology, and sociology specifically related to interpersonal communication, the police role, and the community the police employee will serve;</p> <p>b. Assigned activities away from the training academy to enable the employee to gain specific insight in the community, criminal justice system, and local government;</p> <p>c. Remedial training for individuals who are deficient in their training performance by who, in the opinion of the training staff and employing agency, demonstrate potential for satisfactory performance; and</p> <p>d. Additional training by the employing agency in its policies and procedures, if basic police training is not administered by that agency.</p> <p>2. During the first year of employment with a police agency, and in addition to the minimum basic police training, every police agency should provide full-time sworn police employees with additional formal training, coached field training, and supervised field experience through methods that include at least:</p> <p>a. A minimum of 2½ months of field training with a sworn police employee who has been certified as a training coach;</p> <p>b. Rotation in field assignments to expose the employee to varying operational and community experiences;</p> <p>c. Documentation of employee performance in specific field experiences to assist in evaluating the employee and to provide feedback on training program effectiveness;</p> <p>d. Self-paced training material, such as correspondence courses, to assist the employee in acquiring additional job knowledge and in preparing for subsequent formal training;</p> <p>e. Periodic meetings between the coach, the employee, and the supervisor to identify additional training needs and to provide feedback on training program effectiveness; and</p> <p>f. A minimum of one week's additional training at the training academy after one year's employment in field duties.</p> <p>3. Every police agency should provide every unsworn police employee with sufficient training to enable him to perform satisfactorily his specific assignment and to provide him with a general knowledge of the police role and the organization of the police agency.</p> <p>4. Every police agency should provide every police employee newly assigned to a specialized task the specific training he needs to enable him to perform the task acceptably.</p> <p>5. Every police agency should provide sufficient training to enable every newly promoted employee to perform the intended assignment satisfactorily.</p>						

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<p style="text-align: center;">✓ STANDARD 16.4</p> <p style="text-align: center;"><u>INTERPERSONAL COMMUNICATIONS TRAINING</u></p> <p>Every police agency should immediately develop and improve the interpersonal communications skills of all officers. These skills are essential to the productive exchange of information and opinion between the police, other elements of the criminal justice system, and the public; their use helps officers to perform their task more effectively.</p> <p>1. Where appropriate, an outside consultant should be used to advise on program methodology, to develop material, to train sworn officers as instructors and discussion leaders, and to participate to the greatest extent possible in both the presentation of the program and its evaluation.</p> <p>2. Every recruit training program should include instruction in interpersonal communications, and should make appropriate use of programmed instruction as a supplement to other training.</p> <p>3. Every police agency should develop programs such as workshops and seminars that bring officers, personnel from other elements of the criminal justice system, and the public together to discuss the role of the police and participants' attitudes toward that role.</p> <p style="text-align: center;">STANDARD 16.5</p> <p style="text-align: center;"><u>INSERVICE TRAINING</u></p> <p>Every police agency should, by 1975, provide for annual and routine training to maintain effective performance throughout every sworn employee's career.</p> <p>1. Every police agency should provide 40 hours of formal inservice training annually to sworn police employees up to and including captain or its equivalent. This training should be designed to maintain, update, and improve necessary knowledge and skills. Where practicable and beneficial, employees should receive training with persons employed in other parts of the criminal justice system, local government, and private business when there is a common interest and need.</p> <p>2. Every police agency should insure that the information presented during annual routine training is included, in part, in promotion examinations and that satisfactory completion of training programs is recorded in the police employee's personnel folder in order to encourage active participation in these training programs.</p> <p style="text-align: center;">✓ STANDARD 16.6</p> <p style="text-align: center;"><u>INSTRUCTION QUALITY CONTROL</u></p> <p>Every police training academy and criminal justice training center should develop immediately quality control measures to insure that training performance objectives are met. Every training program should insure that the instructors, presentation methods, and training material are the best available.</p> <p>1. Every police training academy should present all training programs with the greatest emphasis on student-oriented</p>						

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<p>instruction methods to increase trainee receptivity and participation. Training sessions of one-hour's duration or longer should include at least one of the following:</p> <p>a. Active student involvement in training through instructional techniques such as role playing, situation simulation, group discussions, reading and research projects, and utilization of individual trainee response systems; passive student training such as the lecture presentation should be minimized;</p> <p>b. Where appropriate, team teaching by a police training instructor and a sworn police employee assigned to field duty;</p> <p>c. The use of audiovisual aids to add realism and impact to training presentations;</p> <p>d. Preconditioning materials, such as correspondence courses and assigned readings, made available prior to formal training sessions;</p> <p>e. By 1978, self-paced, individualized instruction methods for appropriate subject matter; and</p> <p>f. Where appropriate, computer assistance in the delivery of instruction material.</p> <p>2. Every police training academy should, by 1979, restrict formal classroom training to a maximum of 25 trainees.</p> <p>3. Every police training academy and every police agency should by 1978, insure that all its instructors are certified by the State by requiring:</p> <p>a. Certification for specific training subjects based on work experience and educational and professional credentials; or</p> <p>b. Satisfactory completion of a State-certified minimum 80-hour instructor training program; and</p> <p>c. Periodic renewal of certification based in part on the evaluation of the police training academy and the police agency.</p> <p>4. Every police training academy should distribute instructional assignments efficiently and continually update all training materials. These measures should include:</p> <p>a. Periodic monitoring of the presentations of every police training instructor to assist him in evaluating the effectiveness of his methods and the value of his materials;</p> <p>b. Rotation of police training instructors through operational assignments or periodic assignment to field observation tours of duty;</p> <p>c. Use of outside instructors whenever their expertise and presentation methods would be beneficial to the training objective;</p> <p>d. Continual assessment of the workload of every police training instructor; and</p> <p>e. Administrative flexibility to insure efficient use of the training academy staff during periods of fluctuation in trainee enrollment.</p>						

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<p>5. Every police agency and police training academy should review all training materials at least annually to determine their current value and to alter or replace them where necessary.</p> <p style="text-align: center;">✓ STANDARD 16.7</p> <p style="text-align: center;"><u>POLICE TRAINING ACADEMIES AND CRIMINAL JUSTICE TRAINING CENTERS</u></p> <p>The State of Alabama should, by 1978, guarantee the availability of state-approved police training to every sworn police employee. The state should encourage local, cooperative, or regional police training to satisfy state training requirements; when these programs cannot satisfy the requirements, criminal justice training centers including police training academies should be established by the state.</p> <p>1. State certification of a basic police training program should, as a minimum, require the training facility to operate for nine months a year.</p> <p>2. Where appropriate, police agencies should establish cooperative training academies or otherwise combine their resources to satisfy police training standards or other training needs.</p> <p>3. The state should establish strategically located criminal justice training centers, including police training academies, to provide training that satisfies State-mandated training standards for all police agencies that are unable to provide it themselves or in cooperation with other agencies.</p> <p>4. The state should develop means for bringing mandated or other necessary training to employees of police agencies when it is impracticable or inefficient to bring these employees to the nearest training center or academy.</p> <p>5. The state should encourage police agencies to participate in specialized training offered through academic institutions government agencies, and professional and business organizations.</p> <p style="text-align: center;">✓ STANDARD 17.1</p> <p style="text-align: center;"><u>PERSONNEL DEVELOPMENT FOR PROMOTION AND ADVANCEMENT</u></p> <p>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 placed in a program that will lead to full development of that potential.</p> <p>1. Every police agency should screen all personnel in order to identify their individual potential and to guide them toward achieving their full potential. Every employee should be developed to his full potential as an effective patrol officer, a competent detective, a supervisor or manager, or as a specialist capable of handling any of the other tasks within a police agency. This screening should consist of one or more of the following:</p> <p>a. Management assessment of past job performance and</p>						

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<p>demonstrated initiative in the pursuit of self-development;</p> <p>b. Oral interviews; and</p> <p>c. Job-related mental ability tests.</p> <p>2. Every police agency should offer comprehensive and individualized programs of education, training, and experience designed to develop the potential of every employee who wishes to participate. These individualized development programs should be based on the potential identified through the screening process and the specific development needs of the employee. These individualized programs should consist of one or more of the following:</p> <p>a. College seminars and courses;</p> <p>b. Directed reading;</p> <p>c. In-house and out-of-house training classes;</p> <p>d. Job rotation;</p> <p>e. Internship; and</p> <p>f. The occasional opportunity to perform the duties of the position for which an individual is being developed.</p> <p>3. Personnel who choose to pursue a course of self-development rather than participate in the agency-sponsored development program should be allowed to compete for promotion and advancement.</p> <p style="text-align: center;">STANDARD 17.2</p> <p style="text-align: center;"><u>FORMAL PERSONNEL DEVELOPMENT ACTIVITIES</u></p> <p>Every police agency should immediately implement formal programs of personnel development. Such programs should be designed to further the employee's professional growth and increase his capacity for his present or future role within the agency.</p> <p>1. Every agency should allow all sworn personnel to participate voluntarily in at least 40 consecutive hours of formal personnel development activity annually, while on duty, and at full pay. Such activity may include:</p> <p>a. Forty consecutive hours of in-house and out-of-house classroom training directed toward the development of personal, vocational, conceptual, or managerial skills;</p> <p>b. Internship of at least 40 consecutive hours with another police, criminal justice, government, or private organization that can contribute significantly to the professional development of the intern;</p> <p>c. The assumption of the position, responsibility, and authority of an immediate superior for a minimum of 40 consecutive hours when such assignment would contribute significantly to the professional development of the subordinate;</p> <p>d. Employee participation in administrative and operational research and reporting that would not ordinarily be his responsibility but would contribute significantly to his professional development;</p>						

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<p>e. Provision of leaves of absence with pay to allow the achievement of academic objectives that contribute significantly to the employee's professional growth and capacity for current and future assignments;</p> <p>f. Employee service as a member of or an adviser to management committees and boards on which he would not normally serve, such as fleet safety boards, when such service would contribute significantly to the development of an employee's awareness and understanding of management philosophy and insight.</p> <p>2. Every police agency with specialized units for detective, vice, traffic, staff, and other functions should immediately develop a formal system for personnel rotation. This system should be designed to develop generalist, specialist, and managerial resources.</p> <p>a. Newly hired personnel should be rotated through geographic areas of varying crime incidence and major functional assignments in order to give them the valuable perspective and professional understanding that only experience in a wide range of agency functions and areas can provide.</p> <p>b. Selective and individualized rotation of incumbent personnel should be implemented to develop generalist and specialist expertise or specifically to prepare personnel for promotion and advancement. The movement of incumbent personnel should take into account individual needs for specific work experiences, individual potential and willingness to participate, and agency needs for the development of personnel as well as the potential for a cost-effective return on the investment of time and manpower.</p> <p>c. Every agency should regulate personnel rotation so that the agency is continually able to meet its primary service objectives. The rotation of highly specialized personnel, such as a criminalist, should be restricted to avoid serious interference with the delivery of specialized services.</p> <p>3. Every agency should encourage personnel to pursue development on their own time, as well as on agency time, by attending college courses and seminars and through suggested reading.</p> <p>4. Every police agency should fulfill its responsibility to develop personnel by seeking adequate funding for personnel development activities. In so doing, the police agency should consider the availability of financial assistance outside the normal budgetary process.</p> <p style="text-align: center;">STANDARD 17.3</p> <p style="text-align: center;"><u>PERSONNEL EVALUATION FOR PROMOTION AND ADVANCEMENT</u></p> <p>Every police agency should immediately begin a periodic evaluation of all personnel in terms of their potential to fill positions of greater responsibility. The selection of personnel for promotion and advancement should be based on criteria that relate specifically to the responsibilities and duties of the higher position.</p> <p>1. Every agency periodically should evaluate the potential of every employee to perform at the next higher level of responsibility.</p>						

Remarks

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<p>a. This evaluation should form a part of the regular performance evaluation that should be completed at least semi-annually.</p> <p>b. Specific data concerning every employee's job performance, training, education, and experience should support the periodic evaluation for promotion and advancement.</p> <p>2. Every police agency should use job analyses in the development of job related tests and other criteria for the selection of personnel for promotion and advancement. Selection devices should consist of one or more of the following:</p> <p>a. Management assessment of past job performance, performance in the individualized development program, and demonstrated initiative in the pursuit of self-development;</p> <p>b. Oral interviews; and</p> <p>c. Job related mental aptitude tests.</p> <p>3. Every police agency should disallow the arbitrary awarding of bonus points for experience and achievement not related to the duties of the position for which the individual is being considered. Arbitrary awards include:</p> <p>a. Bonus points for seniority;</p> <p>b. Bonus points for military service;</p> <p>c. Bonus points for heroism.</p> <p>4. No agency should use any psychological test as a screening device or evaluation tool in the promotion and advance process until scientific research confirms a reliable relationship between personality and actual performance.</p> <p>5. Every agency should require that personnel demonstrate the ability to assume greater responsibility prior to promotion or advancement and should continue to observe employee performance closely during a probationary period of at least one year from the date of promotion or advancement.</p> <p style="text-align: center;">STANDARD 17.4</p> <p style="text-align: center;"><u>ADMINISTRATION OF PROMOTION AND ADVANCEMENT</u></p> <p>Every police chief executive, by assuming administrative control of the promotion and advancement system, should insure that only the best qualified personnel are promoted or advanced to positions of greater authority and responsibility in higher pay grades and ranks. Agencies that have not developed competent personnel to assume positions of higher authority should seek qualified personnel from outside the agency consistent with their personnel rules and regulations rather than promote or advance personnel who are not ready to assume positions of greater responsibility.</p> <p>1. The police chief executive should oversee all phases of his agency's promotion and advancement system including the testing of personnel and the appointing of personnel to positions of greater responsibility. The police chief executive should make use of the services of a central personnel agency when that personnel agency is competent to develop and administer tests and is responsive to the needs of the police agency.</p>						

Remarks

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<p>2. The police chief executive should consider recruiting personnel for lateral entry at any level from outside the agency when it is necessary to do so in order to obtain the services of an individual who is qualified for a position or assignment. Such lateral entry must be consistent with the agency's personnel rules and regulations.</p> <p style="text-align: center;">STANDARD 17.5</p> <p style="text-align: center;"><u>PERSONNEL RECORDS</u></p> <p>Every police agency immediately 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.</p> <p>1. The personnel information system should contain at least the following personnel information:</p> <p>a. Personal history;</p> <p>b. Education and training history;</p> <p>c. Personnel performance evaluation history;</p> <p>d. Law enforcement experience;</p> <p>e. Assignment, promotion, and advancement history;</p> <p>f. Commendation records;</p> <p>g. Sustained personnel complaint history;</p> <p>h. Medical history;</p> <p>i. Occupational and skills profile;</p> <p>j. Results of special tests; and</p> <p>k. Photographs.</p> <p>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.</p> <p>3. The system should be updated at least semi-annually and, ideally, whenever a significant change in information occurs; and</p> <p>4. The system should be designed to facilitate statistical analysis of personnel resources and the identification of individuals with special skills, knowledge, or experience.</p> <p style="text-align: center;">STANDARD 18.1</p> <p style="text-align: center;"><u>THE POLICE EXECUTIVE AND EMPLOYEE RELATIONS</u></p> <p>Every police chief executive should immediately acknowledge his responsibility to maintain effective employee relations and should develop policies and procedures to fulfill this responsibility.</p>						

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<p>demonstrated initiative in the pursuit of self-development;</p> <p>b. Oral interviews; and</p> <p>c. Job-related mental ability tests.</p> <p>2. Every police agency should offer comprehensive and individualized programs of education, training, and experience designed to develop the potential of every employee who wishes to participate. These individualized development programs should be based on the potential identified through the screening process and the specific development needs of the employee. These individualized programs should consist of one or more of the following:</p> <p>a. College siminars and courses;</p> <p>b. Directed reading;</p> <p>c. In-house and out-of-house training classes;</p> <p>d. Job rotation;</p> <p>e. Internship; and</p> <p>f. The occasional opportunity to perform the duties of the position for which an individual is being developed.</p> <p>3. Personnel who choose to pursue a course of self-development rather than participate in the agency-sponsored development program should be allowed to compete for promotion and advancement.</p> <p style="text-align: center;">STANDARD 17.2</p> <p style="text-align: center;"><u>FORMAL PERSONNEL DEVELOPMENT ACTIVITIES</u></p> <p>Every police agency should immediately implement formal programs of personnel development. Such programs should be designed to further the employee's professional growth and increase his capacity for his present or future role within the agency.</p> <p>1. Every agency should allow all sworn personnel to participate voluntarily in at least 40 consecutive hours of formal personnel development activity annually, while on duty, and at full pay. Such activity may include:</p> <p>a. Forty consecutive hours of in-house and out-of-house classroom training directed toward the development of personal, vocational, conceptual, or managerial skills;</p> <p>b. Internship of at least 40 consecutive hours with another police, criminal justice, government, or private organization that can contribute significantly to the professional development of the intern;</p> <p>c. The assumption of the position, responsibility, and authority of an immediate superior for a minimum of 40 consecutive hours when such assignment would contribute significantly to the professional development of the subordinate;</p> <p>d. Employee participation in administrative and operational research and reporting that would not ordinarily be his responsibility but would contribute significantly to his professional development;</p>						

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<p>e. Provision of leaves of absence with pay to allow the achievement of academic objectives that contribute significantly to the employee's professional growth and capacity for current and future assignments;</p> <p>f. Employee service as a member of or an adviser to management committees and boards on which he would not normally serve, such as fleet safety boards, when such service would contribute significantly to the development of an employee's awareness and understanding of management philosophy and insight.</p> <p>2. Every police agency with specialized units for detective, vice, traffic, staff, and other functions should immediately develop a formal system for personnel rotation. This system should be designed to develop generalist, specialist, and managerial resources.</p> <p>a. Newly hired personnel should be rotated through geographic areas of varying crime incidence and major functional assignments in order to give them the valuable perspective and professional understanding that only experience in a wide range of agency functions and areas can provide.</p> <p>b. Selective and individualized rotation of incumbent personnel should be implemented to develop generalist and specialist expertise or specifically to prepare personnel for promotion and advancement. The movement of incumbent personnel should take into account individual needs for specific work experiences, individual potential and willingness to participate, and agency needs for the development of personnel as well as the potential for a cost-effective return on the investment of time and manpower.</p> <p>c. Every agency should regulate personnel rotation so that the agency is continually able to meet its primary service objectives. The rotation of highly specialized personnel, such as a criminalist, should be restricted to avoid serious interference with the delivery of specialized services.</p> <p>3. Every agency should encourage personnel to pursue development on their own time, as well as on agency time, by attending college courses and seminars and through suggested reading.</p> <p>4. Every police agency should fulfill its responsibility to develop personnel by seeking adequate funding for personnel development activities. In so doing, the police agency should consider the availability of financial assistance outside the normal budgetary process.</p> <p style="text-align: center;">STANDARD 17.3</p> <p style="text-align: center;"><u>PERSONNEL EVALUATION FOR PROMOTION AND ADVANCEMENT</u></p> <p>Every police agency should immediately begin a periodic evaluation of all personnel in terms of their potential to fill positions of greater responsibility. The selection of personnel for promotion and advancement should be based on criteria that relate specifically to the responsibilities and duties of the higher position.</p> <p>1. Every agency periodically should evaluate the potential of every employee to perform at the next higher level of responsibility.</p>						

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<p>1. Every police chief executive should actively participate in seeking reasonable personnel benefits for all police employees.</p> <p>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.</p> <p>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.</p> <p>4. Every police chief executive should provide a grievance procedure for all police employees.</p> <p>5. Every police chief executive should have employee relations specialists available to provide assistance in:</p> <p>a. Developing employee relations programs and procedures;</p> <p>b. Providing general or specific training in management-employee relations; and</p> <p>c. Labor relations.</p> <p>6. Recognizing that police employees have a right, subject to certain limitations, to engage in political and other activities protected by the first amendment, every police agency should promulgate written policy that acknowledges this right and specifies proper and improper employee conduct in these activities.</p> <p>7. Every police chief executive should acknowledge the right of police employees to join or not join employee organizations that represent their employment interests, and should give appropriate recognition to these employee organizations.</p> <p style="text-align: center;">✓ STANDARD 18.2</p> <p style="text-align: center;"><u>POLICE EMPLOYEE ORGANIZATIONS</u></p> <p>Every police employee organization should immediately formalize written policies, rules, and procedures that will protect the rights of all members and insure that they can remain responsible to their oath of office.</p> <p>1. Every police employee organization should place in writing the scope of its activities to inform all members of their organization's programs and their representatives' activities.</p> <p>2. Every police employee organization should adhere to rules and procedures designed to insure internal democracy and fiscal integrity. These rules and procedures should include:</p> <p>a. Provisions to protect members in their relations with the police employee organization;</p> <p>b. Standards and safeguards for periodic elections;</p> <p>c. Identification of the responsibilities of the police employee organization officers;</p> <p>d. Provisions for maintenance of accounting and fiscal controls, including regular financial reports;</p>						

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<p>e. Provisions for disclosure of financial reports and other appropriate documents to members, regulating agencies, and the public; and</p> <p>f. Acknowledgement of responsibility to the governmental entity legally charged with regulation of such employee organizations.</p> <p style="text-align: center;">✓ STANDARD 18.4</p> <p style="text-align: center;"><u>WORK STOPPAGES AND JOB ACTIONS</u></p> <p>Every police chief executive should immediately 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.</p> <p>1. The State of Alabama by 1976, should enact legislation that specifically prohibits police employees from participating in any concerted work stoppage or job action. Local legislation should be enacted immediately if state prohibitive legislation does not currently exist.</p> <p>2. Every police agency should establish formal written policy prohibiting police employees from engaging in any concerted work stoppage or job action.</p> <p>3. Every police agency should develop a plan to maintain emergency police service in the event of a concerted employee work stoppage.</p> <p>4. Every police chief executive should consider the initiation of internal disciplinary action, including dismissal, against police employees who participate in a concerted job action or work stoppage. Among the many disciplinary alternatives available to the chief executive are actions against:</p> <p>a. All participating employees for violating prohibitive legislation and policy;</p> <p>b. Individual employees when their individual conduct warrants special action;</p> <p>c. Only those employees are encouraged, instigated, or led the activity; and</p> <p>d. None of the participating employees; however, criminal or civil action may be sought for violations of legislative prohibitions.</p> <p style="text-align: center;">✓ STANDARD 19.1</p> <p style="text-align: center;"><u>FOUNDATION FOR INTERNAL DISCIPLINE</u></p> <p>Every police agency immediately 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.</p> <p>1. Every police agency immediately should establish formal written procedures for the administration of internal discipline and an appropriate summary of those procedures should be made public.</p>						

Remarks

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<p>2. The chief executive of every police agency should have ultimate responsibility for the administering of internal discipline.</p> <p>3. Every employee at the time of employment should be given written rules for conduct and appearance. They should be stated in brief, understandable language.</p> <p>In addition to other rules that may be drafted with assistance from employee participants, one prohibiting a general classification of misconduct, traditionally known as "conduct unbecoming an officer," should be included. This rule should prohibit conduct that may tend to reflect unfavorably upon the employee or the agency.</p> <p>4. 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, and by encouraging employee participation in the disciplinary system.</p> <p style="text-align: center;">✓ STANDARD 19.2 <u>COMPLAINT RECEPTION PROCEDURES</u></p> <p>Every police agency immediately should implement procedures to facilitate the making of a complaint alleging employee misconduct, whether that complaint is initiated internally or externally.</p> <p>1. The making of a complaint should not be accompanied by fear of reprisal or harassment. Every person making a complaint should receive verification that his complaint is being processed by the police agency. This receipt should contain a general description of the investigative process and appeal provisions.</p> <p>2. Every police agency, on a continuing basis, should inform the public of its complaint reception and investigation procedures.</p> <p>3. All persons who file a complaint should be notified of its final disposition; personal discussion regarding this disposition should be encouraged.</p> <p>4. Every police agency should develop procedures that will insure that all complaints, whether from an external or internal source, are permanently and chronologically recorded in a central record. The procedure should insure that the agency's chief executive or his assistant is made aware of every complaint without delay.</p> <p>5. Complete records of complaint reception, investigation, and adjudication should be maintained. Statistical summaries based on these records should be published regularly for all police personnel and should be available to the public.</p> <p style="text-align: center;">✓ STANDARD 19.3 <u>INVESTIGATIVE RESPONSIBILITY</u></p> <p>The chief executive of every police agency immediately should insure that the investigation of all complaints from the public, and all allegations of criminal conduct and serious</p>						

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<p>internal misconduct, are conducted by a specialized individual or unit of the involved police agency. This person or unit should be responsible directly to the agency's chief executive or the assistant chief executive. Minor internal misconduct may be investigated by first line supervisors, and these investigations should be subject to internal review.</p> <p>1. The existence or size of this specialized unit should be consistent with the demands of the work load.</p> <p>2. Police agencies should obtain the assistance of prosecuting agencies during investigations of criminal allegations and other cases where the police chief executive concludes that the public interest would best be served by such participation.</p> <p>3. Specialized units for complaint investigation should employ a strict rotation policy, at the discretion of the police chief executive.</p> <p>4. Every police agency should deploy the majority of its complaint investigators during the hours consistent with complaint incidence, public convenience, and agency needs.</p> <p style="text-align: center;">✓ STANDARD 19.4 <u>INVESTIGATION PROCEDURES</u></p> <p>Every police agency immediately should insure that internal discipline complaint investigations are performed with the greatest possible skill. The investigative effort expended on all internal discipline complaints should be at least equal to the effort expended in the investigation of felony crimes where a suspect is known.</p> <p>1. All personnel assigned to investigate internal discipline complaints should be given specific training in this task and should be provided with written investigative procedures.</p> <p>2. Every police agency should establish formal procedures for investigating minor internal misconduct allegations. These procedures should be designed to insure swift, fair, and efficient correction of minor disciplinary problems.</p> <p>3. Every investigator of internal discipline complaints should conduct investigations in a manner that best reveals the facts while preserving the dignity of all persons and maintaining the confidential nature of the investigation.</p> <p>4. Every police agency should provide -- at the time of employment and again, prior to the specific investigation -- all its employees with a written statement of their duties and rights when they are the subject of an internal discipline investigation.</p> <p>5. Every police chief executive should have legal authority during an internal discipline investigation to relieve police employees from their duties when it is in the interests of the public and the police agency. A police employee normally should be relieved from duty whenever he is under investigation for a crime, corruption, or serious misconduct when the proof is evident and the presumption is great, or when he is physically or mentally unable to perform his duties satisfactorily.</p> <p>6. Investigators should use all available investigative tools that can reasonably be used to determine the facts and secure</p>						

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<p>1. Every police chief executive should actively participate in seeking reasonable personnel benefits for all police employees.</p> <p>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.</p> <p>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.</p> <p>4. Every police chief executive should provide a grievance procedure for all police employees.</p> <p>5. Every police chief executive should have employee relations specialists available to provide assistance in:</p> <p>a. Developing employee relations programs and procedures;</p> <p>b. Providing general or specific training in management-employee relations; and</p> <p>c. Labor relations.</p> <p>6. Recognizing that police employees have a right, subject to certain limitations, to engage in political and other activities protected by the first amendment, every police agency should promulgate written policy that acknowledges this right and specifies proper and improper employee conduct in these activities.</p> <p>7. Every police chief executive should acknowledge the right of police employees to join or not join employee organizations that represent their employment interests, and should give appropriate recognition to these employee organizations.</p> <p style="text-align: center;">STANDARD 18.2</p> <p style="text-align: center;"><u>POLICE EMPLOYEE ORGANIZATIONS</u></p> <p>Every police employee organization should immediately formalize written policies, rules, and procedures that will protect the rights of all members and insure that they can remain responsible to their oath of office.</p> <p>1. Every police employee organization should place in writing the scope of its activities to inform all members of their organization's programs and their representatives' activities.</p> <p>2. Every police employee organization should adhere to rules and procedures designed to insure internal democracy and fiscal integrity. These rules and procedures should include:</p> <p>a. Provisions to protect members in their relations with the police employee organization;</p> <p>b. Standards and safeguards for periodic elections;</p> <p>c. Identification of the responsibilities of the police employee organization officers;</p> <p>d. Provisions for maintenance of accounting and fiscal controls, including regular financial reports;</p>						

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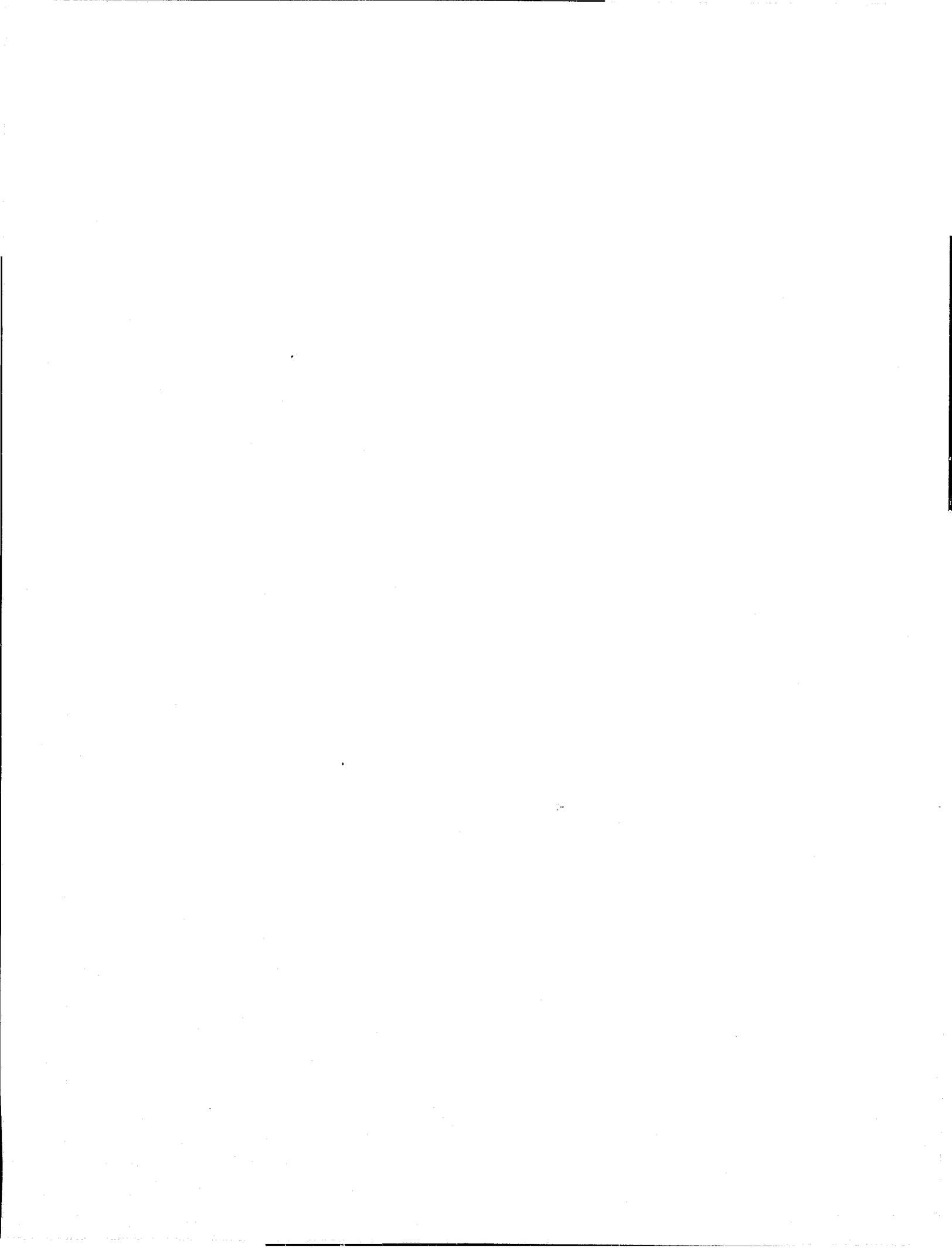
Standards and Goals	Accept	Reject	C	PC	NC	Year 1-5
<p>e. Provisions for disclosure of financial reports and other appropriate documents to members, regulating agencies, and the public; and</p> <p>f. Acknowledgement of responsibility to the governmental entity legally charged with regulation of such employee organizations.</p> <p style="text-align: center;">STANDARD 18.4</p> <p style="text-align: center;"><u>WORK STOPPAGES AND JOB ACTIONS</u></p> <p>Every police chief executive should immediately 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.</p> <p>1. The State of Alabama, by 1976, should enact legislation that specifically prohibits police employees from participating in any concerted work stoppage or job action. Local legislation should be enacted immediately if state prohibitive legislation does not currently exist.</p> <p>2. Every police agency should establish formal written policy prohibiting police employees from engaging in any concerted work stoppage or job action.</p> <p>3. Every police agency should develop a plan to maintain emergency police service in the event of a concerted employee work stoppage.</p> <p>4. Every police chief executive should consider the initiation of internal disciplinary action, including dismissal, against police employees who participate in a concerted job action or work stoppage. Among the many disciplinary alternatives available to the chief executive are actions against:</p> <p>a. All participating employees for violating prohibitive legislation and policy;</p> <p>b. Individual employees when their individual conduct warrants special action;</p> <p>c. Only those employees are encouraged, instigated, or led the activity; and</p> <p>d. None of the participating employees; however, criminal or civil action may be sought for violations of legislative prohibitions.</p> <p style="text-align: center;"> STANDARD 19.1</p> <p style="text-align: center;"><u>FOUNDATION FOR INTERNAL DISCIPLINE</u></p> <p>Every police agency immediately 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.</p> <p>1. Every police agency immediately should establish formal written procedures for the administration of internal discipline and an appropriate summary of those procedures should be made public.</p>						

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<p>necessary evidence during an internal discipline investigation. The polygraph should be administered to employees only at the express approval of the police chief executive.</p> <p>7. All internal discipline investigations should be concluded 30 days from the date the complaint is made unless an extension is granted by the chief executive of the agency. The complainant and the accused employee should be notified of any delay.</p> <p style="text-align: center;">√ STANDARD 19.5 <u>ADJUDICATION OF COMPLAINTS</u></p> <p>Every police agency immediately 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.</p> <p>1. A complaint disposition should be classified as sustained, not sustained, exonerated, unfounded, or misconduct not based on the original complaint.</p> <p>2. Adjudication and -- if warranted -- disciplinary action should be based partially on recommendations of the involved employee's immediate supervisor.</p> <p>3. An administrative fact-finding 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.</p> <p>4. 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.</p> <p>5. Police employees should be allowed to appeal a chief executive's decision. The police agency should not provide the resources or funds for appeal.</p> <p>6. The chief executive of every police agency should establish written policy on the retention of internal discipline complaint investigation reports. Only the reports of sustained and -- if appealed -- upheld investigations should become a part of the accused employee's personnel folder. All disciplinary investigations should be kept confidential.</p> <p>7. Administrative adjudication of internal discipline complaints involving a violation of law should neither depend on nor curtail criminal prosecution. Regardless of the administrative adjudication, every police agency should refer all complaints that involve violations of law to the prosecuting agency for the decision to prosecute criminally. Police employees should not be treated differently from other members of the community in cases involving violations of the law.</p>						

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<p style="text-align: center;">√ STANDARD 19.6 <u>POSITIVE PREVENTION OF POLICE MISCONDUCT</u></p> <p>The chief executive of every police agency immediately 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.</p> <p>1. Every police chief executive should implement, where possible, positive programs and techniques to prevent employee misconduct and encourage self-discipline. These may include:</p> <p>a. Analysis of the causes of employee misconduct through special interviews with employees involved in misconduct incidents and study of the performance records of selected employees;</p> <p>b. General training in the avoidance of misconduct incidents for all employees and special training for employees experiencing special problems;</p> <p>c. Referral to psychologists, psychiatrists, clergy, and other professionals whose expertise may be valuable; and</p> <p>d. Application of peer group influence.</p> <p style="text-align: center;">√ RECOMMENDATION 19.1 <u>STUDY IN POLICE CORRUPTION</u></p> <p>It is recommended that a national police-supported organization such as the International Association of Chiefs of Police be commissioned by the Law Enforcement Assistance Administration to study the conditions that have led to reduction or elimination of corruption in police agencies that have been successful in dealing with this problem. This research should not focus on police agencies where corruption is currently widespread.</p> <p style="text-align: center;">√ STANDARD 20.1 <u>ENTRY-LEVEL PHYSICAL AND PSYCHOLOGICAL EXAMINATIONS</u></p> <p>Every police agency should require all applicants for police officer positions to undergo thorough entry-level physical examinations to insure detection of conditions that might prevent maximum performance under rigorous physical or mental stress.</p> <p>1. Every agency, by 1975, should furnish, and require, as a condition of employment, that each applicant pass a thorough physical examination. This examination should:</p> <p>a. Be designed to detect conditions that are likely to cause non-job-related illnesses, inefficiency, unnecessary industrial accidents, and premature retirement;</p> <p>b. Be conducted under the supervision of a licensed, competent physician.</p>						



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2 OF 3

Standards and Goals	Remarks					
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<p>necessary evidence during an internal discipline investigation. The polygraph should be administered to employees only at the express approval of the police chief executive.</p> <p>7. All internal discipline investigations should be concluded 30 days from the date the complaint is made unless an extension is granted by the chief executive of the agency. The complainant and the accused employee should be notified of any delay.</p> <p style="text-align: center;">STANDARD 19.5</p> <p style="text-align: center;"><u>ADJUDICATION OF COMPLAINTS</u></p> <p>Every police agency immediately 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.</p> <p>1. A complaint disposition should be classified as sustained, not sustained, exonerated, unfounded, or misconduct not based on the original complaint.</p> <p>2. Adjudication and -- if warranted -- disciplinary action should be based partially on recommendations of the involved employee's immediate supervisor.</p> <p>3. An administrative fact-finding 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.</p> <p>4. 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.</p> <p>5. Police employees should be allowed to appeal a chief executive's decision. The police agency should not provide the resources or funds for appeal.</p> <p>6. The chief executive of every police agency should establish written policy on the retention of internal discipline complaint investigation reports. Only the reports of sustained and -- if appealed -- upheld investigations should become a part of the accused employee's personnel folder. All disciplinary investigations should be kept confidential.</p> <p>7. Administrative adjudication of internal discipline complaints involving a violation of law should neither depend on nor curtail criminal prosecution. Regardless of the administrative adjudication, every police agency should refer all complaints that involve violations of law to the prosecuting agency for the decision to prosecute criminally. Police employees should not be treated differently from other members of the community in cases involving violations of the law.</p>						

Standards and Goals	Remarks					
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<p style="text-align: center;">STANDARD 19.6</p> <p style="text-align: center;"><u>POSITIVE PREVENTION OF POLICE MISCONDUCT</u></p> <p>The chief executive of every police agency immediately 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.</p> <p>1. Every police chief executive should implement, where possible, positive programs and techniques to prevent employee misconduct and encourage self-discipline. These may include:</p> <p>a. Analysis of the causes of employee misconduct through special interviews with employees involved in misconduct incidents and study of the performance records of selected employees;</p> <p>b. General training in the avoidance of misconduct incidents for all employees and special training for employees experiencing special problems;</p> <p>c. Referral to psychologists, psychiatrists, clergy, and other professionals whose expertise may be valuable; and</p> <p>d. Application of peer group influence.</p> <p style="text-align: center;">RECOMMENDATION 19.1</p> <p style="text-align: center;"><u>STUDY IN POLICE CORRUPTION</u></p> <p>It is recommended that a national police-supported organization such as the International Association of Chiefs of Police be commissioned by the Law Enforcement Assistance Administration to study the conditions that have led to reduction or elimination of corruption in police agencies that have been successful in dealing with this problem. This research should not focus on police agencies where corruption is currently widespread.</p> <p style="text-align: center;">STANDARD 20.1</p> <p style="text-align: center;"><u>ENTRY-LEVEL PHYSICAL AND PSYCHOLOGICAL EXAMINATIONS</u></p> <p>Every police agency should require all applicants for police officer positions to undergo thorough entry-level physical examinations to insure detection of conditions that might prevent maximum performance under rigorous physical or mental stress.</p> <p>1. Every agency, by 1975, should furnish, and require, as a condition of employment, that each applicant pass a thorough physical examination. This examination should:</p> <p>a. Be designed to detect conditions that are likely to cause non-job-related illnesses, inefficiency, unnecessary industrial accidents, and premature retirement;</p> <p>b. Be conducted under the supervision of a licensed, competent physician.</p>						

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<p align="center">STANDARD 20.2</p> <p align="center"><u>CONTINUING PHYSICAL FITNESS</u></p> <p>Every police agency should establish physical fitness standards that will insure every officer's physical fitness and satisfactory job performance throughout his entire career.</p> <p>1. Every agency should immediately establish realistic weight standards that take into account each officer's height, body build, and age.</p> <p>2. Every agency should, by 1975, require for each officer a physical examination administered biannually, annually, or semi-annually to determine the officer's level of physical fitness. The frequency of the examinations should increase with the officer's age. If the officer fails to meet the predetermined standards, a program should be prescribed to improve his physical condition.</p> <p>3. Every agency should, by 1975, provide or make available facilities and programs that enable every officer to maintain good physical condition, to monitor his condition, and to meet predetermined physical standards. Consideration should be given to intramural athletics, exercise, weight reduction, and other physical fitness programs.</p> <p>4. State and local public health agencies should provide, free of charge, physical examinations and recommendations on physical fitness programs.</p> <p align="center">STANDARD 20.3</p> <p align="center"><u>EMPLOYEES SERVICES</u></p> <p>Every police agency should, by 1978, establish or provide for an employee services unit to assist all employees in obtaining the various employment benefits to which they and their dependents are entitled.</p> <p>1. The employee services unit should be responsible for at least the following specific employee service functions:</p> <p>a. Employee services unit personnel thoroughly informed on employee benefits should inform fellow agency employees of these benefits and the means for taking advantage of them.</p> <p>b. In the event an officer is injured, the employee services unit should insure that the resulting needs of the officer and his family are cared for, with a minimum of inconvenience to the officer or his family.</p> <p>c. In the event an officer is killed, the employee services unit should assist survivors in settling the officer's affairs.</p> <p>2. Every agency with 150 or more personnel should assign at least one full-time employee to the employee services unit.</p> <p>3. Every agency with fewer than 150 personnel should join with other local agencies to appoint a regional coordinator for employee services and, where appropriate, should establish a regional police employee services organization.</p>						

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<p align="center">STANDARD 20.4</p> <p align="center"><u>HEALTH INSURANCE</u></p> <p>Every police agency should, by 1982, make available a complete health care program for its officers and their immediate families to insure adequate health care at minimum cost to the agency and the employee.</p> <p>1. Every police agency should establish a health care program that provides for the particular health care needs of its employees and their immediate families.</p> <p>a. The health care program should provide at least (1) surgery and related services; (2) diagnostic services; (3) emergency medical care; (4) continuing medical care for pulmonary tuberculosis, mental disorders, drug addiction, alcoholism, and childbirth; (5) radiation, inhalation, and physical therapy; (6) ambulance service; (7) nursing care; (8) prescribed medication and medical appliances; (9) complete dental and vision care; (10) hospital room; and (11) income protection.</p> <p>b. Every agency should pay all or a major portion of the cost of the health care program to insure that the expense to employees, if any, is as small as possible. The agency should establish controls to insure that the highest available quality and quantity of medical services are provided under its plan. These controls should include a system of record handling that facilitates swift, efficient provision of services and feedback of employee reaction to the program.</p> <p>2. Every police agency should insure that an officer or his beneficiaries are allowed to continue as members of the health care program after the officer's retirement, and that benefit and cost change under these circumstances are reasonable.</p> <p align="center">STANDARD 20.5</p> <p align="center"><u>STATE RETIREMENT PLAN</u></p> <p>The state should, by 1982, provide an actuarially sound state-wide police retirement system for all sworn personnel employed within the state. This system should be designed to facilitate lateral entry.</p> <p>1. Local agency membership in the retirement system should be voluntary.</p> <p>2. The system should be designed to accommodate diverse salary schedules of member agencies and to insure equitable distribution of costs and benefits within the system.</p> <p>3. The system should require a minimum of 20 years of service for normal retirement and a mandatory retirement age of 60 for all police personnel. Exceptionally qualified personnel should be allowed a waiver of age by procedures appropriate on a year-to-year basis if the individual is physically qualified.</p> <p>4. Reciprocal agreements should be formulated between independent, local, state, and interstate police pension systems to allow any police officer to accept any law enforcement position available and still retain his accrued retirement benefits.</p>						

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<p style="text-align: center;">RECOMMENDATION 20.1</p> <p style="text-align: center;"><u>POLICE OFFICER BENEFITS FOR DUTY-CONNECTED INJURY, DISEASE, AND DEATH</u></p> <p>It is recommended that Congress extend the benefits of Title 5, Section 8191, of the United States Code to every federal, state, and local law enforcement officer who in the performance of any police duty is killed, injured, or contracts a sustaining disease.</p> <p style="text-align: center;">✓ STANDARD 21.1</p> <p style="text-align: center;"><u>POLICE UNIFORMS</u></p> <p>Every police chief executive should immediately 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.</p> <ol style="list-style-type: none"> 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. Such items should be visible at all times. 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, and items of identification, plainly distinguishable from those of police officers. 4. The state 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. <p style="text-align: center;">✓ STANDARD 21.2</p> <p style="text-align: center;"><u>FIREARMS AND AUXILIARY EQUIPMENT</u></p> <p>Every police chief executive should immediately 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 specific standards should be maintained by frequent, periodic inspections and appropriate disciplinary action when agency regulations are violated.</p>						

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<ol style="list-style-type: none"> 1. Every police agency should establish written specifications for agency-approved sidearms and ammunition to be carried by officers on uniformed duty, or plainclothes duty, or off duty. The specifications should include type, caliber, barrel length, finish, and style of the sidearms, and the specific type of ammunition. 2. Every police agency should insure that the officers of every automobile patrol unit are equipped with a shotgun and appropriate ammunition. An easily accessible shotgun receptacle that can be locked should be permanently installed in every vehicle. 3. 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. 4. 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 at least semi-annually, and all firearms should be examined at regular intervals by a qualified armorer. 5. 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. <p style="text-align: center;">✓ STANDARD 21.3</p> <p style="text-align: center;"><u>AGENCY PROVISION OF UNIFORMS AND EQUIPMENT</u></p> <p>Every police agency should immediately 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.</p> <ol style="list-style-type: none"> 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. <p style="text-align: center;">✓ STANDARD 22.1</p> <p style="text-align: center;"><u>TRANSPORTATION EQUIPMENT UTILITY</u></p> <p>Every police agency should annually evaluate the tasks performed within the agency and the transportation equipment which may be utilized by the agency to determine how the proper application of transportation equipment can improve the agency's ability to accomplish its objectives.</p>						

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<p>1. Every police agency should, prior to submitting its annual budget, evaluate all existing and potential transportation equipment applications within the agency. The evaluation should include the examination of all tasks which may facilitate the objectives of the agency to determine if new or different equipment will result in:</p> <p>a. More efficient use of human resources; and</p> <p>b. Improved police service that is cost-effective.</p> <p>2. Every police agency should, prior to submitting its annual budget, evaluate the potential usefulness and limitations of each type of transportation equipment in order to select the appropriate tools for the specific police tasks of the agency. New and existing transportation equipment should be evaluated.</p> <p style="text-align: center;">✓ STANDARD 22.2</p> <p style="text-align: center;"><u>TRANSPORTATION EQUIPMENT ACQUISITION AND MAINTENANCE</u></p> <p>Every police agency should acquire and maintain police transportation equipment necessary to achieve agency objectives in a manner which is most cost-effective for the agency.</p> <p>1. Every police agency acquiring ground vehicles should determine whether the acquisition should be made by purchasing, leasing, or reimbursing for officer-owned vehicles. This determination should be based upon the following considerations:</p> <p>a. Maintenance requirements;</p> <p>b. Control problems;</p> <p>c. Financing; and</p> <p>d. Overall cost-effectiveness.</p> <p>2. Every police agency acquiring aircraft should determine the most advantageous form of acquisition by considering the maintenance and service requirements, the availability of the equipment when it will be needed, pilot-training and insurance costs, the availability of auxiliary police equipment, and the cost per hour of:</p> <p>a. Purchasing by the agency;</p> <p>b. Leasing;</p> <p>c. Purchasing jointly with other agencies;</p> <p>d. Renting; and</p> <p>e. Acquiring surplus military aircraft.</p> <p style="text-align: center;">STANDARD 22.3</p> <p style="text-align: center;"><u>FLEET SAFETY</u></p> <p>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.</p>						

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<p>1. Every agency fleet safety program should include:</p> <p>a. A driver training program for all employees who operate agency vehicles;</p> <p>b. Procedures for problem-driver detection and retraining;</p> <p>c. Procedures insuring employee inspection of agency vehicles prior to use; and</p> <p>d. A maintenance program which will minimize the hazard of malfunctioning equipment.</p> <p>2. Every agency fleet safety program should emphasize the personal involvement of employees in meeting the objectives of the program through:</p> <p>a. Peer group involvement in the classification of employee accidents;</p> <p>b. Recognition for safe driving; and</p> <p>c. An education program with emphasis on the personal benefits to be derived from safe driving.</p> <p style="text-align: center;">RECOMMENDATION 22.1</p> <p style="text-align: center;"><u>TRANSPORTATION TESTING</u></p> <p>The Federal Government should immediately provide for the testing of vehicles and aircraft that have potential for police application. The objective of this program should be to determine the transportation equipment that will satisfy police requirements, to inform police agencies of the results of these tests, and to promote the development of needed police transportation equipment.</p> <p>1. The testing agency, in cooperation with state and local police officials, should determine the safety, performance, and operating features of transportation equipment which meet each of the special requirements of police use.</p> <p>2. The testing agency should initially test all models of aircraft, automobiles, motorcycles, and motor scooters currently in use by police. Subsequently, it should test prototypes and existing equipment whenever significantly changed. The test results should compare the safety, performance, and operating characteristics of the transportation equipment; these results, including cost data, should be published and distributed to all police agencies in time to assure their availability for local use in purchasing new equipment.</p> <p>3. The Federal Government should, through technical advise and, if necessary, research and development subsidies, develop transportation equipment to satisfy specific police requirements.</p> <p style="text-align: center;">✓ STANDARD 23.1</p> <p style="text-align: center;"><u>POLICE USE OF THE TELEPHONE SYSTEM</u></p> <p>Every police agency should develop as a sub-system of its overall communications system a telephone communications component</p>						

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<p>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.</p> <p>1. Every police agency should immediately implement a full-time telephone service sufficient to provide prompt answering of calls for service.</p> <p>a. Emergency telephone calls should be answered within 30 seconds, and nonemergency telephone calls should be answered within 60 seconds.</p> <p>b. Procedures should be adopted to control the quality of police response to telephonic requests for service and information.</p> <p>2. Every police agency should immediately 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.</p> <p>3. Every police agency should immediately 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.</p> <p>4. Every police agency with a full-time telephone service should, by 1978, acquire and operate fail-safe recording equipment that will allow endless or continuous recording of all incoming complaint calls and instantaneous playback of those calls.</p> <p>5. Every police agency with full-time telephone service should, by 1982, operate that service from facilities designed to be reasonably secure from physical attack and sabotage. This security should extend to overhead telephone trunk line dropwires running between aerial cables and the full-time telephone service facility.</p> <p>6. Every police agency should, by 1982, obtain single universal emergency telephone service, and the cost of such service should be borne by the private telephone subscriber.</p> <p>7. Pilot Automatic Number Identification Universal Emergency Telephone Systems should be installed to assess technical feasibility, cost-effectiveness for police and public acceptance.</p> <p style="text-align: center;">✓ STANDARD 23.2 COMMAND AND CONTROL OPERATIONS</p> <p>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.</p> <p>1. Every police agency should immediately install a 24-hour two-way radio capability providing continuous communication between a communications center and field units. Agencies</p>						

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<p>too small to maintain a full-time communications center should 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.</p> <p>2. Every police chief executive should immediately 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 7 minutes, and in the case of a nonemergency call, does not exceed 15 minutes.</p> <p>3. Every agency should, by 1978, 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.</p> <p>4. Every police agency should immediately 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.</p> <p>5. Every agency operating a full-time communications center and employing 15 or more persons should, by 1975, install suitable equipment to provide access to local, State, and Federal criminal justice information systems.</p> <p>6. Every police agency having a full-time communications center should, by 1978, operate from facilities designed to be reasonably secure from physical attack and sabotage.</p> <p style="text-align: center;">✓ STANDARD 23.3 RADIO COMMUNICATIONS</p> <p>Every police agency should immediately insure that its radio communications system makes the most efficient use of its radio frequency.</p> <p>1. Every state should immediately 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.</p> <p>2. Every agency should, by 1978, have a base station, mobile, and portable radio equipment capable of two-way operation on a common statewide police radio frequency.</p> <p>3. Every agency should, by 1980, 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.</p>						

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<p>RECOMMENDATION 23.1</p> <p><u>DIGITAL COMMUNICATIONS SYSTEM</u></p> <p>It is recommended that the Law Enforcement Assistance Administration encourage privately funded research and development for the design, manufacture, operation, and study of a pilot digital communications system. Such a system should include, as a minimum, automated vehicle locator devices, realtime unit status reporting devices, and vehicular visual display devices with hardcopy capability.</p> <p>RECOMMENDATION 23.2</p> <p><u>STANDARDIZED RADIO EQUIPMENT</u></p> <p>It is recommended that a national commission with representatives from all states be formed to study, develop, and supervise implementation of a program for communications equipment standardization. Once specifications have been set, police agencies should adhere to them and not buy equipment that does not meet these standards.</p> <p>RECOMMENDATION 23.3</p> <p><u>FREQUENCY CONGESTION</u></p> <p>It is recommended that there be a federally funded national study and evaluation of frequency spectrum requirements for police, and that such a study be initiated immediately.</p> <p>STANDARD 24.1</p> <p><u>POLICE REPORTING</u></p> <p>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.</p> <p>1. Every police agency should immediately publish the circumstances which require an officer to complete a report, and should provide printed forms for crime, arrest, and other reports. Such forms should have enough appropriately headed fill-in boxes and companion instructions to assist the officer in obtaining and reporting all necessary information.</p> <p>a. There should be a forms control procedure which subjects every departmental form to initial approval and periodic review to determine if the form's use is appropriate and the information called for is necessary.</p> <p>b. Field reports should be as simple as possible to complete, and then design should permit systematic collection of data that can be automated.</p> <p>2. Every agency should immediately consider adopting policies that allow reports of misdemeanors and miscellaneous incidents to be accepted by telephone when:</p>						

Remarks

Standards and Goals	Accept	Reject	C	PC	NC	Year 1-5
<p>a. No field investigation appears necessary; and</p> <p>b. The efforts of the patrol force would otherwise be diverted from higher priority duties.</p> <p>3. Where the volume calls for service dictates, every agency should free its patrol units immediately for priority calls by assigning other personnel to one-man units whose primary function is preliminary investigation and the subsequent completion of reports.</p> <p>4. Every state should, by 1976, enact legislation requiring that, at the time arrest warrants are issued or recalled, notification be made to the State or other State designated agency by the court 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 a central reporting agency of the contact or arrest within 5 hours. 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</p> <p>a. Name;</p> <p>b. Residence Address</p> <p>c. Sex;</p> <p>d. Color of hair and eyes;</p> <p>e. Date of birth.</p> <p>5. Every state should, by 1976, require every police agency to report to a State or other designated agency information necessary for:</p> <p>a. The identification of persons known to have been armed, considered dangerous, or known to have resisted arrest;</p> <p>b. The identification of vehicles wanted in connection with the investigation of felonies or serious misdemeanors;</p> <p>c. The identification of unrecovered stolen vehicles;</p> <p>d. The identification of unrecovered stolen Vehicle Identification Number (VIN) plates and serially identified engines and transmissions;</p> <p>e. The identification of unrecovered stolen or missing license plates;</p> <p>f. Identification of serially numbered stolen or lost weapons; and</p> <p>g. The identification of serially numbered stolen property items.</p> <p>✓STANDARD 24.2</p> <p><u>BASIC POLICE RECORDS</u></p> <p>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.</p>						

Remarks

Standards and Goals	Remarks					
	Accept	Reject	C	PC	NC	Year 1-5
<p>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.</p> <p>1. Every police agency should immediately implement a full-time telephone service sufficient to provide prompt answering of calls for service.</p> <p>a. Emergency telephone calls should be answered within 30 seconds, and nonemergency telephone calls should be answered within 60 seconds.</p> <p>b. Procedures should be adopted to control the quality of police response to telephonic requests for service and information.</p> <p>2. Every police agency should immediately 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.</p> <p>3. Every police agency should immediately 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.</p> <p>4. Every police agency with a full-time telephone service should, by 1978, acquire and operate failsafe recording equipment that will allow endless or continuous recording of all incoming complaint calls and instantaneous playback of those calls.</p> <p>5. Every police agency with full-time telephone service should, by 1982, operate that service from facilities designed to be reasonably secure from physical attack and sabotage. This security should extend to overhead telephone trunk line dropwires running between aerial cables and the full-time telephone service facility.</p> <p>6. Every police agency should, by 1982, obtain single universal emergency telephone service, and the cost of such service should be borne by the private telephone subscriber.</p> <p>7. Pilot Automatic Number Identification Universal Emergency Telephone Systems should be installed to assess technical feasibility, cost-effectiveness for police and public acceptance.</p> <p style="text-align: center;">STANDARD 23.2 <u>COMMAND AND CONTROL OPERATIONS</u></p> <p>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.</p> <p>1. Every police agency should immediately install a 24-hour two-way radio capability providing continuous communication between a communications center and field units. Agencies</p>						

Remarks

Standards and Goals	Remarks					
	Accept	Reject	C	PC	NC	Year 1-5
<p>too small to maintain a full-time communications center should 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.</p> <p>2. Every police chief executive should immediately 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 7 minutes, and in the case of a nonemergency call, does not exceed 15 minutes.</p> <p>3. Every agency should, by 1978, 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.</p> <p>4. Every police agency should immediately 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.</p> <p>5. Every agency operating a full-time communications center and employing 15 or more persons should, by 1975, install suitable equipment to provide access to local, State, and Federal criminal justice information systems.</p> <p>6. Every police agency having a full-time communications center should, by 1978, operate from facilities designed to be reasonably secure from physical attack and sabotage.</p> <p style="text-align: center;">STANDARD 23.3 <u>RADIO COMMUNICATIONS</u></p> <p>Every police agency should immediately insure that its radio communications system makes the most efficient use of its radio frequency.</p> <p>1. Every state should immediately 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.</p> <p>2. Every agency should, by 1978, have a base station, mobile, and portable radio equipment capable of two-way operation on a common statewide police radio frequency.</p> <p>3. Every agency should, by 1980, 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.</p>						

Standards and Goals	Remarks					
	Accept	Reject	C	PC	NC	Year 1-5
<p>✓ RECOMMENDATION 23.1</p> <p><u>DIGITAL COMMUNICATIONS SYSTEM</u></p> <p>It is recommended that the Law Enforcement Assistance Administration encourage privately funded research and development for the design, manufacture, operation, and study of a pilot digital communications system. Such a system should include, as a minimum, automated vehicle locator devices, realtime unit status reporting devices, and vehicular visual display devices with hardcopy capability.</p> <p>✓ RECOMMENDATION 23.2</p> <p><u>STANDARDIZED RADIO EQUIPMENT</u></p> <p>It is recommended that a national commission with representatives from all states be formed to study, develop, and supervise implementation of a program for communications equipment standardization. Once specifications have been set, police agencies should adhere to them and not buy equipment that does not meet these standards.</p> <p>✓ RECOMMENDATION 23.3</p> <p><u>FREQUENCY CONGESTION</u></p> <p>It is recommended that there be a federally funded national study and evaluation of frequency spectrum requirements for police, and that such a study be initiated immediately.</p> <p>STANDARD 24.1</p> <p><u>POLICE REPORTING</u></p> <p>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.</p> <p>1. Every police agency should immediately publish the circumstances which require an officer to complete a report, and should provide printed forms for crime, arrest, and other reports. Such forms should have enough appropriately headed fill-in boxes and companion instructions to assist the officer in obtaining and reporting all necessary information.</p> <p>a. There should be a forms control procedure which subjects every departmental form to initial approval and periodic review to determine if the form's use is appropriate and the information called for is necessary.</p> <p>b. Field reports should be as simple as possible to complete, and then design should permit systematic collection of data that can be automated.</p> <p>2. Every agency should immediately consider adopting policies that allow reports of misdemeanors and miscellaneous incidents to be accepted by telephone when:</p>						

Standards and Goals	Remarks					
	Accept	Reject	C	PC	NC	Year 1-5
<p>a. No field investigation appears necessary; and</p> <p>b. The efforts of the patrol force would otherwise be diverted from higher priority duties.</p> <p>3. Where the volume calls for service dictates, every agency should free its patrol units immediately for priority calls by assigning other personnel to one-man units whose primary function is preliminary investigation and the subsequent completion of reports.</p> <p>4. Every state should, by 1976, enact legislation requiring that, at the time arrest warrants are issued or recalled, notification be made to the State or other State designated agency by the court 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 a central reporting agency of the contact or arrest within 5 hours. 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</p> <p>a. Name;</p> <p>b. Residence Address</p> <p>c. Sex;</p> <p>d. Color of hair and eyes;</p> <p>e. Date of birth.</p> <p>5. Every state should, by 1976, require every police agency to report to a State or other designated agency information necessary for:</p> <p>a. The identification of persons known to have been armed, considered dangerous, or known to have resisted arrest;</p> <p>b. The identification of vehicles wanted in connection with the investigation of felonies or serious misdemeanors;</p> <p>c. The identification of unrecovered stolen vehicles;</p> <p>d. The identification of unrecovered stolen Vehicle Identification Number (VIN) plates and serially identified engines and transmissions;</p> <p>e. The identification of unrecovered stolen or missing license plates;</p> <p>f. Identification of serially numbered stolen or lost weapons; and</p> <p>g. The identification of serially numbered stolen property items.</p> <p>STANDARD 24.2</p> <p><u>BASIC POLICE RECORDS</u></p> <p>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.</p>						

Remarks

Standards and Goals	Remarks					
	Accept	Reject	C	PC	NC	Year 1-5
<p>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 accidents.</p> <p>2. The state 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, and requests from other agencies for notification of arrest.</p> <p style="text-align: center;">✓ STANDARD 24.3 <u>DATA RETRIEVAL</u></p> <p>Every police agency should establish a cost-effective, compatible information system to collect, store and retrieve information moving through the agency. The use of such a system should be directed toward crime reduction without sacrificing local autonomy.</p> <p>1. Every police agency should, by 1975, have the capability to retrieve statewide criminal information and provide it to field personnel within 3 minutes of the time requested. This capability should at least include information on:</p> <ul style="list-style-type: none"> a. Individuals who are the subject of an arrest warrant for a felony or serious misdemeanor; b. 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 Identification Number plates and serially identified engines and transmissions; f. Unrecovered stolen or missing license plates; g. Serially identified stolen or lost weapons; and n. Serially numbered stolen property items. <p>2. Every police agency using, or planning to use, a computer-based information system should take immediate steps to insure that the primary objective of such a system is a rapid, <u>accurate</u> response to the information needs of field units. Agencies developing or operating a computer-based information system should immediately identify critical information groups and assign priorities to them according to the requirements of the system user. Critical information groups should include at least:</p> <ul style="list-style-type: none"> a. Information on wanted persons; b. Abstract data on criminal convictions, parole status, penitentiary releases, and vital criminal record information; 						

Remarks

Standards and Goals	Remarks					
	Accept	Reject	C	PC	NC	Year 1-5
<p>c. Information that forewarns an officer of persons known to have been armed, and other potential dangers; and</p> <p>d. Information on stolen property and vehicles.</p> <p>3. Every agency developing or operating a computer-based information system should immediately 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.</p> <p style="text-align: center;">✓ STANDARD 24.4 <u>POLICE TELECOMMUNICATIONS</u></p> <p>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.</p> <p>1. Every police agency should develop and maintain, by 1974, immediate access to existing local, State, and Federal law enforcement telecommunications networks.</p>						

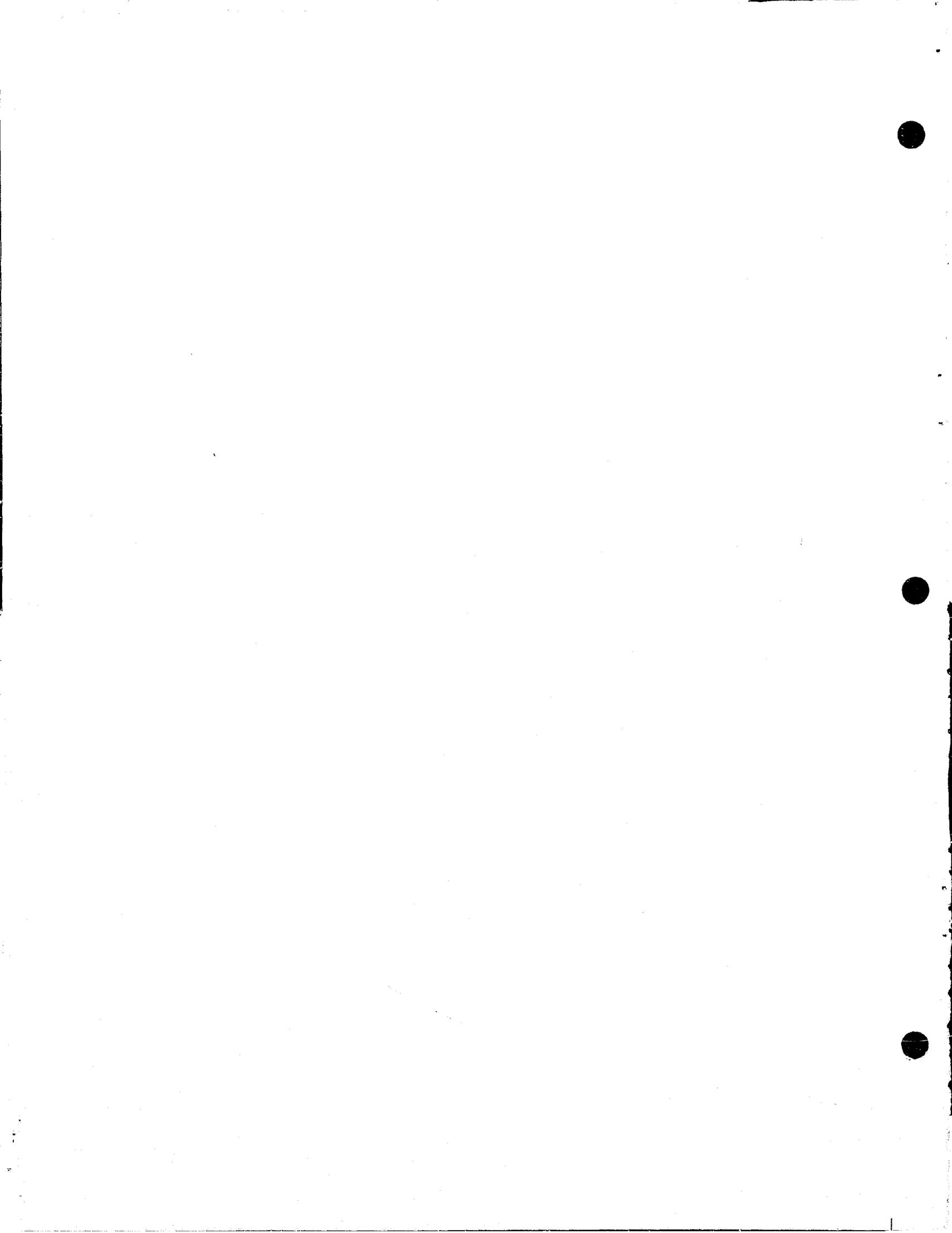
Remarks

Standards and Goals	Remarks					
	Accept	Reject	C	PC	NC	Year 1-5
<p>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 accidents.</p> <p>2. The state 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, and requests from other agencies for notification of arrest.</p> <p style="text-align: center;">✓ STANDARD 24.3 <u>DATA RETRIEVAL</u></p> <p>Every police agency should establish a cost-effective, compatible information system to collect, store and retrieve information moving through the agency. The use of such a system should be directed toward crime reduction without sacrificing local autonomy.</p> <p>1. Every police agency should, by 1975, have the capability to retrieve statewide criminal information and provide it to field personnel within 3 minutes of the time requested. This capability should at least include information on:</p> <ul style="list-style-type: none"> a. Individuals who are the subject of an arrest warrant for a felony or serious misdemeanor; b. 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 Identification 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. <p>2. Every police agency using, or planning to use, a computer-based information system should take immediate steps to insure that the primary objective of such a system is a rapid, <u>accurate</u> response to the information needs of field units. Agencies developing or operating a computer-based information system should immediately identify critical information groups and assign priorities to them according to the requirements of the system user. Critical information groups should include at least:</p> <ul style="list-style-type: none"> a. Information on wanted persons; b. Abstract data on criminal convictions, parole status, penitentiary releases, and vital criminal record information; 						

Remarks

Standards and Goals	Remarks					
	Accept	Reject	C	PC	NC	Year 1-5
<p>c. Information that forewarns an officer of persons known to have been armed, and other potential dangers; and</p> <p>d. Information on stolen property and vehicles.</p> <p>3. Every agency developing or operating a computer-based information system should immediately 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.</p> <p style="text-align: center;">✓ STANDARD 24.4 <u>POLICE TELECOMMUNICATIONS</u></p> <p>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.</p> <p>1. Every police agency should develop and maintain, by 1974, immediate access to existing local, State, and Federal law enforcement telecommunications networks.</p>						





Section VI

Task Planning Sheets

In this section, 56 standards and goals task planning sheets are included to aid planning efforts regarding the implementation of standards and goals.

These sheets should be completed while referring to the comments and notations made on the standards and goals worksheets. The task planning sheets provide the fundamental information areas required to indicate planning area, product, timing, priority, and cost. Local needs and purposes may require expansion, modification, or rejection of component parts of the information indicated on these sheets.

Description of Required Information

Budget Program - This space is for the inclusion of a budget program for those departments who have or are planning to use program budgeting.

Development Schedule - Place a check in the year or years in which research of the various alternatives or actions required for the department to meet or exceed the standards considered in this topic area will begin.

Implementation Schedule - Place a check in the year or years in which implementation of the actions necessary to meet the standards under this topic area will begin.

Review Schedule - Place a check in the year or years in which review of departmental status and progress in this topic area is required.

Priority - Indicate the year this topic is to be considered and its priority in relation to the other topic areas that fall in the same year. Priority setting should be accomplished after all tasks have been time phased by year. For example, if 20 out of the 56 tasks are to begin in the first year, rank the 20 tasks by number in order of priority. You may wish to use a standard code to designate the priority within a year. For example, a code using the numbers one, two, and three (the number one indicating a high priority within the year; two, a medium priority; and three, a low priority) would indicate a high in-year priority, and consideration would be given that priority during the early part of the year. Likewise, if ranked as a low priority, it would not warrant action until the latter part of the year.

Technical Assistance - While developing a topic area for implementation, outside assistance from other departments or organizations may be desired. The estimated expenditures for bringing a person to the department should be indicated by year. Estimates can be based on average round-trip air fare, per diem expenses, and an average fee (if required).

Contractual Support - Consultants may be required to aid with technical considerations, plans (such as communications studies, etc.) and implementation requirements. Indicate the estimated cost of the contract under the year in which it is planned.

Travel - It may be necessary for department personnel to visit other agencies to review their approach for replication. Estimate funds needed and indicate them by year. (Estimates can be based on average round-trip air fares and per diem expenses.)

Other - This is for any anticipated miscellaneous expenses, such as the cost for printing a department manual.

A sample task sheet precedes the one included for your use.

Review of the commentary (including rationale and examples) accompanying the various recommended standards and goals contained in the Report on Police is necessary to fully appreciate their potential impact and effect.

Standards and Goals Task Planning Sheet

Area of Concern: ADMINISTRATION

Topic Area: NEWS MEDIA RELATIONS

Applicable Standards:

1.7 News Media Relations

Budget Program:

Purpose: To define and establish the relationship and communication flow between this department and the news media.

Products: Develop guidelines to establish liason, cooperation, and coordination between this department and the news media, including the dissemination of information within legal restraints and formulated policies and procedures.

Sample

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule	✓				
Implementation Schedule	✓				
Review Schedule		✓	✓	✓	✓
Priority	1	2	3	3	3

Fiscal Requirements					
Technical Assistance	\$200				
Contractual Support					
Travel	\$200				
Other					
Total	\$400				

Area of Concern: ADMINISTRATION

Topic: POLICY

Applicable Standards:

- 1.1 The Police Function
- 1.2 Limits of Authority
- 1.3 Police Discretion
- 1.4 (1) Communicating with the Public
- 1.7 News Media Relations
- 2.2 Establishment of Policy
- 5.3 Commitment to Planning
- 5.7 Fiscal Management Procedures
- 18.1 The Police Executive and Employee Relations
- 18.4 (2) Work Stoppages and Job Actions
- 19.1 Foundation for Internal Discipline
- 19.3 (3) Investigative Responsibility
- 19.5 (6) Adjudication of Complaints

Budget Program:

Purpose: To embody the philosophies, principles, attitudes, values and intentions of management.

Products: Guidance and direction to assist the employee in determining his or her course of action and to provide legal protection to him/her when he/she follows that course. To be accomplished by the development and continual refinement of a departmental manual.

(Administration policies should be specifically considered under the Administration topics, contained in the following pages, which relate to the areas of policy being addressed.)

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Fiscal Requirements

Technical Assistance

Contractual Support

Travel

Other

Total

Area of Concern: ADMINISTRATION

Topic: PROCEDURE

Applicable Standards:

- 1.4 (1) Communication with the Public
- 18.1 The Police Executive and Employee Relations
- 18.2 Police Employee Organizations
- 19.1 Foundation for Internal Discipline
- 19.2 Complaint Reception Procedures
- 19.4 (1) Investigation Procedures

Budget Program:

Purpose: Methodology of implementing policies to achieve department objectives.

Products: Required actions reflected in written procedures to be incorporated into department manual.

(Administrative procedures should be specifically considered under the Administration topics, contained in the following pages, which relate the areas of policy being addressed.)

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Fiscal Requirements

Technical Assistance

Contractual Support

Travel

Other

Total

Standards and Goals Task Planning Sheet

Standards and Goals Task Planning Sheet

Area of Concern: ADMINISTRATION

Topic: POLICE ROLE

Applicable Standards:

- 1.1 The Police Function
- 1.5 Police Understanding of Their Role
- 2.1 Development of Goals and Objectives

Budget Program:

Purpose: To define and inform the public of the role of this department as an agency of local government.

Products: Defined functional responsibilities and objectives of this policy agency and a greater public awareness of them. Transfer of functions that are not a police responsibility to appropriate city agencies.

Area of Concern: ADMINISTRATION

Topic: ORGANIZATIONAL STRUCTURE

Applicable Standards:

- 5.1 Responsibility for Police Service

Budget Program:

Purpose: Analyze the existing structure, and identify the optimal organizational structure for this department.

Products: Established organizational structure that will insure effective and efficient performance of the police function necessary to fulfill the department's role within the community.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Area of Concern: ADMINISTRATION

Topic: FISCAL MANAGEMENT

Applicable Standards:

- 5.6 Responsibility for Fiscal Management
- 5.7 Fiscal Management Procedures
- 5.8 Funding

Budget Program:

Purpose: To provide this department with fiscal management capabilities and to establish policies and procedures for fiscal management.

Products: Departmental fiscal planning and program budget preparation and control through improved administrative and management support to the chief.

Developed policies and procedures for fiscal management.

Development Schedule

Implementation Schedule

Review Schedule

Priority

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Fiscal Requirements

Technical Assistance

Contractual Support

Travel

Other

Total

Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Area of Concern: ADMINISTRATION

Topic: NEWS MEDIA RELATIONS

Applicable Standards:

- 1.7 News Media Relations

Budget Program:

Purpose: To define and establish the relationship and communication flow between this department and the news media.

Products: Developed guidelines to establish liaison, cooperation, and coordination between this department and the news media, including the dissemination of information within legal restraints and formulated policies and procedures.

Development Schedule

Implementation Schedule

Review Schedule

Priority

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Fiscal Requirements

Technical Assistance

Contractual Support

Travel

Other

Total

Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Standards and Goals Task Planning Sheet

Standards and Goals Task Planning Sheet

Area of Concern: ADMINISTRATION

Topic: COMMUNITY RELATIONS

Applicable Standards:

- 1.4 Communicating with the Public
- 1.6 Public Understanding of the Police Role

Budget Program:

Purpose: Recognizing the requisite support of the community in order to perform its police function, the department seeks to explore and develop new and improved methods of communicating and interacting with the public.

Products: Expanded methods for police-community interactions and greater involvement of the community in the promotion of crime prevention and public safety.

Recommended policies and procedures relating to community relations and interactions.

Area of Concern: ADMINISTRATION

Topic: INTERNAL DISCIPLINE

Applicable Standards:

- 19.1 Foundation for Internal Discipline
- 19.2 Complaint Reception Procedures
- 19.3 Investigative Responsibility
- 19.4 Investigation Procedures
- 19.5 Adjudication of Complaints
- 19.6 Positive Prevention of Police Misconduct
- Rec. 19.1 Study in Police Corruption

Budget Program:

Purpose: To provide for improved control of employee conduct, processing and investigation of community and internal complaints, the fair and impartial enforcement of discipline and the resultant adjudication of all complaints with the results provided to the complainant.

Products: Improved policies and procedures relating to conduct, including their incorporation into departmental training programs and promotional examinations.

Established administrative mechanism for investigating and adjudicating complaints.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Fiscal Requirements

Technical Assistance					
Contractual Support					
Travel					
Other					

79 Total

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Fiscal Requirements

Technical Assistance					
Contractual Support					
Travel					
Other					

Total

Area of Concern: ADMINISTRATION

Topic: INSPECTIONS

Applicable Standard:

2.3 Inspections

Budget Program:

Purpose: To review and make necessary improvements on the formal inspection system in order to provide the Chief of Police with evaluative data regarding the efficiency and effectiveness of the department.

Products: Improved line and staff inspection systems.

Area of Concern: ADMINISTRATION

Topic: DISCRETION

Applicable Standards:

- 1.2 Limits of Authority
- 1.3 Police Discretion

Budget Program:

Purpose: To explore and establish limits on discretion that guide this agency's personnel in administrative and operational duties and to make public the legal limits of authority under which the police agency functions.

Products: Established limits of discretion incorporated into departmental policies, procedures, and training programs.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Standards and Goals Task Planning Sheet

Standards and Goals Task Planning Sheet

Area of Concern: ADMINISTRATION

Topic: EMPLOYEE RELATIONS

Applicable Standards:

- 18.1 The Police Executive and Employee Relations
- 18.2 Police Employee Organizations
- 18.4 Work Stoppages and Job Actions

Budget Program:

Purpose: To develop, define, and implement the position of this department concerning employee relations including police employee organizations, collective negotiations, work stoppages and job actions.

Products: Developed approaches, policies and procedures to provide for effective communications within the agency and recommendations on the use of employee relations specialists, collective negotiations and employee organizations.

Area of Concern: ADMINISTRATION

Topic: PLANNING

Applicable Standards:

- 5.3 Commitment to Planning
- 5.4 Agency and Jurisdictional Planning

Budget Program:

Purpose: To develop written policies which state the department's commitment to planning and written procedures to guide that planning and to develop or improve agency and jurisdictional planning capabilities.

Products: Written policies and procedures.
Developed or improved planning capabilities.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
18 Total	<hr/>				

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total	<hr/>				

Area of Concern: ADMINISTRATION

Topic: Unusual Occurrences

Applicable Standards:

- 7.1 Command and Control Planning
- 7.2 Executive Responsibility
- 7.3 Organizing for Control
- 7.4 Mass Processing of Arrestees
- 7.5 Legal Considerations

Budget Program:

Purpose: To develop a contingency plan for mass disorder and disaster control.

Products: Unusual occurrence contingency plans.

Area of Concern: PERSONNEL

Topic: POLICY

Applicable Standards:

- 13.5 (4) The Selection Process
- 13.6 Employment of Women
- 17.1 Personnel Development for Promotion and Advancement

Budget Program:

Purpose: To research and develop personnel policies which reflect this department's position in order to offer sufficient guidance to the agency and its personnel in performing their functions within acceptable limits.

Products: Written personnel policies to be incorporated into the department manual.

(Personnel policies should be specifically considered under the Personnel topics, contained in the following pages, which relate to the areas of policy being addressed.)

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Standards and Goals Task Planning Sheet

Standards and Goals Task Planning Sheet

Area of Concern: PERSONNEL

Topic: PROCEDURE

Applicable Standards:

- 8.2 (2,f) Enhancing the Role of the Patrol Officer
- 13.5 (4) The Selection Process
- 13.6 (1) Employment of Women
- 14 Classification and Pay

Budget Program:

Purpose: To research and develop written procedures which provide this department and its personnel with definitive courses of action.

Products: Required actions reflected in written procedures to be incorporated into the department manual.

(Personnel procedures should be specifically considered under the Personnel Topics contained in the following pages which relate to the area of policy being considered.)

Area of Concern: PERSONNEL

Topic: RECRUITMENT AND SELECTION

Applicable Standards:

- 13.1 General Police Recruiting
- 13.2 College Recruiting
- 13.3 Minority Recruiting
- 13.4 State Mandated Minimum Standards for the Selection of Police Officers
- 13.5 The Selection Process
- 13.6 Employment of Women
- 20.1 Entry-level Physical and Psychological Examinations
- 20.2 Continuing Physical Fitness
- Rec. 13.1 Job-Related Ability and Personality Inventory Tests for Police Applicants
- Rec. 13.2 Development and Validation of a Selection Scoring System

Budget Program:

Purpose: To design a progressive recruitment and selection process which will attract and retain high quality personnel, including minority group members, needed to properly fulfill the role and mission of the department.

Products: An improved recruitment and selection process to fulfill the personnel requirements of this department, attention to be given to: college recruiting, minority recruiting and the employment of women, and to include physical and psychological examinations.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Area of Concern: PERSONNEL

Topic: DEVELOPMENT, PROMOTION AND ADVANCEMENT

Applicable Standards:

- 17.1 Personnel Development for Promotion and Advancement
- 17.2 Formal Personnel Development Activities
- 17.3 Personnel Evaluation for Promotion and Advancement
- 17.4 Administration of Promotion and Advancement

Budget Program:

Purpose: To identify and develop methods to fully develop and utilize sworn and non-sworn departmental personnel.

Products: Articulated methods and criteria for personnel development, promotion and advancement leading to improved job satisfaction and performance, including evaluation.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Area of Concern: PERSONNEL

Topic: CLASSIFICATION AND PAY

Applicable Standards:

- 14.1 Police Salaries
- 14.2 Position Classification Plan

Budget Program:

Purpose: To develop an equitable and workable classification and pay plan based on carefully constructed job criteria which is designed to attract and retain the quality level of personnel needed to fulfill the role of the department.

Products: A classification and pay plan based upon the job to be performed.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Standards and Goals Task Planning Sheet

Area of Concern: PERSONNEL

Topic: PERSONNEL UTILIZATION

Applicable Standards:

- 10.1 Assignment of Civilian Police Personnel
- 10.2 Selection and Assignment of Reserve Police Officers
- 13.2 (2) College Recruiting

Budget Program:

Purpose: To explore the most profitable use of manpower alternatives so as to reduce costs, increase efficiency, and release more sworn officers for uses more specifically attuned to their training and skills. This to include exploration of the desirability and feasibility of establishing reserve utilization and police cadet programs.

Products: Improved use of sworn and civilian personnel.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Fiscal Requirements

- Technical Assistance
- Contractual Support
- Travel
- Other

88 Total

Standards and Goals Task Planning Sheet

Area of Concern: PERSONNEL

Topic: EDUCATION

Applicable Standards:

- 15.1 Educational Standards for the Selection of Police Personnel
- 15.2 Educational Incentives for Police Officers
- 15.3 College Credit for the Completion of Police Training Programs
- Rec. 15.1 Identification of Police Educational Needs

Budget Program:

Purpose: To establish entry and promotional educational requirements and incentives to insure the acquisition and retention of qualified personnel within the department.

Products: Standards for entry level and promotional requirements, educational incentive programs and college credit for completion of police training programs.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Fiscal Requirements

- Technical Assistance
- Contractual Support
- Travel
- Other

Total

Area of Concern: PERSONNEL

Topic: EMPLOYEE SERVICES

Applicable Standards:

- 20.3 Employee Services
- 20.4 Health Insurance
- 20.5 State Retirement Plan
- Rec. 20.1 Police Officer Benefits for Duty-Connected Injury, Disease, and Death

Budget Program:

Purpose: To review procedures for department employees and their families to receive all benefits and compensations to which they are entitled.

Products: Establishment of means by which employees are informed of an guaranteed receipt of departmental benefits and compensations; perhaps through the establishment of an Employee Services Unit, which could operate on either a part- or full-time basis.

Status reports on jurisdictional retirement plan and other employee benefits.

Area of Concern: TRAINING

Topic: POLICY

Applicable Standards:

(No Specific Reference)

Budget Program:

Purpose: To research and develop training policies which reflect this department's position; to offer guidance to the agency and its personnel in performing their functions within acceptable limits.

Products: Written policies to be incorporated into the department's manual.

(Training policy should be specifically considered under the Training Topics, contained in the following pages, which relate to the areas of policy being addressed.)

Development Schedule

Implementation Schedule

Review Schedule

Priority

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Fiscal Requirements

Technical Assistance

Contractual Support

Travel

Other

Total

Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Development Schedule

Implementation Schedule

Review Schedule

Priority

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Fiscal Requirements

Technical Assistance

Contractual Support

Travel

Other

Total

Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Standards and Goals Task Planning Sheet

Standards and Goals Task Planning Sheet

Area of Concern: TRAINING

Topic: PROCEDURE

Applicable Standards:

(No Specific Reference)

Budget Program:

Purpose: To research and develop training procedures which provide this department and its personnel with definitive courses of action.

Products: Required actions reflected in written procedures to be incorporated into the departmental manual.

(Training procedures should be specifically considered under the Training Topics, contained in the following pages, which relate to the areas of policy being addressed.)

Area of Concern: TRAINING

Topic: PROGRAM DEVELOPMENT

Applicable Standards:

16.2 Program Development

Budget Program:

Purpose: To develop an effective overall training program which meets the needs of the agency and effectively responds to community service requirements.

Products: A comprehensive training program encompassing but not limited to recruitment, inservice, specialized, management, and interpersonal communications training.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
87 Total					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Area of Concern: TRAINING

Topic: INSTRUCTION QUALITY CONTROL

Applicable Standards:

16.6 Instruction Quality Control

Budget Program:

Purpose: To insure that effective training takes place through the establishment of performance objectives measured through established criteria.

Products: Performance acceptability criteria for each area of training.

Development Schedule

Implementation Schedule

Review Schedule

Priority

Fiscal Requirements

Technical Assistance

Contractual Support

Travel

Other

Total

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Area of Concern: TRAINING

Topic: PREPARATORY TRAINING

Applicable Standards:

16.3 Preparatory Training

Budget Program:

Purpose: To develop comprehensive preparatory training programs to equip agency personnel with the knowledge and skills necessary to perform the tasks assigned by the department in responding to community needs.

Products: An effective preparatory training program.

Development Schedule

Implementation Schedule

Review Schedule

Priority

Fiscal Requirements

Technical Assistance

Contractual Support

Travel

Other

Total

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Standards and Goals Task Planning Sheet

Standards and Goals Task Planning Sheet

Area of Concern: TRAINING

Topic: INSERVICE TRAINING

Applicable Standards:

16.5 Inservice Training

Budget Program:

Purpose: To establish or improve inservice training programs to maintain an effective level of performance from every agency employee.

Products: Inservice training program(s).

Area of Concern: TRAINING

Topic: POLICE TRAINING ACADEMIES AND CRIMINAL JUSTICE TRAINING CENTERS

Applicable Standards:

16.7 Police Training Academies and Criminal Justice Training Centers

Budget Program:

Purpose: To provide every police employee with the means to obtain state established minimum training through the establishment of local, regional, or state training centers.

Products: Identification of the most cost-effective method(s) of offering training to all police employees.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Fiscal Requirements

Technical Assistance

Contractual Support

Travel

Other

68 Total

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Fiscal Requirements

Technical Assistance

Contractual Support

Travel

Other

Total

Area of Concern: TRAINING

Topic: INTERPERSONAL COMMUNICATIONS TRAINING

Applicable Standards:

16.4 Interpersonal Communications Training

Budget Program:

Purpose: To expand the interpersonal communications skills of agency personnel since it is essential to the effective exchange of information between the police, other elements of the criminal justice system structure, and the public.

Products: Interpersonal communications training program.

Area of Concern: TRAINING

Topic: STATE LEGISLATION AND FISCAL ASSISTANCE

Applicable Standards:

16.1 State Legislation and Fiscal Assistance for Police Training

Budget Program:

Purpose: To encourage the state to enact legislation setting minimum standards for police training in order to provide the citizenry with a common quality of protection and service from police employees throughout the state.

Products: Status report on state action and local efforts supportive of the establishment of statewide minimum standards.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Standards and Goals Task Planning Sheet

Standards and Goals Task Planning Sheet

Area of Concern: TRAINING

Topic: TRAINING FOR UNUSUAL OCCURRENCES

Applicable Standards:

7.6 Training for Unusual Occurrences

Budget Program:

Purpose: To develop or improve formal training in the handling and control of mass disorders and natural disasters.

Products: Developed or improved unusual occurrence training programs.

Area of Concern: OPERATIONS

Topic: POLICY

Applicable Standards:

8.1 Establishing the Role of the Patrol Officer
 8.2 Enhancing the Role of the Patrol Officer
 9.2 Selection for Specialized Assignment

9.6 (4) Traffic Operations
 9.7 (6, a) Criminal Investigation
 9.8 (1) Special Crime Tactical Forces
 9.9 (1,6) Vice Operations
 9.10 (5) Narcotic and Drug Investigations

Budget Program:

Purpose: To research and develop operational policies which reflect this department's position and offer sufficient guidance to the agency and its personnel in performing their functions within acceptable limits.

Products: Written policies to be incorporated into the departmental manual.

(Operation policies should be specifically considered under the Operations Topics, contained in the following pages, which relate to the areas of policy being addressed.)

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Area of Concern: OPERATIONS

Topic: PROCEDURES

Applicable Standards:

- 8.2 (2,i) Enhancing the Role of the Patrol Officer
- 8.3 (4) Deployment of Patrol Officers
- 9.2 (1,6) Selection for Specialized Assignment
- 9.7 (5,6,a,7,a) Criminal Investigations
- 9.8 (1) Special Crime Tactical Forces
- 9.9 (6) Vice Operations
- 9.10 (5) Narcotic and Drug Investigations

Budget Program:

Purpose: To develop written procedures which provide this department and its personnel with definitive courses of action.

Products: Required actions reflected in written procedures to be incorporated into the department manual.

(Operations procedures should be specifically considered under the Operations Topics, contained in the following pages, which relate to the areas of policy being addressed.)

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Area of Concern: OPERATIONS

Topic: PATROL OPERATIONS

Applicable Standards:

- 8.1 Establishing the Role of the Patrol Officer
- 8.2 Enhancing the Role of the Patrol Officer
- 8.3 Deployment of Patrol Officers

Budget Program:

Purpose: To establish and enhance the role of the patrol officer and develop deployment systems which will improve the department's efficiency in delivering patrol services.

Products: Enhanced role of patrolmen and patrol operations.

Improved patrol deployment system.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Standards and Goals Task Planning Sheet

Standards and Goals Task Planning Sheet

Area of Concern: OPERATIONS

Topic: SPECIALIZATION

Applicable Standards:

- 9.1 Specialized Assignment
- 9.2 Selection for Specialized Assignment
- 9.3 Annual Review of Agency Specialization
- 9.4 State Specialists

Budget Program:

Purpose: To establish and review levels of specialization within the department required to effectively meet departmental and community needs.

Products: Established levels of specialization which enhance the ability of the department to respond to community crime and service demands.

Area of Concern: OPERATIONS

Topic: CRIMINAL INVESTIGATION

Applicable Standards:

- 9.7 Criminal Investigation

Budget Program:

Purpose: To research possible improvements (with special emphasis on the use of patrol officers in preliminary investigations) which will contribute to this department's effectiveness in performing the investigative function, and to improve the management of that function.

Products: Improved investigative capabilities.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Fiscal Requirements

- Technical Assistance
- Contractual Support
- Travel
- Other

88 Total

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Fiscal Requirements

- Technical Assistance
- Contractual Support
- Travel
- Other

Total

Standards and Goals Task Planning Sheet

Standards and Goals Task Planning Sheet

Area of Concern: OPERATIONS

Area of Concern: OPERATIONS

Topic: TRAFFIC OPERATIONS

Topic: SPECIAL CRIME TACTICAL FORCES

Applicable Standards:

Applicable Standards:

9.6 Traffic Operations

9.8 Special Crime Tactical Forces

Budget Program:

Budget Program:

Purpose: To evaluate current traffic operations and examine each area in order to contribute to the effective management of traffic flow and traffic safety.

Purpose: To analyze the department's needs regarding the expansion or modification of a Special Crime Tactical Force which would be available for deployment against special crime problems.

Products: Improved traffic operations resulting in increased automotive and pedestrian safety and reduced property damage.

Products: Reduction of crime incidence and improved apprehension rate through the use of special crime tactical forces.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Fiscal Requirements

Fiscal Requirements

Technical Assistance					
Contractual Support					
Travel					
Other					
Total	<hr/>				

Technical Assistance					
Contractual Support					
Travel					
Other					
Total	<hr/>				

Standards and Goals Task Planning Sheet

Standards and Goals Task Planning Sheet

Area of Concern: OPERATIONS

Topic: VICE, NARCOTICS, AND INTELLIGENCE OPERATIONS

Applicable Standards:

- 9.9 Vice Operations
- 9.10 Narcotic and Drug Investigations
- 9.11 Intelligence Operations

Budget Program:

Purpose: To study and make necessary improvements in intelligence gathering operations and the investigation of organized vice and narcotics activities, especially concerning intra- and inter-agency cooperation and coordination.

Products: Improved intelligence operations and a reduction in organized vice and narcotic activities.

Improved intra-departmental and inter-agency communications.

Area of Concern: OPERATIONS

Topic: TEAM POLICING

Applicable Standards:

- 6.1 Selecting a Team Policing Plan
- 6.2 Implementation of Team Policing

Budget Program:

Purpose: To examine and determine the desirability and feasibility of team policing.

Products: Recommendations on the need and feasibility of implementing team policing concepts.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Area of Concern: SUPPORT SERVICES

Topic: POLICY

Applicable Standard:

24.1 (2) Police Reporting

Budget Program:

Purpose: To research and develop Support Service policies which reflect this department's position and offer sufficient guidance to the agency and its personnel in performing their functions within acceptable limits.

Products: Written policies to be incorporated into department manual.

(Support Service policy should be specifically considered under the Support Services Topics, contained in the following pages, which relate to the areas of policy being addressed.)

Area of Concern: SUPPORT SERVICES

Topic: PROCEDURE

Applicable Standards:

24.1 Police Reporting

Budget Program:

Purpose: To research and develop Support Service procedures to provide this department and its personnel with definitive course of action.

Products: Required actions reflected in written procedures to be incorporated into departmental manual.

(Support Services procedures should be specifically considered under the Support Services Topics, contained in the following pages, which relate to the areas of policy being addressed.)

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Standards and Goals Task Planning Sheet

Standards and Goals Task Planning Sheet

Area of Concern: SUPPORT SERVICES

Topic: INFORMATION SYSTEMS

Applicable Standards:

- 17.5 Personnel Records
- 24.1 Police Reporting
- 24.2 Basic Police Records
- 24.3 Data Retrieval
- 24.4 Police Telecommunications

Budget Program:

Purpose: To improve the department's capability to collect, store, retrieve, and utilize information necessary for the effective performance of agency functions.

Products: Improved information systems with attention to but not limited to basic police reporting, criminal history, managerial data retrieval, and personnel records systems.

Development Schedule

Implementation Schedule

Review Schedule

Priority

Fiscal Requirements

Technical Assistance

Contractual Support

Travel

Other

Total

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Technical Assistance					
Contractual Support					
Travel					
Other					

Area of Concern: SUPPORT SERVICES

Topic: PROPERTY SYSTEM

Applicable Standard:

- 12.3 The Property System

Budget Program:

Purpose: To improve the property system, processes, policies, and procedures to insure the secure legal and efficient storage, classification, retrieval, and disposition of evidence and other properties that come into the custody of the department.

Products: Improved property system.

Development Schedule

Implementation Schedule

Review Schedule

Priority

Fiscal Requirements

Technical Assistance

Contractual Support

Travel

Other

Total

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

Technical Assistance					
Contractual Support					
Travel					
Other					

Area of Concern: SUPPORT SERVICES

Topic: COMMUNICATIONS SYSTEMS

Applicable Standards:

- 23.1 Police Use of the Telephone System
- 23.2 Command and Control Operations
- 23.3 Radio Communications
- Rec. 23.1 Digital Communications System
- Rec. 23.2 Standardized Radio Equipment
- Rec. 23.3 Frequency Congestion

Budget Program:

Purpose: Review existing systems and improve where necessary to provide the communication capability necessary for the department to adequately serve the community.

Review existing and impending communications studies undertaken by other agencies.

Products: Improved communications capability.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Area of Concern: SUPPORT SERVICES

Topic: PERSONAL EQUIPMENT

Applicable Standards:

- 21.1 Police Uniforms
- 21.2 Firearms and Auxiliary Equipment
- 21.3 Agency Provision of Uniforms and Equipment

Budget Program:

Purpose: To review personal equipment needs and establish written regulations on firearms and auxiliary equipment to obtain uniformity and interchangeability which contributes to police efficiency.

Products: Identified equipment needs and required changes.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Standards and Goals Task Planning Sheet

Standards and Goals Task Planning Sheet

Area of Concern: SUPPORT SERVICES

Topic: CRIME LABORATORY AND EVIDENCE TECHNICIAN

Applicable Standards:

- 12.1 The Evidence Technician
- 12.2 The Crime Laboratory
- Rec. 12.1 Certification of Crime Laboratories

Budget Program:

Purpose: To examine and improve in-house capability to identify, gather, preserve, and analyze physical evidence and to utilize crime laboratory facilities to the fullest possible extent.

Products: Improved procedures and techniques regarding the identification, collection, preservation, and presentation of physical evidence.

Improved crime laboratory utilization.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Area of Concern: SUPPORT SERVICES

Topic: TRANSPORTATION

Applicable Standards:

- 22.1 Transportation Equipment Utility
- 22.2 Transportation Equipment Acquisition and Maintenance
- 22.3 Fleet Safety
- Rec. 22.1 Transportation Testing

Budget Programs:

Purpose: To improve transportation cost and operational effectiveness while maintaining an acceptable level of fleet safety.

Products: Identified transportation needs, improved acquisition and maintenance methods, and fleet safety programs.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Standards and Goals Task Planning Sheet

Area of Concern: EXTRA-DEPARTMENTAL COOPERATION, COORDINATION, AND ASSISTANCE

Topic: POLICY

Applicable Standards:

- 4.1 (2,b) Cooperation and Coordination
- 4.3 Diversion
- 4.4 (1) Citation and Release on Own Recognizance
- 4.5 Criminal Case Follow-up

Budget Program:

Purpose: To research and develop policies relating to extra-departmental cooperation, coordination, and assistance which reflect this department's position and offer sufficient guidance to the agency and its personnel in performing their function within acceptable limits.

Products: Written policies to be incorporated into departmental manual.

(Extra-departmental cooperation, coordination, and assistance policies should be considered under the Extra-departmental Cooperation, Coordination, and Assistance topics, contained in the following pages, which relate to the areas of policy being addressed.)

Standards and Goals Task Planning Sheet

Area of Concern: EXTRA-DEPARTMENTAL COOPERATION, COORDINATION, AND ASSISTANCE

Topic: PROCEDURE

Applicable Standards:

- 4.2 (1) Police Operational Effectiveness Within the Criminal Justice System
- 4.5 Criminal Case Follow-up

Budget Program:

Purpose: To research and develop written procedures which provide the agency and its personnel with definitive courses of action.

Products: Required actions reflected in written procedures to be incorporated into department manual.

(Extra-departmental cooperation, coordination, and assistance procedures should be considered under the Extra-departmental Cooperation, Coordination, and Assistance topics, contained in the following pages, which relate to the areas of policy being addressed.)

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
<u>Fiscal Requirements</u>					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
<u>Fiscal Requirements</u>					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Standards and Goals Task Planning Sheet

Area of Concern: EXTRA-DEPARTMENTAL COOPERATION, COORDINATION, AND ASSISTANCE

Topic: POLICY

Applicable Standards:

- 4.1 (2,b) Cooperation and Coordination
- 4.3 Diversion
- 4.4 (1) Citation and Release on Own Recognizance
- 4.5 Criminal Case Follow-up

Budget Program:

Purpose: To research and develop policies relating to extra-departmental cooperation, coordination, and assistance which reflect this department's position and offer sufficient guidance to the agency and its personnel in performing their function within acceptable limits.

Products: Written policies to be incorporated into departmental manual.

(Extra-departmental cooperation, coordination, and assistance policies should be considered under the Extra-departmental Cooperation, Coordination, and Assistance topics, contained in the following pages, which relate to the areas of policy being addressed.)

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Standards and Goals Task Planning Sheet

Area of Concern: EXTRA-DEPARTMENTAL COOPERATION, COORDINATION, AND ASSISTANCE

Topic: PROCEDURE

Applicable Standards:

- 4.2 (1) Police Operational Effectiveness Within the Criminal Justice System
- 4.5 Criminal Case Follow-up

Budget Program:

Purpose: To research and develop written procedures which provide the agency and its personnel with definitive courses of action.

Products: Required actions reflected in written procedures to be incorporated into department manual.

(Extra-departmental cooperation, coordination, and assistance procedures should be considered under the Extra-departmental Cooperation, Coordination, and Assistance topics, contained in the following pages, which relate to the areas of policy being addressed.)

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Standards and Goals Task Planning Sheet

Area of Concern: EXTRA-DEPARTMENTAL COOPERATION, COORDINATION AND ASSISTANCE

Topic: DEVELOPING COMMUNITY RESOURCES

Applicable Standards:

- 3.1 Crime Problem Identification and Resource Development
- 3.2 Crime Prevention

Budget Program:

Purpose: To develop programs which bring the citizens and police together and to encourage the public to take an active role in community crime prevention.

Products: Programs for citizen involvement in community crime prevention.

Standards and Goals Task Planning Sheet

Area of Concern: EXTRA-DEPARTMENTAL COOPERATION, COORDINATION, AND ASSISTANCE

Topic: PROFESSIONAL ASSISTANCE

Applicable Standards:

- 11.1 Use of Professional Expertise
- 11.2 Legal Assistance
- 11.3 Management Consultation and Technical Assistance

Budget Program:

Purpose: To determine the need for and availability of professional expertise, which could improve the department's effectiveness in performing its functions.

Products: Identified needs for and methods of obtaining professional assistance.

Status report on State provision of management guidance and technical assistance.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Standards and Goals Task Planning Sheet

Standards and Goals Task Planning Sheet

Area of Concern: EXTRA-DEPARTMENTAL COOPERATION, COORDINATION, AND ASSISTANCE

Area of Concern: EXTRA-DEPARTMENTAL COOPERATION, COORDINATION, AND ASSISTANCE

Topic: DIVERSION

Topic: COMBINED POLICE SERVICES

Applicable Standards:

Applicable Standards:

- 4.3 Diversion
- 4.4 Citation and Release on Own Recognizance
- Rec. 4.1 Alcohol and Drug Abuse Centers

- 5.2 Combined Police Services

Budget Program:

Budget Program:

Purpose: To identify diversionary needs and alternatives to insure the most effective and advantageous disposition of individual cases.

Purpose: To evaluate departmental line and staff operations as to their adequacy and cost effectiveness in order to determine what services may be more effectively or economically performed by combining them with other police or criminal justice agencies.

Products: Identified diversionary needs and alternatives and the establishment of requisite policies and procedures.

Products: Feasibility of combining specific services with other police departments determined including cost identification and time-phase requirements.

Status report on State statutes allowing issuance of citations or summonses in lieu of physical arrest or incarceration.

Formal agreements between public and private agencies and this department regarding the provision of needed services to citizens coming to its attention.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

Standards and Goals Task Planning Sheet

Standards and Goals Task Planning Sheet

Area of Concern: EXTRA-DEPARTMENTAL COOPERATION, COORDINATION, AND ASSISTANCE

Topic: COMMUNITY PHYSICAL PLANNING

Applicable Standards:

5.5 Police-Community Physical Planning

Budget Program:

Purpose: To establish the means by which the department may provide input into community physical planning in those areas related to the safety of persons and property.

Products: Departmental involvement and input into community physical planning and appropriate changes to city building and health codes.

Area of Concern: EXTRA-DEPARTMENTAL COOPERATION, COORDINATION, AND ASSISTANCE

Topic: INTER-CRIMINAL JUSTICE AGENCY COORDINATION

Applicable Standards:

- 4.1 Cooperation and Coordination
- 4.2 Police Operational Effectiveness Within the Criminal Justice System
- 4.5 Criminal Case Follow-up
- Rec. 4.2 Telephonic Search Warrants
- Rec. 4.3 Court Supervised Electronic Surveillance
- Rec. 5.2 National Institute of Law Enforcement and Criminal Justice Advisory Committee
- Rec. 5.3 Measures of Effectiveness

Budget Program:

Purpose: To develop a workable inter-agency training program, improve liaison with other elements of the criminal justice system, and expand criminal case follow-up procedures in order to foster greater understanding, cooperation, and coordination among the counterparts of the system.

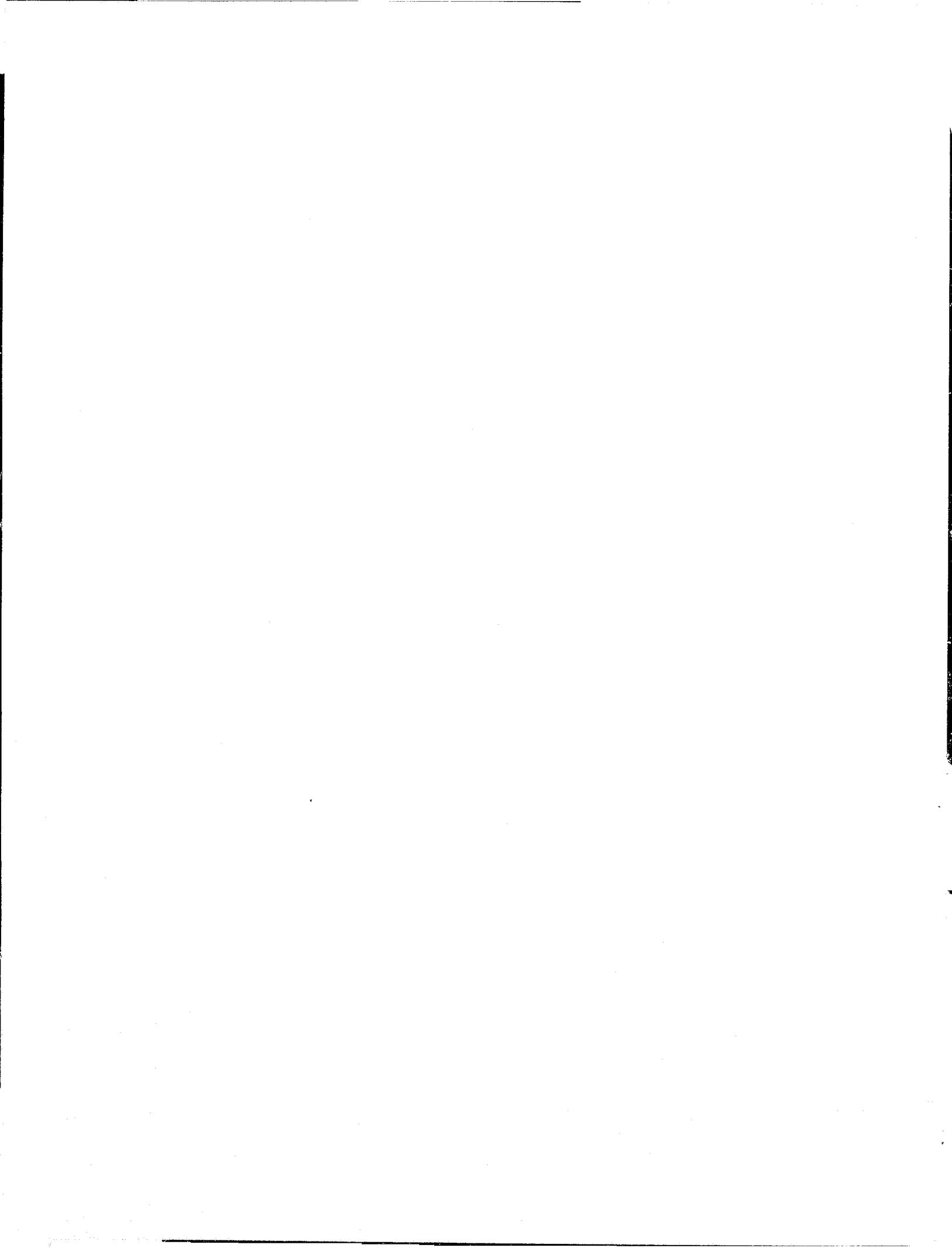
Products: Inter-agency training programs, improvements in liaison, and improved criminal case follow-up procedures.

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					

	1st Year	2nd Year	3rd Year	4th Year	5th Year
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					



END