

SOUTH CAROLINA LAW ENFORCEMENT ACCREDITATION



The Standards Manual of The South Carolina Law Enforcement Accreditation Program

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INTRODUCTION

The South Carolina Law Enforcement Accreditation program is an initiative of the South Carolina Police Chiefs' Association and the South Carolina Sheriffs' Association. The Program is a voluntary program for professional improvement, fashioned in ways that best meet local needs while simultaneously expressing commitment to professional law enforcement practices.

Agencies considering application for accredited status must be willing to provide emphasis and dedication not only to the initial accreditation process, but also to maintaining the process for the future.

The South Carolina Law Enforcement Accreditation program is managed and directed by the governing council of South Carolina Law Enforcement Accreditation (SCLEA). The SCLEA Program Coordinator will serve as the point of contact for the South Carolina Law Enforcement Accreditation process.

PURPOSE

The purpose of this manual is to provide candidate agencies, accreditation managers, and assessors with an overview of the South Carolina Law Enforcement Accreditation program, the procedures for obtaining accredited status and the standards with which each candidate agency must comply.

OBJECTIVES

The objectives of the SCLEA program are:

1. To increase law enforcement agency capabilities;
2. To provide better departmental management by establishing precise written policies and procedures;
3. To increase agency effectiveness and efficiency of services delivered;
4. To provide access to the latest methods developed by law enforcement practitioners;
5. To promote cooperation and coordination among law enforcement agencies and other elements of the criminal justice system; and
6. To increase citizen and employee confidence in the practices of the agency.

COST OF ACCREDITATION

There are two types of costs associated with the SCLEA process:

At time of application, agencies seeking State Accreditation must pay an administrative fee (see Appendix C) and an annual continuation fee thereafter. Any costs associated with the mock and on-site assessments (e.g., lodging and subsistence provided for assessors) will be provided by the agency. Assessors receive no fees or other compensation for their participation in the on-site. Assessor salary and transportation costs are borne by their employing agencies as a service to the SCLEA process.

Agencies who seek Dual Accreditation must pay an administrative fee at the time of application (see Appendix C) and every three years when re-assessed.

Indirect costs associated with the process include the cost of preparing policy and procedure manuals for personnel and the cost associated with upgrading procedures and/or equipment to meet standards.

OVERVIEW

- The South Carolina Law Enforcement Accreditation process shall be non-adversarial.
- It is the candidate agency's responsibility to develop policies, files, and documented proof to demonstrate compliance with the accreditation standards.
- The on-site assessment is not designed to provide detailed technical assistance to develop plans or tasks to gain compliance with the standards; this is the responsibility of the candidate agency.
- CALEA accredited agencies are awarded SCLEA accredited status based on successful compliance with SCLEA mandatory state standards with a successful on-site assessment. Accreditation is for a period of three years. In the event an agency does not maintain its CALEA accredited status, SCLEA accreditation will be revoked. At this point, the agency may apply for SCLEA accreditation.
- Agencies receiving SCLEA accreditation are expected to assist other agencies seeking accreditation. Every effort will be made to limit the impact of such assistance on any one agency's assets.

ROLE OF THE ACCREDITATION COUNCIL

The governing Council of SCLEA is comprised of members representing the Municipal Association, South Carolina Sheriffs' Association, South Carolina Police Chiefs' Association, the South Carolina Police Accreditation Coalition (SCPAC), and the Association of Counties, among others.

The Council manages the accreditation process, approves development and implementation of accreditation standards, and provides guidance and interpretation of standards for applicant and candidate agencies, through the Standards Interpretation sub-committee of the Council. Appeals of standard interpretation will be directed to the full Council. Decisions of the Council are final.

The Council approves or disapproves accreditation for the candidate agency and awards the Certificate of Accreditation. Under certain conditions the Council has the authority to grant provisional accreditation to candidate agencies.

ROLE OF THE POLICE ACCREDITATION COALITION

The South Carolina Police Accreditation Coalition (SCPAC) is a coalition of law enforcement professionals who are involved in the accreditation process. Although a separate entity from the Council, the SCPAC has representation on the Council and will provide assistance as required.

The SCPAC will provide assessor training and maintain a pool of qualified assessors for the SCLEA process. The SCPAC will also provide training for agency executives and accreditation managers.

The SCPAC has partnered with the South Carolina Law Enforcement Officers' Association (SCLEOA) to enhance the coordination of SCPAC operations and services. SCLEOA serves as the primary administrative contact for SCPAC services to include providing assistance to any South Carolina public safety agency seeking or maintaining accreditation. The SCPAC provides assessors, who perform mock on-site assessments, to help agencies finalize their preparations for the actual on-site assessment.

THE STANDARDS

The SCLEA standards are designed to be attainable by all agencies, regardless of size, with minimal impact on the fiscal assets of the agency. The program is designed to provide a basis from which a participating agency may seek national accreditation, if desired.

SCLEA standards are designed to reflect the best professional practices in each area of law enforcement: management, administration, operations, and support services. They reflect *what* should be done, but do not specify the *way* the agency is to accomplish the requirement, leaving implementation to the agency.

All SCLEA standards are mandatory. Agencies must comply with all standards addressing life, health, and safety issues, legal matters, and controlling legislation. Standards (or portions of standards) which address functions for which the candidate agency is not responsible or does not perform, are Not Applicable (N/A) by function.

The burden of proof of non-applicability rests with the agency. Questions regarding applicability should be forwarded to the SCLEA Program Coordinator. The Program Coordinator shall refer the question to Council for determination of applicability.

Compliance with the standards can be demonstrated in several ways. Commonly accepted methods include the use of written directives, written documentation, observations, and interviews. While some standards may require only a written directive, accreditation managers are encouraged to utilize multiple methods of proof of compliance.

STANDARD ELEMENTS

There are two (2) elements to each standard:

- Standard Statement (*in bold italics*) is a declarative statement that places one or more requirements on the agency. The standard statement shall be interpreted in a strict, literal manner.
- Commentary is a suggested method of compliance. The commentary supports the standard statement but is not binding. The commentary can serve as guidance for one or more possible ways to comply with the standard.

NOTE: The agency has sole authority to determine the method to effectively meet the requirements of the standard statement and the agency bears sole responsibility to demonstrate compliance with the standard. The agency may decide to totally ignore the commentary and comply with the standard statement in its own manner.

THE PROCESS

The South Carolina accreditation process is a five-phase process, consisting of:

- Application
- Self-Assessment
- On-site Assessment
- Council Review and Decision
- Maintaining Compliance and Re-accreditation

THE ON-SITE

Agencies must complete the on-site assessment within three (3) years of signing the Memorandum of Understanding.

- On-site assessments will normally be conducted over a two (2) day period.
Day One: 8:30 am – 5:00 pm; Day Two: 8:30 am – 3:00 pm
- On-site assessment teams consist of two (2) assessors, one of whom will act as the Team Leader. The size and jurisdictional boundaries of the candidate agency may necessitate the assignment of an additional assessor or addition of one day to the on-site schedule, as agreed by the candidate agency and the assessment team.
- On-site assessors will not be scheduled for the assessment of an agency located within their home county or an adjacent county.
- Mail-off files are required 30 days prior to the scheduled onsite. See Appendix K for the list of required mail off files.
- During the onsite, assessors will complete their file review and
 1. Evaluate Observation Standards
 2. Visit Roll Call
 3. Participate in Ride-Alongs
 4. Conduct Interviews
 5. Focus on 2 areas identified by the agency
 6. Oversee the CEO Exit Briefing

RESPONSIBILITIES

1. AGENCY RESPONSIBILITIES

The agency's self-assessment is the most important aspect of the accreditation process. During self-assessment, the agency is expected to:

Application Phase:

Complete and return the following to the SCLEA Program Coordinator:

- Memorandum of Understanding (Appendix A);
- Agency Survey (Appendix B); and
- SCLEA Invoice (Appendix C).

Self-Assessment Phase:

Self-Assessment provides an opportunity for an agency to conduct a review of its organization, management, operations, and administrative activities to determine whether it believes it meets the requirements of applicable standards. A systematic approach identifies the requirements of each standard, determines how compliance can be verified, reveals those areas in which the agency is out of compliance, and provides guidance about what can be done to come into compliance. The typical self-assessment will include the following steps:

- Plans for self-assessment are communicated to all personnel; training is held for personnel who will be assigned specific self-assessment responsibilities.
- Identify and comply with applicable standards and complete the Agency Self-Assessment/Assessor Log (Appendix D).
- Establish agency systems to ensure accreditation maintenance (inspections, audits, reports, analyses, etc.)
- Prepare proofs or other evidence to verify compliance with the applicable standards.
- Create a folder for each standard using the following guidelines:
 1. A separate file must be prepared for each standard.
 2. Each file must stand alone to prove compliance with the standard.
 3. Each file will have the standard number clearly marked on the outside tab.

4. Documents must be loose leaf, except for multi-paged proofs which may be stapled or bound in some other manner.
5. Each file must contain the following information in the order described:
 - a. Copy of the Standard
 - b. Individual Standard Status Report (ISSR) (Appendix E) (Paper Files only)
 - c. Written Directives* (general orders, policy, laws)
 - d. Written Documentation*

Agencies are encouraged to redact all personal identifying information from proofs of compliance when possible, (e.g., reports, photos, personnel records).
 - e. Copy of the previously approved ISSR, (re-accreditation only).

*If applicable.

- Conduct a “mock” on-site assessment using outside practitioners familiar with the SCLEA accreditation process, to act as assessors. These mock assessors conduct a review of the agency’s files and make recommendations for final adjustments. This step of the self-assessment process is important to ensure that the agency is as fully prepared for the actual on-site assessment as possible.
- The candidate agency’s CEO must notify the SCLEA Program Coordinator, in writing, that the agency has completed self-assessment and is prepared for the actual on-site assessment.
- Agencies may provide directives and proofs of compliance electronically.

On-Site Assessment Phase:

- Publish a Public Notice (Appendix F) at least thirty (30) days prior to the on-site.
- Provide the SCLEA Program Administrator with a copy of the following documents, within ten (10) days of request:
 1. Public Notice;
 2. Agency’s most recent Annual Report to include the following (Appendix N);
 - Traffic Contacts
 - Bias Based Policing
 - Use of Force
 - Grievances
 - Personnel Actions
 - Complaints and Internal Affairs
 - UCR/NIBRS Part 1 Crimes
 - Calls for Service

- Motor Vehicles Pursuits
 - Agency-Wide Breakdown of Sworn and Non-Sworn Positions
 - Sworn Officer Selection
3. On-site Assessment Schedule (Appendix G);
 4. Self-Assessment Log;
 5. Current Agency Survey; and
 6. Future issues facing the agency and its service community.
- Make contact with each assessor to determine any special needs or requirements and provide additional information as requested, e.g., directions, contact info, etc.
 - Make hotel/motel arrangements for the stay of the assessors. Arrangements must be forwarded to the SCLEA Program Coordinator prior to the on-site.
 - Provide meals for the assessors during their stay.
 - Provide an adequate workspace for the assessment team.
 - Ensure access to the Accreditation Manager and CEO, or designee, during the on-site assessment.
 - Make available documentation and additional personnel, as requested by the assessors, to facilitate the on-site.

Council Review and Decision Phase:

- Complete and return the Agency Critique of the Accreditation Program (Appendix J) to the SCLEA Program Coordinator within thirty (30) days following the completion of the onsite. Completion of the Agency Critique form is optional.
- Agency CEO and other individuals, as determined by the agency, shall attend the assessment hearing to answer questions regarding the final report and the accreditation process.

Maintaining Compliance and Re-accreditation Phase:

- After receiving SCLEA accredited status, the agency must renew their Memorandum of Understanding and provide an updated Agency Survey to the SCLEA Program Coordinator.
- The agency reenters the Self-Assessment Phase and must maintain and prove compliance with applicable SCLEA standards during each three (3) year cycle.

2. SCLEA PROGRAM COORDINATOR RESPONSIBILITIES

Application Phase:

- Upon request, provide the following documentation:
 1. Memorandum of Understanding;
 2. Agency Survey;
 3. Invoice; and
 4. SCLEA Standards Manual.
- Notify Council and SCPAC of new applicants.

Self-Assessment Phase:

- Refer requests for accreditation training to an SCLEA Assessor.
- Relay all questions regarding interpretation and/or applicability of SCLEA standards to the SCPAC President.
- Forward all requests for mock assessments to the SCPAC.
- Notify each agency six (6) months prior to the end of their three (3) year cycle.
- Inform the agency of all required materials to be submitted at least sixty days (60) days prior to the on-site, as referenced above.

On-Site Assessment Phase:

- Assist the candidate agency in preparing the on-site package.
- Identify assessment team and coordinate on-site assessment dates
- Provide the candidate agency with the on-site package, which will include:
 1. Information about the selected assessors;
 2. Dates of on-site assessment;
 3. Travel requirements for assessors; and
 4. Agency Critique of the Accreditation Program form.

- Facilitate communication between the candidate agency and the assessment team.
- Forward candidate agency information to the assessment team not later than thirty (30) days prior to the scheduled on-site.
- Receive Assessment Team’s Final Report (Appendix H) within thirty (30) days of completion of the on-site assessment.
- Receive the Agency Critique of the Accreditation Program (Appendix J) within thirty (30) days of completion of the on-site and forward a copy to the SCPAC Chairman.

Council Review and Decision Phase:

- Provide each council member with a copy of the Assessment Team’s Final Report form prior to the council meeting at which the candidate agency is to be considered.
- Notify candidate agencies, the assessment team, and Council members of the date, time, and place of the SCLEA assessment hearing.
- Obtain Certificates of Accreditation as needed.
- Convey council findings to the candidate agency.

Maintaining Compliance and Re-accreditation Phase:

- Provide the accredited/re-accredited agency the following documentation:
 1. Memorandum of Understanding;
 2. Agency Survey; and
 3. Invoice.

3. SCLEA COUNCIL RESPONSIBILITIES

- Provide guidance and standard interpretation, through the Standards Review Committee, for Team Leaders during on-site assessments.
- Assign a Council member to act as liaison between the assessment team and the Council during the on-site. The Council member is responsible for making contact with the Team Leader prior to the on-site. The Team Leader is responsible for contacting the Council member during the first day of the on-site to give an update regarding progress of the assessment. The Team Leader will contact the Council member regarding any questions,

discrepancies or disagreements encountered during the on-site. The Council member is responsible for resolving the issue and/or consulting other Council members, as necessary.

- Review the Assessment Team's Final Report prior to the council meeting at which the candidate agency is to be considered.
- Review the assessment team's recommendations and determine the candidate agency's accreditation status during the assessment hearing.

4. ASSESSOR RESPONSIBILITIES

- Demonstrate the highest level of professionalism.
- Remain objective and non-adversarial in their interaction with members of the candidate agency and the community
- Review files off-site.
- Verify compliance with SCLEA standards.
- Avoid conflicts of interest.
- Maintain confidentiality of the agency and their activities.
- Ensure the Team Leader is immediately made aware of all potential non-compliance issues.

5. TEAM LEADER RESPONSIBILITIES

- Responsible for the agency's on-site assessment and serves as the primary contact to the Council on all matters pertaining to the on-site.
- Make work assignments, request additional interviews and observations as necessary, and resolve any issues that may occur.
- Contact the designated Council liaison during the first day of the assessment to discuss overall progress of the assessment.
- Contact the Council liaison regarding any questions, discrepancies or disagreements which may arise during the assessment for either clarification or resolution.
- Ensure that a consensus is reached on any non-compliance issues prior to interacting with the agency.

- Contact a member of the Council's Standards Review and Interpretation Committee for guidance on standard interpretation and non-compliance issues.
- Ensure that the agency's Self-Assessment Log and all Assessor Worksheets (Appendix I) are completed and submitted for inclusion in the Final Report.
- Conduct interviews with select individuals.
- Prepare and submit the Final Report to the Council with the team's recommendation for the agency's status, within thirty (30) days of the conclusion of the on-site. The Final Report shall reflect the status of all standards (in compliance, non-compliance and not applicable), and the team's recommendations.
- Conduct exit interview with agency CEO and Accreditation Manager. Explain council review process and location, date, and time of next council meeting.
- Appear before Council at the agency's assessment hearing to provide any requested information.

CHAPTER 1 - LAW ENFORCEMENT ROLE AND AUTHORITY

Standards in this chapter relate to the basic role and authority of law enforcement agencies. Subtopics address the development of policy concerning the law enforcement function, the limits of authority, and the use of force.

When an agency defines its role, two broad purposes are served. First, officers are made aware of the actions and attitudes expected of them and can therefore act without hesitation in accord with departmental policy. Second, members of the public are provided with a general standard by which they can measure the performance of the agency. Written policy defining the functional role should set forth the agency's purpose or mission, goals, and basic programs and priorities; the policy statement should also specify that the agency intends to be responsive to and protect the constitutional rights of the community.

Each agency should have written policy recognizing the limits of law enforcement authority and the need for public approval and acceptance of that authority. The policy should define what constitutes the reasonable or unreasonable use of force. Among other things, the policy should address the need for agency accountability to the community through a formal procedure for public involvement in the development of policies and procedures and should establish formal procedures for receiving commendations and complaints and for investigating allegations of misconduct.

Written policy should set forth the enforcement policy of the agency, define the limits of individual discretion, and provide guidelines for the exercise of such discretion. Because the concept of discretion defies rigid codification, officers should be trained in how to exercise the broad discretionary authority they have been granted.

1.1 *A written directive requires all personnel, prior to assuming sworn status, to take and subsequently abide by an oath of office to enforce the law and uphold the nation's constitution or basic law of the land and, where applicable, those of governmental subdivisions.*

Commentary: None

1.2 *A written directive requires all personnel to abide by a code of ethics adopted by the agency and receive annual ethics training.*

Commentary:

The Canon of Ethics; Law Enforcement Code of Ethics published by the International Association of Chiefs of Police, or the Code of Ethics of the Office of the Sheriff adopted by the National Sheriff's Association will satisfy the intent of this standard. Adherence to those codes of ethics and to the United Nations Code of Conduct for Law Enforcement Officials may be included as an element of the oath of office.

1.3 *A written directive defines the legally mandated authority vested in sworn agency personnel.*

Commentary:

The written directive should define and elaborate on the scope and limits of law enforcement authority as it pertains to the enforcement of laws, statutes, ordinances, and arrests.

1.4 *A written directive governs procedures for assuring compliance with all applicable constitutional requirements including:*

A. *Interviews;*

B. *Interrogations; and*

C. *Access to counsel.*

Commentary:

The areas referred to in this standard are coercion or involuntary nature of confessions and admissions, delay in arraignment, failure to inform defendants of their rights, deprivation of counsel, and pretrial publicity tending to prejudice a fair trial. Juvenile procedures are addressed in Chapter 17.

1.5 *A written directive governs search and seizure without a warrant by agency personnel, to include the following situations:*

A. *Search by consent;*

- B. Stop and frisk of an individual under circumstances where the officer has articulable reasons to fear for his/her safety;***
- C. Search of a vehicle under a movable vehicle exception;***
- D. At the scene of a crime;***
- E. Exigent circumstances, as where the public safety is endangered;***
- F. Inventory of seized vehicles or other property; and***
- G. Other situations authorized by state and federal constitutional provisions.***

Commentary:

The intent of this standard is to provide general guidelines and procedures for agency law enforcement personnel to follow in conducting searches that have not been reviewed and authorized by judicial personnel.

- 1.6 A written directive specifies the procedures for any arrest, made with or without a warrant.***

Commentary:

The written directive should include procedures imposed by the U.S. Supreme Court, the courts of the applicable state and/or country; and any legislation pertaining to or governing the laws of arrest. Also included should be circumstances that permit a warrantless arrest; areas that may be searched incident to an arrest, both with and without a search warrant; and requirements that pertain to arrestee rights. The directive should be updated in a timely fashion so that it reflects new decisions that add to the substantive law of arrest.

- 1.7 A written directive defines the authority, guidelines, and uniform procedures when sworn personnel may exercise alternatives to arrest, pre-arraignment confinement and/or pretrial release.***

Commentary:

The written directive should identify the authority of sworn officers to use alternatives to arrest (e.g., citations, summonses, referral, informal resolution, and warning) to address the variety of problems they confront. Policy guides and procedural directions should be developed to ensure appropriate, consistent, use of the alternatives by personnel.

- 1.8 A written directive governs the use of discretion by sworn officers.***

Commentary:

In many agencies, the exercise of discretion is defined by a combination of written enforcement policies, training, and supervision. The written directive should define the limits of individual discretion and provide guidelines for exercising discretion within those limits.

- 1.9** *A written directive states personnel will use that amount of force that is objectively reasonable to accomplish lawful objectives and will apply de-escalation techniques when possible.*

Commentary:

Agency policies should be clear, concise, and easily applied regarding the use of force. Consideration should be given to scenario-based training to ensure employees understand the practical application of de-escalation techniques. Policies and training should include the concepts of crisis recognition, effective communication, tactical positioning, and “slowing down” situations that do not pose an immediate threat. The use of force in connection with the exercise of First Amendment rights should be carefully considered beforehand, particularly where civil disobedience is contemplated, and exercised with restraint. The agency’s written directive should address response to protests to protect peaceful protesters, protect property, and maintain order.

- 1.10** *A written directive states that an officer may use deadly force only when the officer reasonably believes that the action is in defense of human life, including the officer’s own life, or in defense of any person in imminent danger of serious physical injury. Definitions of conditional terms such as those for reasonable belief, serious physical injury, or similarly used terms, that are used to qualify the directive, shall be included, and reviewed during annual in-service training.*

Commentary:

The intent of this standard is to establish a clear-cut agency policy on the use of deadly force that is consistent with applicable law, and which provides officers with guidance in the use of force, in life-and-death situations, to prevent unnecessary loss of life. Agency policies should stress the importance of providing warning prior to the use of deadly force where reasonable and appropriate. Training and agency policy should stress that deadly force shall only be used as a last resort. The agency must review this directive with all sworn employees. The agency also may wish to cross-reference this policy in other critical policies such as vehicle pursuits and roadblocks.

- 1.11** *A written directive governs the discharge of “warning” shots.*

Commentary: None

- 1.12** *A written directive governs the use of authorized, less lethal weapons, by agency personnel.*

Commentary: None

- 1.13** *A written directive requires that medical aid be rendered as quickly as reasonably possible following any law enforcement action in which injuries have been sustained; and includes procedures for providing the appropriate medical aid for injuries or alleged injuries.*

Commentary:

Appropriate medical aid may include close observation, flushing chemicals from the eyes, applying first aid, contacting paramedics for evacuation, or immediate aid by medical professionals. Immediate medical aid should be consistent with the employee's training.

- 1.14** *A written report is submitted:*

- A.** *When an employee discharges a firearm for other than training or recreational purposes;*
- B.** *When an employee takes action that results in (or is alleged to have resulted in) injury or death of another person;*
- C.** *When an employee applies force using lethal or less lethal weapons;*
- D.** *When an employee applies physical force as defined by the agency; and*
- E.** *To the National Use of Force database whenever an employee's use of force leads to death or serious bodily injury.*

Commentary:

Reports submitted to the National Use of Force database may be submitted via FBI.gov or submitted to SLED. An agency should carefully examine all incidents wherein its employees have caused or are alleged to have caused death or injury to another, have accidentally or intentionally discharged a firearm, or have applied physical force upon another. The intent of this standard is to ensure that each event is properly documented whenever an employee is involved in an incident of this type. If physically able, the employee involved should be required to verbally report their involvement within a specified time. The verbal report should be committed to writing as soon as practical thereafter. Written procedures should state by whom, when and how the report will be submitted. The standard is not intended to document the display of weapons by officers.

- 1.15** *A written directive requires the removal of any employee from line-of-duty assignment, pending administrative review, whose actions or use of force results in a death or serious physical injury.*

Commentary:

The purpose of this standard is twofold: to protect the community's interest when employees may have exceeded the scope of their authority in their actions or in their use of force and to shield employees who have not exceeded the scope of their authority from possible confrontations with the community.

The agency should also consider removing from line-of-duty, all employees involved in a critical or traumatic incident. During the period of administrative leave, the agency should consider provisions for post-incident debriefing or counseling for those employees involved, as needed. In some critical incidents, the employee's family may require assistance also.

The removal process may have a detrimental effect on employees involved. Agencies may wish to routinely include a review of these procedures during in-service training sessions to enhance understanding of the process.

1.16 A written directive requires that only firearms, weapons, and ammunition meeting agency-authorized specifications be used by agency personnel in law enforcement responsibilities both on and off duty. The directive must address:

- A. The types and specifications of all lethal and less lethal weapons approved for use;***
- B. The types and specifications of ammunition approved for use;***
- C. The procedure for review, inspection and approval of all weapons intended for use by each employee in the performance of duty, prior to carrying, by a qualified weapons instructor or armorer; and a process to remove unsafe weapons;***
- D. The procedure for maintaining a record on each weapon approved by the agency for official use; and***
- E. The training and guidelines for the safe storage of all weapons.***

Commentary:

The intent of this standard is to establish strict agency control over all firearms, weapons, and ammunition it allows member to carry and use in the performance of their official duties, both on and/or off duty. Clear guidelines should be established for exact types and specifications of each category.

For firearms, the agency should establish an approval process. Each firearm should be identified, meet the agency's established criteria and be safe and in good working order. The user should demonstrate his or her proficiency in using the firearm on an approved, qualifying course before being approved, in writing, by the agency, to carry and use the firearm. A certified firearms instructor or armorer should inspect and approve the firearm and oversee the proficiency testing.

A complete record of all weapons approved by the agency should be maintained. For firearms, the record should list the type, description, identifying model and serial numbers of each firearm, as well as the identity of the owner or assignee. The record should also include the name of the official making the approval, the date of approval, the course fired, and all scores used to qualify the user on the demonstration of proficiency. All approvals should be conditional upon periodic re-qualification.

1.17 *A written directive requires that only employees demonstrating proficiency in the use of agency-authorized weapons be approved to carry such weapons.*

Commentary:

The intent of this standard is to cover the carrying and use, both on and off duty, of all weapons, such as handguns, shotguns, tear gas guns, or automatic rifles. Demonstrated proficiency includes achieving minimum qualifying scores on a prescribed course, attaining, and demonstrating knowledge of the laws concerning the use of weapons, as well as agency policy(s) on the use of force, escalating force and deadly force, and being familiar with recognized safe-handling procedures for the use of these weapons. The qualification and instruction of all weapons should be provided by a certified weapons instructor.

1.18 *At least annually, all agency personnel authorized to carry weapons are required to receive in-service training on the agency's use of force policies and demonstrate proficiency with all approved firearms and electronic controlled weapons that the employee is authorized to use. In-service training for other than less lethal weapons and weaponless control techniques shall occur every two years. In addition:*

- A. *Proficiency training must be monitored by a certified instructor;***
- B. *Training and proficiency must be documented; and***
- C. *The agency must have procedures for remedial training for those employees who are unable to qualify with an authorized weapon prior to resuming his/her official duties.***

Commentary: None

1.19 *A written directive requires that all employees authorized to carry weapons be issued copies of and be instructed in the agency policies before being authorized to carry a weapon. The issuance and instruction shall be documented.*

Commentary: None

1.20 *Annually, the agency conducts an analysis of its use of force activities, policies, and practices. The analysis shall identify:*

- A. *Date and time of incidents;***

- B. Types of encounters resulting in use of force;***
- C. Trends or patterns related to race, age, and gender of subjects involved;***
- D. Trends or patterns resulting in injury to any person including employees; and***
- E. Impact on findings on policies, practices, equipment, and training.***

Commentary:

Assaults on law enforcement officers are critical events that significantly impact the safety of public safety personnel. These events can include felonies or misdemeanors. The purpose of the review is to determine what actions the agency may need to take to enhance officer safety, prepare the organization for a request for information regarding use of force incidents, maintain training curriculum that is predicated on real data from field-based events, and determine patterns or trends of use of force which may be helpful to the agency in determining training and equipment needs.

- 1.21 A written directive requires employees to intervene within the scope of their authority and training, and a written directive requires employees to notify the appropriate supervisory authority if they observe another agency employee or public service officer engage in any unreasonable use of force or if they become aware of any violation of department policy, state or federal law, or local ordinance.***

Commentary:

The intent of this standard is for employees to prevent the public and the agency from being negatively impacted as the result of inappropriate or potentially dangerous behavior. It is paramount for personnel to understand through policy and training that immediate action and intervention is a requirement of their employment and a component of their oath of office and code of ethics. While conduct unbecoming of an employee may be best handled by reporting the matter to a supervisor, situations such as the unreasonable application of force or inappropriate due process procedures may necessitate immediate intervention.

Employees have a responsibility to take appropriate action in circumstances that involve fellow employees, as well as other public safety officials, whose actions are criminal, unconstitutional, or inappropriate.

This standard does not require non-sworn personnel to intervene in use of force situations where they are not properly trained and required by oath of office or law to take such action.

- 1.22 A written directive limits the use of chokeholds to circumstances where the use of deadly force would otherwise be authorized and is objectively reasonable.***

Commentary:

The intent of this standard is to comply with South Carolina law. Specifically, S.C. Code Ann. § 23-1-250(A) states, “The use of a chokehold or carotid hold is limited to circumstances where the use of deadly force would otherwise be authorized and is objectively reasonable.” In addition, S.C. Code Ann. § 23-1-250(B) provides that “In addition to any other penalty provided by law, the wilful use of excessive force in an objectively unreasonable manner may be considered misconduct and may serve as grounds for disciplinary action against the law enforcement officer, including dismissal, demotion, suspension, or transfer.” As such, agencies must have a written directive that complies with this statute.

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

Commentary:

Choke holds or other techniques that restrict oxygen can potentially result in serious injury, or death. Policies must be explicit and clearly define the agency’s position on their use. Agencies should also consider prohibiting actions which restrict airflow to recover ingested evidence.

- 1.24 *If the agency owns and controls a firearms range, a written directive describes regulations for its use and shall include:***

- A. *The purpose for the range;***
- B. *Documented safety procedures and range rules;***
- C. *Designation of a range officer;***
- D. *The type of weapons, ammunition, targets, and equipment permitted for use of the range;***
- E. *Required personnel safety equipment;***
- F. *Training and certification requirements for range personnel, to include emergency medical response training for firearms instructors; and***
- G. *Regulations regarding the storage of ammunition and weapons.***

Commentary:

This standard applies to firearms ranges owned by the agency. Because of the activities occurring at firearms ranges, it is critical for written directives and practices to stress safety, accountability, and control. Range rules and regulations

should be conspicuously posted and reviewed with all users. Professionally trained and certified personnel should be onsite and available during training exercises. Participants should wear protective body armor, ear, and eye protection. Emergency medical response training should emphasize field treatment for potential firearms injuries.

1.25 *A written directive establishes the criminal and administrative procedures for the investigation of use of force and other police actions that result in death or serious bodily injury, and include:*

- A.** *Establishing the criminal investigative authority;*
- B.** *Establishing the administrative investigative authority;*
- C.** *Describing the role of the prosecutor's office;*
- D.** *Providing a public information plan to include all involved organizations;*
- E.** *Process training for agency personnel responsible for managing such incidents; and*
- F.** *Awareness training for all personnel potentially impacted.*

Commentary:

Investigations into the circumstances and facts surrounding use of force incidents should not rely on the general criminal investigation process. Instead, detailed plans should be developed for the management of these critical incidents. The agency's policy should specifically identify the law enforcement investigative body that is tasked with completing the primary criminal investigation, as well as the agency's role with any additional agencies that may be called upon to assist.

The agency's policy should indicate how the agency deals with the release of identities of those involved in use of force incidents and should establish a protocol for the timely notification of the public. Press releases should be approved by both the investigative agency and the prosecutorial authority. It is preferable to provide information to the public through a single source or authority.

1.26 *A written directive defines procedures to be followed and assistance to be rendered to agency personnel and their families following line-of-duty deaths or serious injuries.*

Commentary:

Agencies should review line of duty death related resources periodically to ensure contact numbers and support information remains current and appropriate for distribution to affected families or beneficiaries. Agency-provided services should

be in place to assist the family at the hospital, support the family during funeral and burial services, grief and finance counseling, and support during criminal proceedings (if applicable). A plan should be in place to maintain long-term contact with the family and keep informed of any family needs.

CHAPTER 2 - AGENCY JURISDICTION AND MUTUAL AID

Standards in this chapter relate to an agency's jurisdiction and its specific geographic boundaries.

Mutual aid is controlled by state legislation and each department should train and develop policies regarding that legislation.

2.1 *A written directive delineates the specific geographical boundaries of the agency's jurisdiction.*

Commentary:

It is fundamental that the agency clearly describe, in writing, the geographical boundaries of its jurisdiction. Situations involving overlapping or ambiguous territorial jurisdiction should be avoided. A detailed official map, including the boundaries of the jurisdiction, may satisfy the requirements of this standard.

2.2 *A written directive specifies the agency's responsibilities in any interagency agreement regarding concurrent jurisdiction.*

Commentary:

The intent of the standard is to encourage an agency to identify its responsibilities, regarding concurrent jurisdiction, which are established as a matter of law or on the basis of interagency agreement. This standard does not require an interagency agreement where none exists. The written directive should clearly outline the source of the concurrent jurisdiction, e.g., cite the specific legal basis or relevant interagency agreement, and should outline such details as identified in which agency responds to a call for service by type; communication linkages between agencies to insure prompt and appropriate response; provision of back-up support between jurisdictions; and reporting responsibilities and policy concerning the jurisdiction of prosecutors and courts.

CHAPTER 3 - DIRECTION AND ORGANIZATION

Standards in this chapter relate to the direction, supervision, organization of the agency, and the application of basic organizational principles, such as organizing by function, ensuring unity of command, delineating responsibility, and delegating authority. These standards address chain of command, chief executive officer authority, supervisory accountability, and a written directive system.

No attempt has been made to suggest specific organizational structures, specific titles, or designations for various organizational components. Although basic organizational principles are emphasized in this chapter, agencies with the capacity to go beyond the application of basic principles are encouraged to explore innovative approaches to organization.

Accredited agencies must have a formal written directive system. The system provides employees with a clear understanding of operating constraints and organizational expectations.

3.1 A written statement issued by a unit of government, or a law or ordinance, or combination, designates the authority and responsibility of the Chief Executive Officer.

Commentary: None

3.2 A written directive establishes the command protocol for the following situations, at a minimum:

- A. In the absence of the Chief Executive Officer;*
- B. In exceptional situations;*
- C. In situations involving personnel of different functions engaged in a single operation; and*
- D. In normal day-to-day agency operations.*

Commentary:

A system of succession should be established to ensure that leadership is available when the agency's Chief Executive Officer is incapacitated, off duty, out of town, or otherwise unable to command. For anticipated absences for extended periods, the CEO should

designate, in writing, an “acting” authority. Command also may be predetermined for certain emergency or unusual occurrences and for specific operational activities. Command protocol should clarify authority, alleviate confusion, and ensure uninterrupted leadership.

- 3.3** *A written directive requires employees to obey any lawful order of a superior, including any order relayed from a superior by an employee of the same or lesser rank. The directive must also include procedures to be followed by an employee who receives a conflicting or unlawful order.*

Commentary: None

- 3.4** *A written directive establishes procedures for communication, coordination, and cooperation among all agency functions.*

Commentary:

All functions should encourage and support the exchange of information with specialized and support components for the purpose of coordination activities. There are several ways to communicate information, such as attendance of investigative personnel at patrol roll calls, staff meetings, and exchange of daily bulletins.

- 3.5** *The agency has a written directive system that includes, at a minimum, the following:*

- A.** *A policy statement that vests in the agency’s chief executive officer, the authority to issue, modify, or approve agency written directives;*
- B.** *Identification of the persons or positions, other than the agency’s chief executive officer, authorized to issue written directives;*
- C.** *A description of the written directives system format;*
- D.** *Procedures for indexing, purging, updating, and revising directives;*
- E.** *Statements of agency policy, rules, and regulations;*
- F.** *Procedures for carrying out agency activities; and*
- G.** *Procedures for staff review of proposed policies, procedures, rules, and regulations prior to their promulgation.*

Commentary:

The agency should establish a formal written directive system to provide employees with a clear understanding of the constraints and expectations relating to the performance of their duties. The written directive system should permit rapid access to individual policies, procedures, rules, and regulations, and should differentiate, if necessary, types of directives (e.g., general orders, special orders, and personnel orders).

3.6 *A written directive establishes procedures for the dissemination and storage of agency written directives, and addresses, at a minimum, the following:*

- A.** *Dissemination of existing, new, or newly revised directives to all affected personnel whether (1) in hard-copy form or (2) through a computerized documentation system, backed up by hard copies of the directives in sufficient number to place at specified accessible locations for reference by all personnel affected by the directives;*
- B.** *Storage of written directives whether (1) by their incorporation into manuals or (2) by their storage in a computerized documentation system and placement of hard copies, in manuals, at specified accessible locations for reference by all personnel affected by the directives; and*
- C.** *Acknowledgment indicating receipt and review of disseminated directives by affected personnel whether in written form or in some other way that is, at least, equally effective.*

Commentary:

Regarding the bullet option of disseminating written directives in hard-copy form (e.g., typewritten, photocopies, or printed directives), the agency may either distribute the directives to each person affected by them or place the directives at specified locations if timely access to the directives for reference by affected personnel can be assured. Regarding the computerized dissemination system, back-up hard copies are placed at specified accessible locations so that personnel can refer to directives in a timely manner when, for example, the computerized documentation system is not operating or otherwise inaccessible.

Bullet number 3 requires that, within a reasonable period after issuance, employee receipt and review is documented. In the context of a computerized documentation system, “receipt” means an issued directive has been electronically accessed (or printed out) by the intended recipient. “Acknowledgment” means the recipient creates a record of each receipt and review. The task of assuring that recipients correctly understand written directives is, in part, a function of training.

3.7 *A written directive describes the agency’s organizational structure and functions and is available to all personnel.*

Commentary:

The agency may determine its own organizational structure. In organizing or reorganizing, the agency should consider applicable standards within the various chapters of the standards manual. The intent of this standard is to provide a written description of the agency’s organization. The agency’s organizational chart (3.8) should coincide with this description.

Functional responsibility may be assigned to an individual position, or a component specifically created and staffed (Chapter 4). Functional responsibility for several activities could also be assigned to a single position or component, as needed.

- 3.8** *The agency's organizational structure is depicted graphically on an organizational chart that is reviewed and updated as needed. The chart is accessible to all personnel.*

Commentary:

The chart should coincide with the written description and reflect the formal lines of authority and communication within the agency.

- 3.9** *Each employee is accountable to only one supervisor at any given time.*

Commentary: None

- 3.10** *Each organizational component is under the direct command of only one supervisor.*

Commentary: None

- 3.11** *A written directive stipulates limits for the number of employees under the immediate control of supervisors under normal day-to-day operations.*

Commentary:

The intent of this standard is to promote adequate supervision, guidance, and coordination for employees in delivering law enforcement services. This standard applies to all levels of the organizational structure. Notwithstanding emergencies, the limits may be general in nature, but should ensure that normal day-to-day operations are properly directed and controlled.

- 3.12** *A written directive requires that:*

- A.** *Responsibility be accompanied by commensurate authority; and*
- B.** *Each employee is accountable for the use of delegated authority.*

Commentary:

The intent of the directive should be to establish a policy guideline for the delegation of authority. At every level within the agency, personnel should be given the authority to make decisions necessary for the effective execution of their responsibilities.

- 3.13** *A written directive states that supervisory personnel are accountable for the performance of employees under their immediate control.*

Commentary: None

3.14 *A current job description for each job within the agency is available to all personnel.*

Commentary:

A description of duties and responsibilities of each job within the agency should be available to employees.

CHAPTER 4 - DISTRIBUTION AND ALLOCATION OF PERSONNEL

Standards in the first section of this chapter are intended to encourage the appropriate deployment of personnel by determining service demands.

4.1 *The agency has a position management system which provides the following information:*

- A. *The number and type of each position authorized in the agency's budget;***
- B. *Location of each authorized position within the agency's organizational structure; and***
- C. *Position status information, whether filled or vacant, for each authorized position in the agency.***

Commentary:

The intent of this standard is to establish controls on the number, type, and location of all authorized positions in the agency and whether each position is filled or vacant. Accurate information on position status should ensure that persons on the payroll are legally employed and that positions are filled in accordance with budget authorizations. Accurate accounting of positions should also facilitate recruitment, selection, and training schedules; allow for accurate decisions in filling vacant positions through transfers and promotions; enhance career development; and reduce grievances.

4.2 *If the agency allows temporary or rotating assignment of sworn personnel, a written directive describes the agency procedure, to include:*

- A. *Identification of the positions which are available for temporary or rotational assignment;***
- B. *The duration of assignments;***
- C. *The criteria for selection of personnel; and***
- D. *Description of the selection procedures.***

Commentary:

Through temporary assignments and job rotation, the employee may be afforded an opportunity for individual growth as well as improved job satisfaction and performance.

As employees acquire additional skills, knowledge and abilities, the agency benefits from an expanded pool of employees prepared to assume the responsibilities of several positions.

4.3 *The agency announces anticipated openings for specialized assignments agency-wide and fills those positions through a selection process.*

Commentary:

Advertising agency-wide for specialized assignment openings provides a large base of candidates and gives employees a greater choice of career opportunities. It also minimizes the feeling that selection is based on favoritism. However, for security reasons, it is not necessary for the agency to announce, in writing, openings for undercover or similar assignments.

The agency-wide announcement should describe the selection criteria for the position(s) to be filled. The criteria should be based on the skills, knowledge, and abilities required for the specialized assignment, including formal education, experience, any specialized skills, and length of experience required.

The agency should fill positions to vacant specialized assignments through a selection process. The process may be informal but should consider all responses to the announcement and follow the criteria established.

4.4 *A written directive establishes and describes the agency's reserve officer program complying fully with state law.*

Commentary:

Reserve officers generally assist full-time sworn personnel in the day-to-day delivery of law enforcement services and for emergencies, consistent with applicable law. To accomplish these tasks, they may require law enforcement powers equivalent to those of full-time officers. The directive should describe the duties and responsibilities of reserve officers, define their authority and discretion in carrying out their duties, including any limitations or restrictions to this authority, and delineate the amount of supervision they are to receive.

4.5 *The selection criteria for reserves is the same as that for full-time officers.*

Commentary:

Reserve officers are required to perform the same duties and accept the same hazards and responsibilities as full-time officers. Educational level, experience, physical condition, and other selection criteria applicable to full-time officers apply equally to reserves. Some reserve officers may bring with them specialized skills not normally found in entry-level, full-time officers. The process of selection may be different from that of full-time officers, but the criteria are the same.

4.6 *Uniforms and equipment for reserve officers are the same as those for full-time officers performing like functions.*

Commentary:

Equipment and uniforms for reserve officers, except for insignia, patches, or badges, should not be distinguishable from those of full-time officers. However, quantity of uniforms and equipment may be reduced to reflect the level of activity of reserve officers.

The purchase of equipment/uniforms may be the responsibility of the reserve officer.

4.7 *Reserve officers are bonded and/or provided with public liability protection equal to that provided to full-time officers.*

Commentary:

The protection attached to the functions of full-time officers should be provided to reserve officers.

4.8 *A written directive establishes and describes the agency's auxiliary program to include:*

- A. *A statement that auxiliaries are not commissioned with sworn officer status; and***
- B. *A description of the duties of auxiliaries.***

Commentary:

Auxiliaries are not commissioned as law enforcement officers. Auxiliaries may be assigned to law enforcement-related community service functions. They can also be used as a resource in emergencies and large-scale special events. Generally, they receive significantly less training. However, if the agency chooses to involve them in various activities to assist in the day-to-day delivery of law enforcement services, it should ensure that their duties do not require the status of a sworn officer and that their level of training is adjusted accordingly.

4.9 *Auxiliaries receive training in those duties identified in agency written directives.*

Commentary:

Auxiliaries may provide services to support any law enforcement duties not requiring sworn officer status. However, if the agency chooses to use them, auxiliaries should receive training appropriate to the duties anticipated.

4.10 *If auxiliaries wear uniforms, the uniforms clearly distinguish them from sworn officers.*

Commentary:

To have an auxiliary appear to be a regularly sworn officer can be hazardous to the auxiliary, confusing to the public, and a potential detriment to the image of the agency. Unless the auxiliary is clearly distinguishable from the sworn officer, members of the community may expect assistance in situations for which the auxiliary is not trained or empowered to act. Purchase of the uniform may be the responsibility of the auxiliary.

CHAPTER 5 - GENERAL MANAGEMENT

These standards address management principles of a general nature that are not covered in other chapters.

5.1 *A written directive specifies an administrative reporting program, to include:*

- A.** *A listing of all administrative reports;*
- B.** *A statement as to the person(s) or position(s) responsible for the formulation of the report(s);*
- C.** *A statement of the purpose of the report(s);*
- D.** *A statement of the frequency of the report(s); and*
- E.** *A statement of the distribution of the report(s).*

Commentary:

Examples of administrative reports include daily reports, monthly reports, annual reports, etc. These types of reports are designed to provide information within the agency on a day-to-day operational basis, as well as a mechanism to report agency activities outside the immediate structure of the agency.

5.2 *The agency has a system for ensuring that periodic reports, reviews, and other activities mandated by applicable accreditation standards are accomplished.*

Commentary:

This standard may be complied with using either a manual or automated system, as long as a mechanism exists to ensure that the periodically required activities take place and identify and correct instances where a requirement was not met. The agency may choose to place this system within any function the agency deems appropriate, such as the staff inspection function.

5.3 *The agency has a system for regulating the use of agency owned or utilized computers and electronic devices.*

Commentary:

Agency employees should be provided guidance and awareness on the permitted use of agency owned or utilized computers and electronic devices. Guidance should include privacy, legality, and system security.

- 5.4** *A written directive requires that all agency cash funds, or accounts include procedures to ensure proper use and tracking of these accounts, to include at a minimum:*
- A.** *Designation of persons or positions responsible for maintaining the account, as well as persons or positions with authority to disburse or accept cash from the account;*
 - B.** *Procedures for disbursing funds from the account to include for what purpose(s) funds may be used, who may request funds, limits regarding fund disbursement and authorization requirements for fund disbursement;*
 - C.** *Procedures for documentation of fund disbursement including a balance sheet or ledger system to track fund balance(s) and receipts or documentation for cash received;*
 - D.** *Procedures for reimbursement of funds and cash to the account and depositing cash and funds from the account into designated bank accounts; and.*
 - E.** *Audit of cash funds at least annually.*

Commentary:

Cash accounts must be closely monitored to ensure proper accounting and use of agency funds. Cash funds may include, but are not limited to, investigative funds, petty cash accounts and public access areas of the agency, such as records. Although this standard requires annual auditing of these funds, agencies are encouraged to consider more frequent auditing requirements, such as quarterly audits. Hard copy or electronic systems may be used to track cash funds; however, agencies are strongly encouraged to maintain proper backup systems for all records concerning cash funds.

CHAPTER 6 - RECRUITMENT, SELECTION AND PROMOTION

Recruitment is an important component of Human Resource Management. A recruitment program should seek to identify and employ the best candidates available and incorporate Equal Employment Opportunity and Affirmative Action considerations.

The selection process is generally acknowledged as a key activity in determining the operational effectiveness of a law enforcement agency. The selection process must be job related, uniformly applied, and provide for equal opportunities. Agencies are encouraged to develop selection procedures specific to their needs, understanding that all agencies must comply with the Criminal Justice Academy's guidelines on selection and background investigations.

The promotional process is among the most emotionally laden and challenging aspects of Law Enforcement Management. It is essential that promotional processes be job related, non-discriminatory, and carefully managed.

6.1 The agency actively conducts, or participates in, the management of its recruitment program.

Commentary:

When the authority for recruitment is shared with other agencies, the law enforcement agency should seek to involve itself directly or indirectly in all activities critical to the recruitment effort.

6.2 If the agency's minority and female employees holding sworn positions are not in approximate proportion to the make-up of the available work force in the agency's service community, the agency has a recruitment plan that includes the following:

- A. A statement of objectives;***
- B. Plan of action to achieve the objectives of the recruitment plan;***
- C. The plan shall be evaluated at least every three (3) years; and***
- D. Resources shall be allocated to implement the plan.***

Commentary:

The agency should compare the percent of available minorities and females, in the work force of its service area, with the percent holding sworn positions in the agency. If the two are not in approximate proportion, the agency should utilize a recruitment plan designed to correct the deficiencies. Identified resources include the US Department of Labor's Bureau of Labor Statistics or other sources of labor statistics.

6.3 *The agency provides Equal Employment Opportunities including:*

- A. *Providing a description of the minimum qualifications for available positions;***
- B. *Advertising vacant positions through the media and community service organizations; and***
- C. *Advertising the agency as an Equal Opportunity Employer and identify filing deadlines, if any.***

Commentary: None

6.4 *Written directives describe all elements and activities of the selection process.*

Commentary:

A comprehensive manual is essential for the proper administration, use, and defensibility of the selection process. The manual may deal solely with the selection process or may be incorporated in a larger personnel management or general policy and procedural manual. The manual should describe the order of events in the selection process and should include, at the least, information about the purpose, development, job relatedness, administration, scoring, and interpretation of all elements used in the selection process. The law enforcement agency may rely upon a state or local civil service commission, employment agency, or other public or private organization to administer or provide one or more elements of the selection process. If so, a copy of all relevant manuals should be maintained on file by the law enforcement agency. Written directives should describe the selection process in detail and include timetables, the order of events, administration, scoring, interpretation of test results, and other pertinent information.

6.5 *All elements of the selection process are job related.*

Commentary:

The agency should be able to demonstrate, through documentation, that the elements of the selection process measure skills, knowledge, abilities, and traits needed to perform the job for which the selection process is being administered.

Job Task Analysis and statistically validated written tests are common to demonstrating job-relatedness. Agencies are encouraged to seek assistance from competent personnel resources as many of the validation concepts are technical.

6.6 *A written directive requires that all elements of the selection process be administered, scored, evaluated, and interpreted in a uniform manner.*

Commentary:

Operational elements of the selection process, time limits, oral instructions, practice problems, answer sheets, and scoring formulas, should be clearly set forth and carried out identically for all candidates. Failure to do so may preclude validation of the process and make the agency susceptible to legal challenges.

6.7 *Candidates determined to be ineligible for appointment are notified in writing.*

Commentary:

The agency should have prescribed time frames for notifying all applicants not selected.

6.8 *A background investigation of each candidate is conducted prior to appointment to probationary status in accordance with the South Carolina Criminal Justice Academy standards.*

Commentary:

At a minimum, the agency should follow the South Carolina Criminal Justice Academy guidelines on background investigations, supplemented by further inquiry of an applicant's suitability for employment.

6.9 *Personnel used to conduct background investigations are trained in collecting required information.*

Commentary: None

6.10 *Materials used in the selection process are stored in a secure manner and disposed in a manner that prevents disclosure of the information within.*

Commentary: None

6.11 *If the agency uses polygraph examinations in the selection process, only licensed examiners are used for this purpose.*

Commentary: None

- 6.12** *A written directive prohibits the results of polygraph examinations or other instruments used in the detection of deception, as the single determinant of employment status.*

Commentary:

Authorities agree that polygraph examinations or other instruments for the detection of deception should only be used as an investigative aid, if at all. An admission during pretest, test, or posttest interviews, together with other information, may be sufficient to support decisions relevant to employment status.

- 6.13** *A medical and psychological examination of each sworn candidate will be conducted and assessed by qualified professionals prior to appointment to probationary status.*

Commentary: None

- 6.14** *A minimum of six months probationary period is required before sworn personnel are appointed to permanent status.*

Commentary: None

- 6.15** *The agency has a manual or written directive describing the agency's promotional process, including, at a minimum:*

- A. Position with the authority and responsibility for administering the agency's promotional process;*
- B. Description of the procedures used for each element of the promotional process, if any; and*
- C. Description of the criteria and procedures for the development and use of eligibility lists, if any.*

Commentary: None

- 6.16** *The agency provides employees with a written announcement of the promotional process.*

Commentary:

Announcement should be posted prominently and in a timely fashion and be augmented by periodic verbal reminders at staff meetings, conferences, and roll call sessions. A concise description of the vacancy should be provided, including the salary and the duties, responsibilities, skills, knowledge, and abilities required. Eligibility should be established during a formal qualifying period that continues until the closing date of the first scored part of the process, e.g., a written examination. The description of the promotional process should be as detailed as is necessary to indicate clearly to candidates what they can expect. Information should include expected duration of the entire process; format, length, and

duration of the written examination, if any; a summary of the role of the oral interview; cut-off scores on written and oral evaluations; a description of the assessment center, if any; and the numerical weight assigned to each element of the process.

6.17 *A written directive requires that all elements of the promotional process be administered, scored, evaluated, and interpreted in a uniform manner.*

Commentary:

Operational elements of the promotional process, time limits, oral instructions, practice problems, answer sheets, and scoring formulas, should be clearly set forth and carried out identically for all candidates. Failure to do so may preclude validation of the process and make the agency susceptible to legal challenges.

CHAPTER 7 - COMPENSATION, BENEFITS AND CONDITIONS OF WORK

Standards in this chapter relate to the salary and benefits program of the agency and conditions of work.

7.1 A written directive describes the agency's salary program, to include:

- A. Entry-level salary for the agency;*
- B. Salary differential within ranks;*
- C. Salary differential between ranks;*
- D. Salary levels for those with special skills, if any;*
- E. Compensatory time policy;*
- F. Overtime policy; and*
- G. The provision of salary augmentation.*

Commentary:

The salary plan for the agency should take into account agency employment standards, agency skill needs, and salary levels offered by other local employers. The salary plan should be based on the agency's position classification plan and provide for differentiation between ranks, uniform percentage increase between classes and ranks, and room within the ranks for recognition of superior performance.

The salary schedule may provide recognition for superior performance. There should be sufficient salary differential between ranks to provide incentive for promotion and to recognize more complex levels of responsibility.

The policy of the agency concerning the use of compensatory time off in lieu of pay, if utilized, should include conditions under which the policy would be applied, rate of accrual, and procedures for application. Overtime policy should be fully described as to what is provided, under what conditions, and the percentage of base hourly rate to be provided.

In addition to overtime and merit, salary augmentation may include, among others, hazardous duty, and academic incentive. In each case, the salary plan should describe the conditions under which different kinds of salary augmentation, if any, would be provided, the amount, and the period during which the augmentation would be given.

Special skills addressed in the salary program concern those employed as specialists, such as, those in a crime laboratory, in communications repair, and the like.

7.2 *A written directive or official government document describes the agency's benefits and, if available, an employee assistance program.*

Commentary:

Have available to employees a description of the agency's holidays, health and life insurance, retirement program, disability and death benefits program, liability protection program, , and educational benefits, if any. An employee assistance program is intended to assist employees who are suffering from persistent problems that may tend to jeopardize the employee's psychological and/or physical well-being. An employee's referral may either be voluntary or based on supervisory referral.

7.3 *A written directive describes the provision of clothing and equipment used by employees in performing law enforcement functions.*

Commentary:

Certain employees are required to wear the agency's uniform and others are required to wear civilian clothes in law enforcement activities. Equipment is also needed by certain employees in the performance of their duties. The written directive should specify those eligible for clothing and equipment issue or allowances, specify the amount to be provided, and indicate the period for which it will be provided.

7.4 *A written directive describes the conditions for which an employee may be required to undergo a physical examination.*

Commentary:

The directive should describe conditions linked to the employee's fitness to perform.

7.5 *If the agency requires standards of physical fitness be maintained by sworn employees, a written directive describes the standards of fitness.*

Commentary:

The written directive should specify fitness requirements. Standards of fitness should be those that have been shown to be related to the tasks performed.

7.6 *A written directive describes the agency's liability protection program.*

Commentary: None

7.7 *A written directive regulates the types of secondary employment in which agency employees may engage.*

Commentary:

This standard applies to both sworn and non-sworn personnel. It pertains to secondary employment of the off-duty type, that is, outside employment wherein the use of law enforcement powers is not anticipated. Agencies may want to consider expressing the prohibition of certain types of off-duty employment in general terms, such as proscribing off-duty employment that, in the opinion of the agency, would constitute a conflict of interest or would tend to bring discredit to the agency. Or, the prohibition could be quite specific, such as, focusing on specific jobs or locations.

7.8 *If the agency permits sworn personnel to engage in extra-duty employment, a written directive addresses the following:*

- A. The requirement that sworn personnel must receive agency permission to engage in extra-duty employment;***
- B. Policies that address the behavior and activities of officers during extra-duty employment;***
- C. Approval, review, and revocation processes pertaining to officers' extra-duty employment;***
- D. Designation of a point of coordination or administration within the agency to oversee adherence to the aforementioned policies, processes, and other matters deemed appropriate by the agency; and***
- E. Documentation of significant aspects of each officer's extra-duty employment.***

Commentary:

This standard pertains to sworn personnel whose secondary employment is of the extra-duty type, that is, outside employment wherein the actual or potential use of law enforcement powers is anticipated.

Bullet (a) requires sworn officers to obtain permission of the agency to engage in extra-duty employment. In addition, the relationship between the extra-duty employer and the officer-employee may be governed by a written agreement between the agency and extra-duty employer. Among other provisions, an agreement might specify that payment by the extra-duty employer for the officer-employee's services shall be remitted to the agency, which will promptly compensate the extra-duty officer.

Regarding policies referred to in bullet (b), the agency might address the following matters, among others, if not already covered by the agreement: authority of officers while working in an extra-duty capacity; responsibilities of the officers to the agency and to extra-duty employers; matters of jurisdiction; callback, if required; limitations, if any, on the number of hours worked immediately prior to reporting to the agency; use of agency property

(weapons, uniforms, and the like); and liability, compensation, and indemnification issues arising from injuries or other incidents occurring during extra-duty employment.

Regarding the approval, review, and revocation processes noted in bullet (c), the agency's written directive should cover a description of those processes, types of extra-duty employment that are prohibited, and agreement by the extra-duty employer to restrictions, if any, on the types and conditions of employment, including an assessment of the potential risk of injury.

With respect to bullet (e), documentation should reflect the unique needs of the agency, the relevant sections of its collective bargaining agreement, if any, as well as pertinent statutory requirements, e.g., the federal Fair Labor Standards Act. Among the significant aspects of extra-duty employment to document, the agency should consider the following: date, time, and place of employment; incidents that involve use of law enforcement powers, injury to the officer or others, complaints received, and court appearances (scheduled and attended) resulting from extra-duty employment; and liability and indemnification concerns stemming from actions during extra-duty employment.

CHAPTER 8 - TRAINING AND CAREER DEVELOPMENT

Standards in this chapter relate to the training and career development of law enforcement personnel. Subchapters address the organization and administration of the training function; training academy administration; training instructors; recruit training; in-service; roll call; advanced training; specialized training; civilian personnel training and career development.

Training programs should ensure that the needs of the agency are addressed and that there is accountability for all training provided. Training should be consistent with the agency's goals and objectives. Agency training functions should be the responsibility of the training component, which should be accountable for developing and administering training programs. Program development should provide for input from several sources, including agency personnel in general; a training committee; the inspections function; and most importantly, the agency's Chief Executive Officer.

Career development is a structured process that is utilized by an agency to provide opportunities for individual growth and development at all levels. It is designed to promote productive, efficient, and effective job performance and to improve the overall level of individual job satisfaction. More importantly, it is through career development activities that the upward mobility of all personnel may be enhanced by specific opportunities for professional growth and improved job performance.

Officers already appointed should be given opportunity and incentives to pursue college education. To encourage the recruitment of college-educated officers, pay incentives should be given to officers who have achieved such education prior to initial employment in the agency.

8.1 A written directive governs attendance requirements for employees assigned to authorized, agency training programs.

Commentary:

The directive should describe exceptions and provide procedures for documenting attendance, excusing participants for such events as court appearances, making up time that

is missed as the result of excused and unexcused absences, and ensuring that employees are recognized for successful completion of the training program.

8.2 *A written directive governs agency reimbursements to employees attending training programs in or outside the agency's service area.*

Commentary:

The directive should describe the conditions under which reimbursement may be provided for mileage; meals; housing; fees; books; or materials for training programs conducted in or outside the agency's service area.

8.3 *The Agency requires lesson plans for all training courses conducted by the agency, to include provisions for the following:*

- A. Guidelines and format for lesson plan development;***
- B. A statement of performance and job-related objectives;***
- C. The content of the training and specification of the appropriate instructional techniques;***
- D. A process for approval of lesson plans; and***
- E. Identification of any tests used in the training process.***

Commentary:

The development of lesson plans should ensure that the subject to be covered in training is addressed completely and accurately and is properly sequenced with other training materials. Lesson plans establish the purpose of the instruction, set forth the performance objectives, relate the training to critical job tasks, and identify the matters that may be taught. Lesson plans should be required of non-resident instructors as well as resident academy staff.

The lesson plans should also include references, teaching techniques (lecture, group discussion, panel, seminars, and debate), relationships to job tasks, responsibilities of the participants for the material taught, and plans for evaluation of the participants. The instructional techniques that should be incorporated are conferences (debate, discussion groups, panels, and seminars); field experience (field trips, interviews, operational experiences, and operational observations); presentations (lecture, lecture-discussion, lecture-demonstration); problem investigations (committee inquire); and simulations (case study, games, and role-play).

8.4 *A written directive establishes agency policy concerning remedial training.*

Commentary:

The directive should include the circumstances and criteria used to determine the need for remedial instruction, the timetables under which remedial training is provided, and the consequences of participation or non-participation by the affected personnel. The directive should recognize the uses of remedial instruction in other than recruit training and should comment on the relationship between the inspections and training functions.

8.5 *A written directive requires the agency to update records of employees following their participation in training programs.*

Commentary:

As personnel complete training programs, the date of the training, the types of training received, any certificates received, attendance, and test scores should be recorded for each trainee.

8.6 *The agency maintains records of each training class it conducts, to include, at a minimum:*

- A. *Course content (lesson plans);***
- B. *Names of agency attendees; and***
- C. *Performance of individual attendees as measured by tests, if administered.***

Commentary:

The intent of the standard is to ensure that the agency documents the nature of the instruction, the identity of those attending the sessions, and the performance of the attendees. The standard would be satisfied in part by maintaining on file, the lesson plans used by the course instructors.

8.7 *A written directive governs the training to be received by all agency personnel regarding agency policies, procedures, rules, and regulations.*

Commentary:

In addition to the training and skills taught at an outside academy, the agency should provide instructions to all employees regarding policies and procedures that are specific to the agency. The written directive may provide for such training at the outside facility or after the personnel return to the agency following completion of training.

8.8 *The agency requires all newly sworn officers to complete the recruit academy training program prior to routine assignment in any capacity in which the officer is allowed to carry a weapon or is in a position to make an arrest.*

Commentary:

The intent of this standard is to preclude assigning persons to positions requiring the carrying of weapons, enforcing the law, or making arrests until they successfully complete a structured basic training course. Those persons who have been hired, but who have not yet completed the basic training course, could be used in such positions as communications, records, or other activities not requiring the carrying of a weapon, enforcing the law, or making an arrest.

8.9 *A written directive establishes a field training program for recruits with provisions for the following:*

- A.** *Field training of at least four weeks for trainees, during and/or after the required classroom training;*
- B.** *A selection process for field training officers;*
- C.** *Supervision of field training officers;*
- D.** *Training and in-service training of field training officers;*
- E.** *Rotation of recruit field assignments;*
- F.** *Guidelines for the evaluation of recruits by field training officers; and*
- G.** *Reporting responsibilities of field training officers.*

Commentary:

The goal of field training is to provide recruit trainees with “on street” experiences following the completion of classroom training. A minimum four-week period permits time for rotation of recruits among the various training activities and objectives with which they may be familiar. In some cases, field training may be presented at intervals as part of a logically coherent classroom training program. Here, training is managed by providing classroom training, followed by a short segment in the field, to provide the trainee with “on street” experience in those curricular areas just covered in the classroom.

Whether presented during and/or after the classroom training, field training should be a closely supervised process, as the initial experience of recruits often shapes their future careers.

The field training program is an important adjunct of the formal recruit classroom training and should be as carefully organized, administered, and evaluated as classroom training. The field training program should be closely allied with the academy so that Field Training Officers (FTOs) are aware of what skills and subjects have been taught and what roles the FTOs are to assume.

The selection process for FTOs is crucial to a successful program as many of the values, tactics, and attitudes of FTOs are transmitted to inexperienced officers. Initial training, as well as periodic in-service training, should be provided to FTOs to prepare them for and keep them current with their assigned responsibilities.

The relevance of the field training experience may be enhanced by providing guidelines to FTOs that define the responsibilities of the FTO and provide specific direction about the skills, knowledge, and abilities to be assessed, taught, or performed. The evaluative responsibilities of the FTOs should also be identified.

8.10 *A written directive requires all sworn personnel to complete an annual retraining program consistent with requirements of the South Carolina Criminal Justice Academy and South Carolina state law.*

Commentary:

The agency should ensure that personnel are kept up to date with new laws, technological improvements, and revisions in agency policy, procedures, rules, and regulations. The mandatory retraining may also be designed to provide supervisory, management, or specialized training to participants. Retraining may be used to supplement promotional training, training prior to assignment to a specialized component, or executive development training for higher ranking officers. The agency should ensure that information included in retraining is included on promotional examinations.

The program should be structured in such a way as to motivate experienced officers and to further the professionalism of the agency. The training should include a review of the following topics: agency policy, procedures, and rules and regulations, with emphasis on changes; statutory or case law affecting law enforcement operations, with emphasis on changes; the functions of agencies in the local criminal justice system; exercise of discretion in the decision to invoke the criminal justice process; interrogation and interviewing techniques; agency policy on the use of force, including the use of deadly force; emergency medical services; the performance evaluation system; emergency fire suppression techniques; new or innovative investigative or technological techniques or methods, if any; hazardous materials incidents; contingency plans, if any, including those relating to special operations and unusual occurrences; crime prevention policies and procedures; collection and preservation of evidence; report writing and records system procedures and requirements; and victim/witness rights, policies, and procedures.

8.11 *A written directive governs roll call training.*

Commentary:

Roll call training is a technique that may supplement all other training. Roll call training may be a useful element of agency training if it is professionally managed and supervised. The goal of this training should be to keep officers up to date between formal retraining sessions. Agencies which do not have formal roll calls (e.g., resident state troopers, deputy sheriffs, etc.) may accomplish the purpose of roll call training through other methods. To

be useful to the agency, the roll call training program should be well structured and reflect the needs of the agency while being flexible enough to fit into a roll call setting. The written directive should include planning for roll call training; techniques used in roll call training; relationships with the academy; instructional methods; instructional personnel; evaluation of roll call training; scheduling of training; and role of supervisors and officers.

8.12 *Familiarization with accreditation is provided to all newly hired agency personnel within a reasonable period after their employment begins.*

- A. *To all newly hired agency personnel within a reasonable period after their employment begins; and***
- B. *To all agency personnel just prior to an on-site assessment associated with initial accreditation and each reaccreditation.***

Commentary:

The intent of this standard is twofold. First, it ensures that all employees are familiar with accreditation and what it entails during the self-assessment process. Second, familiarizing new employees with the process will provide a historical perspective and emphasize the importance of accreditation to the organization. It is recommended that familiarization include the history and background of accreditation and the agency's involvement in the process, the accreditation process, the goals and objectives of accreditation, and the advantages of accreditation and its impact on the agency. Familiarization may be achieved by such means as classroom instruction, newsletter, memo, and periodic attendance by Command staff at meetings of the Commission on Accreditation for Law Enforcement Agencies (CALEA), or South Carolina Law Enforcement Officers' Association (SCLEOA) conferences and/or meetings.

8.13 *A written directive identifies the functions for which specialized training is required, and includes the following:*

- A. *Development and/or enhancement of the skills, knowledge, and abilities particular to the specialization;***
- B. *Management, administration, supervision, personnel policies, and support services of the function or component; and***
- C. *Supervised on-the-job training.***

Commentary:

The agency should identify all the functions for which both pre- and post-assignment specialized training is required.

In addition, all persons responsible for crime scene processing should receive specialized in-service training to develop the following skills: recovering latent fingerprints and palm prints; recovering foot, tool, and tire impressions; photographing crime or accident scenes;

preparing crime or accident scene sketches; and collecting, preserving, and transmitting physical evidence, including biological materials. These topics should also be provided as refresher training for investigative personnel as a component of the in-service training program.

8.14 *If the agency has a tactical team, the agency requires that all personnel assigned to the team engage in training and readiness exercises.*

Commentary:

The purpose of this standard is to ensure that tactical team members have ample opportunity to practice their special skills and develop their abilities to function effectively as a team. This is necessary because many skills are perishable and should be exercised to build and maintain proficiency. Operational simulations should be included in the training program, and if the agency also has a separate hostage negotiation team, its personnel should be required to train periodically with the tactical team. All tactical training must be documented, and the records retained.

8.15 *A written directive requires all newly appointed civilian personnel to receive information regarding:*

- A. *The agency's role, purpose, goals, policies, and procedures;***
- B. *Working conditions and regulations; and***
- C. *Responsibilities and rights of employees.***

Commentary: None

8.16 *A written directive identifies the civilian positions for which pre-service and in-service training are required.*

Commentary:

The agency should consider the training of two categories of civilian employees, those acting in quasi law enforcement capacities and those who deal with the public on a regular basis. The former category includes, for example, school-crossing guards, community service officers, and parking enforcement personnel. The training for this category of personnel should include the legal, safety, and coordinative responsibilities of the assignments, including dealing with the public.

Training for employees who predominantly deal with citizens (e.g., communications personnel or personnel assigned to information posts or the “front counter”) should stress not only the skills necessary to perform technical aspects of their jobs but also the importance of the link they provide between citizen and agency, which often shapes a citizen’s opinion of the agency.

8.17 *The agency provides skill development to all personnel upon promotion.*

Commentary: None

8.18 *The agency must have a written directive which establishes a plan for personnel who will be deployed by the military for more than 180 consecutive days, to include the following:*

A. *Storage of agency owned equipment during deployment; and*

B. *Initial and or refresher training, weapons requalification, and steps for reintegration as appropriate.*

Commentary: Reintegration may include field training, update certifications held, referrals to employee assistance program, involvement of veteran peer to peer groups, physical and/or mental health evaluations.

8.19 *The agency requires all individuals charged with performing sworn law enforcement duties to complete an entry level recruit training program, at the South Carolina Criminal Justice Academy, equivalent to that required of full-time sworn officers.*

Commentary:

All sworn positions must meet federal/state/local requirements equivalent to full-time sworn personnel at the time of sworn appointment.

Any classification of officer that performs the same functions as a full-time sworn law enforcement officer must receive the same entry level recruit training.

CHAPTER 9 - BIAS BASED PROFILING

Profiling is an essential and useful part of law enforcement. However, when profiling is based on race, gender, ethnicity, sexual preference, religious affiliation, or any other bias it is harmful to the individual profiled, the community, and law enforcement in general. It is important that law enforcement officers respect all people to gain the trust and confidence of the communities served. Any action taken against an individual should be based on their actions or specific intelligence and only when reasonable cause exists.

9.1 The agency has a written directive prohibiting bias-based profiling and ensures all sworn personnel have received training on the subject.

Commentary:

Annually, the agency should include profiling related training that includes a review of agency policy and legal aspects.

9.2 A written directive requires the agency to investigate all complaints regarding bias-based profiling, including anonymous complaints. The CEO shall be notified of all bias based profiling complaints.

Commentary:

Ensuring all bias based profiling complaints are thoroughly investigated is an essential part of gaining the trust and confidence of the communities served.

9.3 A written directive shall address corrective measures if bias-based profiling has occurred.

Commentary:

It is important that proper action is taken against personnel guilty of bias-based profiling. This could include termination, suspension with or without pay, further training, written counseling, or oral counseling.

CHAPTER 10 - MENTAL ILLNESS

The intent of this chapter is to require that the agency provide guidance to its personnel in dealing with persons suspected of suffering from mental health issues.

10.1 The agency has a written directive requiring awareness training for agency personnel encountering persons suspected of suffering from mental health issues that addresses:

- A. Contacts on the street as well as during interviews and interrogations;***
- B. Procedures for accessing available community mental health resources; and***
- C. Refresher training at least every three (3) years.***

Commentary:

Training is often available through mental health professionals and mental health advocacy organizations.

CHAPTER 11 - INTERNAL AFFAIRS

The internal affairs function is important for the maintenance of professional conduct in a law enforcement agency. The integrity of the agency depends on the personal integrity and discipline of each employee. To a large degree, the public image of the agency is determined by the quality of the internal affairs function in responding to allegations of misconduct by the agency or its employees. Agencies having an internal affairs function consistent with these standards will have the capability to respond appropriately to allegations of misconduct by employees, and to complaints about the agency's response to community needs, thereby instilling confidence in the agency.

11.1 A written directive requires all complaints, including anonymous, against the agency or its employees be investigated, and specifies:

- A. The type of complaints to be investigated by line supervisors;*
- B. The type of complaints that require investigation by the internal affairs function;*
- C. All complaints shall be reviewed by the internal affairs function;*
- D. A maximum time frame for the resolution of the complaint, to include a process for extensions; and*
- E. A written report specifying the final results of the investigation shall be forwarded to the CEO or the agency.*

Commentary:

The intent of this standard is to provide guidelines regarding which categories of complaints are to be handled by the internal affairs function and which are a part of routine discipline. The criteria for determining the categories of complaints to be referred to the internal affairs function may include allegations of corruption, brutality, misuse of force, breach of civil-rights, and criminal misconduct. Criteria for assignment of the investigation of the complaint to the line supervisors may include, for example, alleged rudeness on the part of the officer, tardiness, or insubordination.

11.2 The agency shall provide to the public information on the process of filing complaints against the agency or its employees.

Commentary:

The information on how to file a complaint shall be freely and readily available to the public and agency employees.

11.3 *A written directive specifies that the position responsible for the internal affairs function has the authority to report directly to the agency's chief executive officer.*

Commentary:

The sensitivity and impact of internal affairs matters on the direction and control of an agency require that the agency's chief executive officer receive all pertinent information directly.

11.4 *A written directive specifies the conditions, if any, during an internal affairs investigation, when:*

- A. Medical or laboratory examinations are administered;***
- B. Photographs are taken of employees;***
- C. An employee may be directed to participate in a line-up;***
- D. An employee may be required to submit financial disclosure statements; and***
- E. Instruments for the detection of deception are used.***

Commentary:

The written directive should be based on the legal requirements in the jurisdiction, case law, and precedent and should be consistent with other administrative decisions. An employee may be required to submit to a medical or laboratory examination, at the agency's expense, when the examination is specifically directed and narrowly related to a particular internal affairs investigation being conducted by the agency. An example is the use of this process in determining drug use by employees. An employee may also be required to be photographed, to participate in a line-up and/or submit to a financial disclosure statement when the actions are material to a particular internal affairs investigation being conducted by the agency.

11.5 *A written directive requires the agency to maintain a record of all complaints against the agency or employees and to protect the confidentiality of these records by maintaining them in a secure area.*

Commentary:

The confidentiality of internal affairs records is important, and proper security precautions should be taken. This record activity is a task of the internal affairs function and is an exception to the personnel records or centralized records systems.

11.6 *A written directive specifies the circumstances in which an employee may be relieved from duty.*

Commentary:

The written directive should be supported by other documents establishing the powers and authority of the office of the chief executive. The relief from duty may be a temporary administrative action pertaining to an employee's physical or psychological fitness for duty or an action pending disposition of an internal affairs investigation. The authority to relieve an officer from duty should extend to supervisory levels.

11.7 Complainants shall be kept informed throughout the process to include; receipt of complaint, updates, and results of the investigation.

Commentary: None

11.8 Employees shall be given written notice of any complaints against them, their rights, and the results of the investigation.

Commentary: None

CHAPTER 12 - DISCIPLINARY AND GRIEVANCE PROCEDURES

From time to time, differences will arise between management and employees regarding particular directives or actions of the agency. Positive and constructive means of discipline are essential for effective management and stimulating employee morale and motivation. A grievance process affords employees the opportunity to contest directives and actions of the agency in a formal way and provides the agency opportunities to clarify a particular action, if necessary.

12.1 Unless there is controlling contract language, a written directive establishes a grievance procedure which includes the following:

- A. Identification of matters that are grievable (scope) and the levels in the agency or government to which the grievance may be filed and/or appealed;*
- B. Establishment of time limitations for filing or appealing the grievance to the next level;*
- C. A description of the type of information to be submitted when filing a grievance;*
- D. Establishment of procedural steps and time limitations at each level in responding to grievances or appeals; and*
- E. Establishment of criteria for employee representation.*

Commentary:

Since a formal grievance procedure is designed to resolve differences between the employee and the employer, it follows logically that such procedures be written in clear, concise terms. If grievance procedures are part of a collective bargaining agreement, such agreement would meet the definition of "written directive" as used in this standard. This standard applies to all agency employees. If more than one procedure exists, each should be described.

A written statement of the grievance and the facts upon which it is based, a written allegation of the specific wrongful act and harm done, and a written statement of the remedy of adjustment sought are basic information that should be required from a grievant. A form may be designed for this purpose to include spaces for noting significant times, dates, and actions taken relative to a grievance.

Once the grievance has been filed, it should be handled formally. Each level should acknowledge receipt by noting time, date, and person receiving the grievance. The facts or allegations should be carefully analyzed and affirmed or denied in writing. A legitimate attempt should be made at each level to resolve the grievance rather than merely passing it on to the next level. If applicable, remedies or adjustments should be identified in writing.

The procedure should have an appeal process for grieved issues. To be an appeal, the issue should go to a higher level or authority for review. Grievances normally follow the employee's "chain of command" within the agency or governmental structure. The procedure should identify the levels of appeal, the time limits within each level, who should respond, and the final level of authority.

12.2 *A written directive identifies a specific position responsible for coordination of the grievance process.*

Commentary: None

12.3 *A written directive specifies a Code of Conduct and Appearance which is provided to agency personnel.*

Commentary:

The directive should address areas such as unbecoming conduct, acceptance of gratuities, abuse of authority, etc. Non-sworn personnel should be included in the directive.

12.4 *A written directive prohibits sexual harassment and other unlawful harassment in the workplace and provides a means by which harassment can be reported, including a means by which it can be reported if the offending party is in the complainant's chain of command.*

Commentary:

There are several means by which an agency can limit its exposure to liability because of unlawful harassment by its employees. These means include strong policies and directives that prohibit such conduct; immediate and thorough investigations of any case where allegations of unlawful harassment; effective and appropriate disciplinary action in any case where allegations of unlawful harassment can be substantiated; and efforts to make agency employees aware of their responsibilities and the legal issues involved.

12.5 *A written directive describes a disciplinary system, to include:*

- A. *Procedures and criteria for using training as a function of discipline;***
- B. *Procedures and criteria for using counseling as a function of discipline; and***
- C. *Procedures and criteria for taking punitive actions in the interest of discipline.***

Commentary:

The elements of the disciplinary system should identify the measures to be applied to officer conduct in the interest of discipline. The system should be based on fairness to the employee and the agency and should stimulate employee morale and motivation.

The written directive should encourage training as a means of improving employee productivity and effectiveness through positive and constructive methods.

The written directive should provide guidelines regarding alternatives to be considered in counseling. In theory and practice, the severity attached to disciplinary counseling increases with the position of the counselor in the hierarchical structure of the agency. The directive should also provide guidance concerning the recording of the purposes and effect of the counseling experience.

Finally, the directive should strive to enhance consistency in punitive actions. The severity of each alternative should be geared to the actions of the officer. This does not imply a required sequence of punitive acts. Some agencies specify a range of punishments for various violations or specific punishments in explicit situations; where these are established, employees should be so informed.

12.6 *A written directive specifies the role of supervisors and the authority attendant to each level of supervision and command relative to disciplinary actions.*

Commentary:

The role of supervisors, especially first-line supervisors, is crucial in the disciplinary process. First-line supervisors have the best opportunity to observe the conduct and appearance of officers and detect those instances when disciplinary actions are warranted (remedial training, counseling, or punishment). First-line supervisors also have the opportunity to understand the personality traits of the personnel under their supervision and to determine the most effective methods of discipline.

12.7 *If employee misconduct results in dismissal, a written directive requires the following information be provided to the employee:*

- A. *A statement citing the reason for the dismissal;***
- B. *Effective date of the dismissal;***
- C. *A statement of the status of fringe benefits and retirement benefits after dismissal; and***
- D. *A statement as to the content of the employee's employment record relating to the dismissal.***

Commentary:

This standard, under normal circumstances, does not apply to entry-level probationary employees.

12.8 *A written directive describes procedures for the maintenance of records in disciplinary actions.*

Commentary:

The directive should require written records of disciplinary actions and should include where the records should be filed, how long they should be maintained, and under what circumstances they should be purged.

12.9 *A written directive specifies appeal procedures in disciplinary actions.*

Commentary:

The directive should include initiation procedures, time frames, method of recording, and scope of the appeal process. To be an appeal, the issue should go to a higher level of authority for review.

12.10 *A written directive specifies that all sworn employee dismissals shall be reported to the South Carolina Criminal Justice Academy (SCCJA) as required by the Law Enforcement Training regulations.*

Commentary:

Agencies shall use the reporting process as mandated by the SCCJA.

CHAPTER 13 - PERFORMANCE EVALUATION

To achieve its stated objectives, a law enforcement agency must have a system for defining, measuring, and verifying employee work performance and employees must have a means to receive feedback on their performance.

13.1 *A manual or written directive defines the agency's performance evaluation system and includes, at a minimum:*

- A. *Measurement definitions;***
- B. *Procedures for use of forms;***
- C. *Rater responsibilities and rater training; and***
- D. *Provisions for employee comments and copy.***

Commentary:

Sample forms used for each type of evaluation and documentation of rater training.

13.2 *A written directive requires a performance evaluation of each employee be conducted and documented at least annually. The written directive shall include, at a minimum:*

- A. *That criteria used for performance evaluation are specific to the assignment of the employee during the rating period;***
- B. *That performance evaluations be based only on the performance during the rating period;***
- C. *That the employee being rated has the opportunity to sign, offer comments and receive a copy of the evaluation; and***
- D. *That each performance evaluation is reviewed and signed by the rater's supervisor.***

Commentary: None

13.3 *A written directive requires that employees be given written notice whenever their performance is deemed to be unsatisfactory.*

Commentary: None

13.4 A written directive requires that each employee be counseled at the conclusion of the rating period.

Commentary:

The directive should address performance for the last rating period of the employee, performance expectations and goals, if any, for the new rating period and career goals.

13.5 The agency provides an appeal process for contested evaluation reports.

Commentary: None

13.6 A written directive establishes an Early Intervention System to identify agency employees who may require agency intervention efforts. The directive shall include:

- A. Definitions of employee behaviors or actions to be included for review;**
- B. Threshold or trigger levels to initiate a review of employee actions or behavior;**
- C. A review of identified employees, based on current patterns of collected material;**
- D. Agency reporting requirements of conduct and behavior;**
- E. Documented annual evaluation of the system;**
- F. The responsibility of supervisors;**
- G. Remedial action; and**
- H. Some type of employee assistance such as a formal employee assistance program or peer counseling.**

Commentary:

The agency should not be faced with investigating an employee for a serious case of misconduct only to find that there was an escalating pattern of less-serious misconduct which could have been stopped through intervention. The agency should develop a comprehensive system that can ensure the public's confidence in the agency's ability to monitor itself. The system should be triggered when certain types of incidents or conduct reach predetermined levels. Levels may be influenced by employee performance, citizen complaints, disciplinary actions, use of force incidents, internal affairs investigations, attendance, on-duty accidents, and injuries. The agency should have a plan of action to ensure that identified personnel have access to necessary assistance programs or resources.

13.7 A written directive describes the agency's system for rewarding employees.

Commentary:

Rewarding exceptional work performance provides employees recognition of their outstanding contribution to the success of the agency. The written directive should show consistency in rewarding employees. Compensation may include additional time off with pay as well as monetary supplement. Agencies that present awards for meritorious and heroic acts should ensure that criteria are established as prerequisites for these awards.

CHAPTER 14 - RECORDS

The central records function is important to the effective delivery of law enforcement services. In this chapter, the standards address those records functions that are basic to meeting the management, operational, and informational needs of the agency. The standards are principally concerned with the administration, field reporting, and central records activities, and do not address the secondary records activities attendant to functions or components within the agency carried on in support of this function.

14.1 A written directive establishes privacy and security precautions for the agency's records and at a minimum, includes the following:

- A. Procedures for the separation of juvenile criminal records from adult criminal records;*
- B. Procedures for the collection, dissemination, and retention of fingerprints, photographs, and other forms of identification pertaining to juveniles;*
- C. Physical security and controlling access to agency files;*
- D. Procedures and criteria for the release of agency records; and*
- E. Stipulation for records retention.*

Commentary:

The privacy and security precautions for the central records function should be in accord with agency policy, local ordinance, and/or state statutes. The privacy and security of criminal history record information should be in accord with appropriate state and national regulations regarding dissemination, completeness and accuracy, audits, security requirements, access, and review.

The agency specifically identifies juvenile criminal and identification records and adult criminal records to prevent unauthorized access and release. This identification may include specially marked index cards, computer files (that are marked and/or access restricted), or separate files. Dissemination should meet legal requirements that apply in some jurisdictions. The procedures should also provide guidelines for the disposition of juvenile records when the juvenile reaches adult age and for the expungement of records when ordered by the court.

The agency should determine the physical security requirements for the facility and decide who is authorized to access agency files. Facility and file security ensure the integrity of the system and the information it contains.

14.2 *A written directive establishes procedures for collecting and submitting crime data to the South Carolina Incident Based Reporting System (SCIBRS).*

Commentary:

SCIBRS collects 100% of the National Incident Based Reporting System (NIBRS) data as required by the FBI's national program plus additional information collected for law enforcement in South Carolina. Participation in the SCIBRS program helps promote the development of good record-keeping and aids in the effort to establish a local, state, and national data base of crime statistics. The standard should be satisfied if the agency reports required SCIBRS data to the South Carolina Law Enforcement Division (SLED) for subsequent inclusion in the national system.

14.3 *Central records information is always accessible to operations personnel.*

Commentary:

In large agencies, where records personnel are always available, this is usually accomplished with minimal planning or expense. However, in smaller agencies the accessibility of records during evening and early morning hours becomes problematic. In these instances, specific persons working these hours should be given authority to access central records information.

14.4 *A written directive establishes a field-reporting system to include:*

- A. *Guidelines to indicate when reports must be written;***
- B. *Forms to be used in field reporting;***
- C. *Information required in field reporting;***
- D. *Procedures to be followed in completing field reports; and***
- E. *Procedure for submitting and processing field reports.***

Commentary:

This directive may be in the form of a field-reporting manual that describes and illustrates the information to be included on report forms. The document should be all inclusive and serve as the complete user's guide, as well as a resource guide in all field-reporting situations.

A suggested set of field-reporting forms would include the following: offense report; supplemental report; traffic accident report; arrest report; property report; prosecution

report and complainant control and miscellaneous incident report. The forms may be more specialized than those listed, e.g., crimes against persons, crimes against property.

The forms may also be consolidated to serve the purposes identified in this standard. The complainant control and miscellaneous incident report can be initiated by dispatchers and may serve as a control document and/or as the full report of a miscellaneous incident.

The agency should adopt a set of forms approved by SLED to standardize field reporting and structure them to ensure that basic information is captured for all crimes and incidents. Samples of the forms should be included, with clear instructions for filing out and submitting the field reports.

If the agency is using a computerized system, the guide should address procedures for use.

14.5 *A written directive requires the reporting of every incident in one or more of the following categories if the incident is alleged to have occurred in the agency's service area:*

- A.** *Citizen reports of crime;*
- B.** *Formal citizen complaints;*
- C.** *Incidents resulting in an employee being dispatched or assigned;*
- D.** *Criminal and non-criminal cases initiated by law enforcement employees; and*
- E.** *Incidents involving arrests, citations, or summons.*

Commentary:

The purpose of this standard is to require a comprehensive reporting system. A record should be made of actions taken by law enforcement personnel whether in response to a request for service or for self-initiated actions. If two or more persons report the same incident, only one case report should be required.

The directive should establish procedures to ensure that proper action is taken to investigate complaints, evaluate suggestions, correct deficiencies, or refer them to proper authorities for correction. The person making the complaint or suggestion should be notified of the action taken. This may be contained in the agency's general field-reporting document.

14.6 *A written directive establishes a case numbering system with provisions for the assignment of a unique number to every case.*

Commentary:

A single numbering series (case or incident number) should be employed for all incidents of law enforcement service, including traffic accident investigations, criminal investigations, and miscellaneous calls for law enforcement service. Some activities, such

as the issuance of uniform tickets, need not be recorded as numbered cases; the ticket itself serves as the report. The numbering system should be designed to ensure that all cases receive a number, that no numbers are omitted, and that no numbers are duplicated.

14.7 *A written directive requires supervisory review of reports to ensure specific procedures are being followed as outlined in the field-reporting system required in standard 14.4.*

Commentary:

Supervisory review should be required as the first step in the submission process, and the form should be designed for the signature or initials of the reviewing supervisor. Typically, supervisory review is a function of the first-line supervisor and is intended to ensure that the assignment has been satisfactorily completed and reported consistent with the field reporting system.

14.8 *A written directive establishes procedures for maintaining records of uniform traffic tickets, to include:*

- A. *Issuing ticket books to officers;***
- B. *Accounting for tickets;***
- C. *Storing tickets in a secure area; and***
- D. *an Annual ticket audit, if not using an automated system.***

Commentary:

Issuing and accounting for uniform tickets should be rigidly controlled. Copies of citations issued should be filed in agency records. An annual ticket audit is not required if the agency is electronically transmitting (e-Citation) ticket data via an automated system to the State Department of Motor Vehicles.

14.9 *The agency has a system for assigning an identification number and maintaining a criminal history file for each person arrested.*

Commentary:

An identification number is a person-oriented number and is assigned to a specific person. Once a person has been assigned an identification number, all subsequent arrests and information concerning that person should be referenced to his or her identification number. Each person who has been arrested should have only one identification number, although the individual may have been arrested on several different occasions and thus have different case and booking report numbers relating to them. The system should include a procedure ensuring that identification numbers are not duplicated or skipped.

The criminal history file is often referred to as an identification file or jacket and should include the following documents: criminal fingerprint card (red and white card), criminal

history transcripts (state and federal), photograph (if available), and copy of arrest report. The file may be sequenced by identification number.

The criminal history transcripts may be excluded from the agency files if they are accessible through state (SLED's) or federal information systems. (To ensure that SLED has assigned an individual State Identification (SID) Number, the agency must provide SLED with a criminal fingerprint card for each arrest made by the agency.) It is not necessary to have all documents in one file if a cross-reference points to the location of each document.

14.10 *A written directive establishes criteria for recording arrest information, to include:*

- A. *Preparing reports;***
- B. *Fingerprinting; and***
- C. *Photographing.***

Commentary:

The written directive should specify those offenses for which fingerprints and photographs are required. Additionally, the directive should provide guidance in keeping existing file information current for persons subsequently arrested, e.g., address, photograph.

14.11 *A written directive establishes procedures for maintaining a warrant and wanted persons file, to include:*

- A. *Establishing criteria for entering notices in regional, state, and federal information systems;***
- B. *Establishing criteria for receiving information from other jurisdictions;***
- C. *Recording the information in agency files;***
- D. *Verifying information;***
- E. *Canceling information; and***
- F. *Requiring 24-hour access to the warrant section.***

Commentary:

The procedure should include the mechanics of initiating a case report, assigning the case, and filing warrants in a way that ensures immediate accessibility. Warrants and the Master Name Index should be cross-referenced.

Some agencies may place this responsibility with central records; others may have specialized functions, such as warrant and fugitive or civil process units. If the agency is

accomplishing the requirements in any fashion, it is sufficient for compliance with all applicable standards.

14.12 The agency ensures protection of the central records computer system through data backup and storage, secured system access, password protection, and an annual audit of passwords.

Commentary:

The protection of computerized records and data are critical to the agency's operations and compliance with state law. System access should be controlled through passwords, encryption, and other electronic controls. Physical security and system maintenance must be maintained at all times.

CHAPTER 15 - COMMUNICATIONS

The basic function of the communications system is to satisfy the immediate information needs of the law enforcement agency in the course of its normal daily activities and during emergencies. It is the latter situation that places the greatest demands upon the communications system and tests the capability of the system to fulfill its functions.

The system conveys information from the public to the law enforcement agency through communications personnel, to the officer who responds to the call for assistance, to other law enforcement and public service agencies, and to information storage facilities and retrieval subsystems. The speed and accuracy with which information flows through each system are measures of the agency's capability to respond to the needs of the community.

It would be virtually impossible to design a law enforcement communications system that would meet every agency's requirements. Each system must be sufficiently flexible in design to fulfill the needs of the individual agency. However, measures and standards of performance are necessary to assess the effectiveness with which any department, large or small, utilizes available information technology in fulfillment of its missions.

15.1 If the communications function is provided by a shared or multi-jurisdictional entity, written agreements or authorizing documents govern the authority and responsibility of both the agency and the entity, and include, at a minimum, provisions for complying with all applicable standards for this function on behalf of the agency.

Commentary:

When the communications function is shared or delegated to another entity, it is necessary to specify accountability and achieve compliance with this chapter. The agency may rely on documents developed by the outside communications center in proving compliance with these standards.

15.2 The agency provides a single 24-hour, toll free voice and TDD telephone access number for emergency calls for service.

Commentary:

The public should be able to always contact the law enforcement agency for information or assistance that may be needed in emergencies. Agencies that are unable to maintain 24-hour telephone service should arrange for such service through neighboring departments,

sheriff's departments, or the state police. Access to emergency services should be toll free within the agency's jurisdiction or permit free access to the operator.

The ability of citizens to telephone quickly and easily for emergency service is critical. If the jurisdiction does not have a 911 system, it should make every effort to adopt an easily remembered phone number to be used by citizens in emergency situations.

The phone number may be prominently displayed in phone books, on agency vehicles, in public phone booths, and in other conspicuous places. Regarding state law enforcement and certain other agencies, multiple points of contact may be required because of the decentralized nature of those agencies, and the large geographical area involved.

15.3 *The agency has a 24-hour two-way radio capability providing continuous communication between the communications center and officers on duty. The agency also has multi-channel mobile and/or portable radio equipment capable of two-way operation on a joint public safety frequency or frequencies.*

Commentary:

Immediate communications capability provides a measure of safety and security to law enforcement offices and the public.

The intent of this standard is to ensure that on-duty uniformed officers have the means for constant radio communication. In most situations, portable transceivers are required to enable officers on foot patrol and those away from their patrol vehicles to maintain communications with the dispatch center for exchanging information, requesting assistance, receiving orders or instructions, and responding to calls for service. In some remote geographic areas where portable transceivers are ineffective, mobile transceivers may be acceptable.

This does not require 24-hour patrol but rather the resources necessary to handle emergency calls.

15.4 *A written directive establishes procedures for obtaining and recording relevant information of each request for criminal and non-criminal service or self-initiated activity, to include:*

- A. *Control number;***
- B. *Date and time of request;***
- C. *Name and address of complainant, if possible;***
- D. *Type of incident reported;***
- E. *Location of incident reported;***
- F. *Identification of officer(s) assigned as primary and backup;***

- G. Time of dispatch;***
- H. Time of officer arrival;***
- I. Time of officer return to service; and***
- J. Disposition or status of reported incident.***

Commentary:

A control “system” can be a card, log, or computer entry that permits a permanent record to be maintained. Such records permit the agency to establish a control system to ensure a comprehensive field-reporting program. This information should be recorded for all requests, including those received by telephone, letter, in person; self-initiated by officers; or reported to officers in the field.

The control number should be affixed to a communication center control record and the call disposition or result noted thereon. The number may serve as the basis for filing and retrieving subsequent reports of the incident, but it is indispensable for auditing the communications and records systems.

The procedures should encourage eliciting as much information as possible to enhance the safety of the officer and assist in anticipating conditions to be encountered at the scene. This is particularly important in certain categories of calls, and checklists may be provided to obtain additional information (e.g., for bomb threats, crimes in progress).

15.5 *Communications personnel have immediate access to at least the following departmental resources:*

- A. Officer in charge;***
- B. Duty roster of all personnel;***
- C. Residential/Cellular telephone number of each agency member;***
- D. Visual maps detailing the agency’s service area;***
- E. Officer status indicators;***
- F. Written procedures and telephone numbers for procuring emergency and necessary external services to the agency; and***
- G. Tactical communication plan.***

Commentary:

Communications personnel are often required to contact agency members both on and off duty. They should, therefore, have immediate access to such information as their working hours and residential telephone numbers.

Officer status indicators allow communications personnel to know the status of every officer under their control. All officers depend on the communications center to recognize when they may be in danger. By monitoring the officer status system, operators know where and how long each officer has been out on a call. When dispatching calls, operators also need to know which cars are available for service. A hand-written form updated by communications personnel would satisfy this standard.

Communications personnel also have the need to call other emergency service agencies, such as those pertaining to fire, rescue, ambulance, and animal control. They should have these and other telephone numbers immediately available by private line, telephone index, book, or other means that should expedite contacting the agencies.

Dispatching plans should include procedures to be followed in directing resources and obtaining information on crimes in progress (e.g., bank robbery, and/or tactical operations, such as roadblocks).

15.6 *A written directive establishes procedures for prompt handling and appropriate routing of misdirected emergency calls.*

Commentary:

It is common for one agency to receive emergency telephone calls intended for law enforcement or public service agency. Agencies should accept any misdirected emergency call and promptly relay information to the agency having jurisdiction.

15.7 *Security measures for the communications center are in place to:*

- A. *Limit access to the communications center to authorized personnel;***
- B. *Protect equipment;***
- C. *Provide for back-up resources; and***
- D. *Provide security for transmission lines, antennas, and power sources.***

Commentary:

The capability to maintain communications in all emergency situations dictates that security measures be implemented to protect communications personnel, facilities, and equipment. Protective measures may include locating the center and equipment in areas providing maximum security, installing bullet-resistant glass in areas of public access, and restricting access to the communications center. Providing security for equipment may be done with a combination of security cameras, fences, or other measures based on the needs of the agency.

15.8 *The agency has the capability of immediate playback of recorded telephone and radio conversations while it maintains a continuous recording of radio transmissions and emergency telephone conversations with the communication center. A written directive establishes procedures for the following:*

- A.** *A requirement that recordings be retained for a minimum period of sixty days, per state law (SC Law 23-47-20);*
- B.** *Secure handling and storage for recordings; and*
- C.** *Criteria and procedures for reviewing and release of recorded conversations.*

Commentary: None

15.9 *The agency has current Federal Communication Commission (FCC) or applicable regulatory agency licenses and has access to the regulatory agency's current rules and regulations.*

Commentary:

Compliance may be observed.

15.10 *A written directive establishes procedures for communications between field personnel and the communications center, to include:*

- A.** *Specifications of the methods and circumstances requiring communications by field personnel;*
- B.** *The recording of the status of field personnel when out of service;*
- C.** *The methods used for identifying field personnel during communications;*
- D.** *Communication with interacting agencies;*
- E.** *Criteria for the assignment of the number of field personnel in response to an incident;*
- F.** *Circumstances that require the presence of a patrol supervisor at the scene for the purpose of assuming command; and*
- G.** *Responding to a request for emergency assistance from field personnel.*

Commentary:

Identification systems should be based on beat numbers or other assignment numbers, unit identification numbers, or a combination of the two.

15.11 *A written directive describes procedures for communication personnel to respond to victim/witness requests for information and/or services to include initial and subsequent requests.*

Commentary:

Communication center personnel are likely to receive calls requesting information or services and may well represent the first contact made with the agency. The intent of this standard is to ensure victim/witness callers receive timely and appropriate attention to their immediate needs, especially during non-business hours. Written procedures should be available to communications personnel regarding the proper handling of such calls.

15.12 *If local, state, and federal criminal justice information systems exist, the agency participates and/or has access to such a system.*

Commentary:

Compliance may be observed.

15.13 *If an agency utilizes cellular phones, a written directive establishes criteria and procedures for their use.*

Commentary: None

15.14 *A written directive establishes procedures for monitoring and responding to private security alarms.*

Commentary:

The agency should have a formal policy concerning monitoring commercial and private residential alarm systems.

15.15 *If the agency has a system for receiving specified crime and incident report information by telephone, mail, internet, and/or emerging technologies in lieu of on-scene response, a written directive specifies the criteria for acceptance.*

Commentary:

The intent of this standard is to improve the use of patrol time.

15.16 *If the agency authorizes emergency first-aid instruction over the telephone or radio, employees must be trained and have immediate access to approved emergency medical guidelines or materials.*

Commentary:

The training should be approved by a competent authority and should be designed to provide emergency lifesaving information to callers until emergency medical personnel arrive at the scene.

15.17 The agency has an alternate source of electrical power that is sufficient to ensure continued operation of emergency communication equipment in the event of the failure of the primary power source. A documented inspection and test of the alternate power source is completed at least monthly, or in conformance with manufacturer recommendations, and tested or operated under full load at least once a year.

Commentary:

A documented observation of a self-testing generator's performance once a month will satisfy this requirement.

15.18 The agency's telephone system is designed to separate emergency from non-emergency calls.

Commentary:

The potential for receiving a busy signal on an emergency line can be significantly reduced by routing incoming administrative and outgoing calls to a separate line or lines.

CHAPTER 16 - PATROL

Standards in this chapter pertain to the patrol function of any law enforcement agency. The standards establish responsibility for patrol. The intent is to ensure that the agency is providing the most efficient and effective day to day law enforcement services to the community.

16.1 *If the agency maintains 24-hour coverage, procedures for shift change provide for continuous patrol coverage.*

Commentary:

To always provide patrol coverage, shift changes should be staggered, such as 15 to 30 minutes before or after the hour, for a substantial percentage of officers on a given shift. When officers are available for immediate assignment to emergencies at the time the current shift concludes—for example, when in a briefing status—this should be considered sufficient as continuous coverage. This standard does not apply to those situations in which officers do not report to a facility for duty, e.g., resident state troopers and deputy sheriffs.

16.2 *Vehicles used in routine or general patrol service must be conspicuously marked and equipped with at least the following equipment in operational order:*

A. *Emergency lights; and*

B. *Siren.*

Commentary:

Conspicuously marked patrol cars are readily identified as law enforcement agency vehicles from every view and from a long distance, even at night. Conspicuous marking increases safety, serves as a warning to potential violators, and provides citizens with a feeling of security.

Markings should include exterior-mounted emergency lights (such as those mounted on rooftop light bars), the agency's name, the emergency telephone number, and reflective materials placed on the sides and rear of the vehicle, such as reflective striping, lettering, or decals.

It is also recommended that patrol cars be equipped with public address speaker, exterior spotlights, and alley lights.

Vehicles used primarily by investigators in plain **civilian attire** for covert purposes do not have to meet this standard.

16.3 *A written directive establishes guidelines for responding to routine and emergency calls and includes guidelines for the use of authorized emergency equipment.*

Commentary:

At a minimum, the agency should classify calls for service as routine or emergency. These classifications should designate when emergency lights and sirens should be used and when traffic laws should be observed. The directive should address high-speed driving conditions and restrictions when responding to emergency calls. The procedure should also address the responsibility of responding officers, dispatchers, and supervisors while responding to emergency calls. Guidelines for emergency equipment use during routine activities, such as stopping traffic violators, assisting motorist, and parking on/off roadways, may be included.

16.4 *A written directive governs the pursuit of motor vehicles, to include:*

- A. Evaluation of the circumstances;*
- B. Primary officers' responsibilities;*
- C. Designating secondary unit's responsibility;*
- D. Information to be relayed to dispatch;*
- E. Describing supervisor's responsibilities;*
- F. Using forcible stopping/roadblocks;*
- G. Specifying when to terminate pursuits;*
- H. Engaging in interagency and intra-jurisdictional pursuits involving personnel from the agency and/or other jurisdictions;*
- I. Requiring a written report and administrative review of each pursuit;*
- J. Conducting an annual documented analysis of those reports; and*
- K. A documented annual review of policies and procedures dealing with motor vehicle pursuits.*

Commentary:

The agency should have a clear-cut policy and procedures for pursuits. The policy should be cross-referenced with the agency's deadly force policy. All sworn personnel should be provided with this written directive. Agencies may wish to consider frequent discussion and review of these policies/procedures during roll call and/or in-service training sessions. A documented annual review of policies and procedures is required even if the agency has no pursuits during the assessment period.

16.5 *Body armor is immediately available to all officers assigned to routine uniform field duty.*

Commentary:

A directive may specify circumstances when the wearing of body armor is mandatory. Body armor should afford protection consistent with the threat to which officers are exposed. The number of body armor items does not have to be equal to the total number of agency employees. Rather, body armor should be immediately available for every officer on a given shift. "Immediately available" has been interpreted as wearing the body armor or having it in close proximity so that it can be put on at a moment's notice. Also, an offer to provide body armor by the agency and a refusal to accept the equipment on the part of an employee is sufficient to prove the armor was "made available".

16.6 *A written directive governs the frequency and procedure for roll call.*

Commentary:

Roll call should accomplish, at minimum, the following four basic tasks: briefing officers with information regarding daily patrol activity, with particular attention given to unusual situations and changes in the status of wanted persons, stolen vehicles, and major investigations; notifying officers of change in schedules and assignments; notifying officers of new directives or changes in directives; and evaluating officer readiness to assume patrol. If officers do not report for duty to a facility, e.g., resident state troopers, deputy sheriffs, etc., some form of pre-shift contact, or briefing should be accomplished by other means.

16.7 *A written directive designates the specifications for all authorized personal equipment and apparel to be worn by patrol officers.*

Commentary:

The agency should determine the specifications and authorize all personal equipment and apparel used/worn by patrol officers to ensure uniformity and prevent use of unauthorized or substandard items. The agency should maintain accurate records of the equipment/apparel provided to each employee.

16.8 *A written directive specifies the circumstances and establishes procedures for notifying the following:*

- A.** *Medical Examiner/Coroner;*
- B.** *Street/highway department personnel;*
- C.** *Public utilities personnel; and*
- D.** *News media.*

Commentary: None

16.9 *A written directive specifies the equipment to be included in every patrol car.*

Commentary:

The amount and type of equipment carried in patrol vehicles depends on the mission of the agency and its patrol officers. Items such as a first-aid kit, blankets, flares, reflective cones, tape measure, accident and criminal investigation equipment and reports, fire extinguisher, personal protection equipment (i.e., Blood Borne Pathogen Kit), and others are often needed by a patrol officer to handle emergencies and preliminary investigations effectively. The agency may determine its needs. However, the equipment decided upon should be specified by kind and amount, be uniformly available in all vehicle, and available for use. Check-off lists or inspection forms can aid officers and supervisors with ensuring that vehicles are properly stocked, as well as proving compliance with this standard.

16.10 *If in-car video recording devices are available, a written directive provides for the following:*

- A. *Training on maintenance and proper usage;***
- B. *Guidelines for utilization; and***
- C. *Data storage, access, security, and retention guidelines.***

Commentary: None

16.11 *If the agency utilizes License Plate Recognition technology, a written directive provides guidelines for use, data security and access, operator training, and data storage and retention.*

16.12 *If body-worn camera electronic recording devices are used, a written directive governs the procedures for their use, responsibility, and the conditions for data retention to include:*

- A. *Basic camera usage, including who will be assigned to wear the camera;***
- B. *Designated employee(s) or staff member(s) responsible for ensuring cameras are charged and in proper working order, for reporting and documenting problems with cameras, and for reissuing working cameras to avert malfunction claims if critical footage is not captured;***
- C. *Recording protocols, including when to activate the camera, when to turn it off, and the types of circumstances in which recording is required, allowed, or prohibited;***

- D. Process for downloading recorded data from the camera, including who is responsible for downloading, when data must be downloaded, where data will be stored, and how to safeguard against data tampering or deletion;*
- E. Method utilized for documenting chain of custody;*
- F. Length of time recorded data will be retained by the agency in various circumstances;*
- G. Process and policies for accessing and reviewing recorded data, including the persons authorized to access data and the circumstances in which recorded data can be reviewed; and*
- H. Documented training of personnel in the operation, preservation, documentation, and downloading of recorded data.*

Commentary: None

16.13 *A written directive governs agency owned or controlled canines, and includes the following provisions for each animal:*

- A. Authorization, conditions, and limits on usage;*
- B. Qualifications and training for personnel assigned to control the animal;*
- C. Documentation requirements for training;*
- D. The process for 24-hour care and maintenance for the canine;*
- E. A list of required equipment; and*
- F. Provisions for the collection of deployment data, including use of force data.*

Commentary:

The written directive should identify the types of disciplines provided by the dogs, such as tracking, drug detection, search & rescue, etcetera and define the training curriculum and required standards for each discipline. For canines that are trained to bite, directives should define when a verbal announcement will be given as a warning to potential suspects; exceptions to using a verbal warning should also be specified.

16.14 *A written directive establishes procedures for motorist stops, to include:*

- A. Unknown risk stops; and*
- B. High-risk stops.*

Commentary:

The agency should provide detailed instructions to personnel on procedures for making contact with offending motorists, methods for making effective, safe stops, approach protocols, and responsibilities for calling in traffic stop information.

CHAPTER 17 - JUVENILE OPERATIONS

Given the special legal status of juveniles, standards in this chapter relate to the operational aspects of dealing with juveniles.

17.1 *A written directive establishes the agency's juvenile operations function, and includes, at a minimum, the following:*

- A.** *A statement that the agency is committed to the development and perpetuation of programs desired to prevent and control juvenile delinquency; and*
- B.** *A statement that the responsibility for participating in, or supporting, the agency's juvenile operations function is shared by all agency components and personnel.*

Commentary:

The intent of this standard is to establish agency accountability for the juvenile function in writing. The function should be developed and operated to effectively meet agency needs. Placement of the function within the organization structure is also addressed by previous standards. Proving compliance with this standard may be accomplished through a series of documents or a single, all-inclusive directive.

This list of activities should not be viewed as all inclusive; rather it is intended that the activities mentioned form a core around which other requirements or policies may be added as needs dictate.

17.2 *A procedure requires officers dealing with juvenile offenders to use reasonable alternatives when appropriate in lieu of taking the juvenile into custody.*

Commentary:

A policy should outline when officers can counsel, warn, and release, instead of referring to family court.

17.3 *The agency has written procedures for taking a juvenile into custody, included at a minimum, provisions for the following:*

- A.** *Determining whether the juvenile is alleged to have engaged in non-criminal misbehavior (a status offense);*
- B.** *Determining whether the juvenile is alleged to have been harmed or to be in danger of harm;*

- C. Ensuring that the constitutional rights of juveniles are protected;*
- D. Bringing the juveniles to the intake facility or the juvenile component without delay (unless a juvenile is in need of emergency medical treatment); and*
- E. Notifying a juvenile's parents or guardians that they have been taken into custody.*

Commentary:

Policy should address protective custody and follow South Carolina Law for juvenile intake. Parents or legal guardians must be notified of juveniles being taken into custody.

17.4 *A written directive governs procedures for the custodial interrogation of juveniles, to include provisions for the following:*

- A. Conferring with parents or guardians;*
- B. Limiting the duration of interrogation and the number of officers engaging in the interrogation; and*
- C. Explaining agency and juvenile justice system procedures to juveniles being interrogated.*

Commentary: None

17.5 *If the agency utilizes a School Resource Officer (SRO) program, a written directive describes the program.*

Commentary:

SRO programs provide many benefits beyond school security. Such programs can help foster interaction between law enforcement, school administration, students, and parents.

CHAPTER 18 - MISSING PERSONS

Due to the criticality of time in missing person cases, the prompt entry into NCIC and other information systems is vital to the recovery of those persons.

18.1 *A written directive provides procedures for handling missing persons, which include at a minimum:*

- A. *Initial response and information to be gathered;***
- B. *Search requirements, if any;***
- C. *Dissemination of collected information;***
- D. *Follow-up investigation;***
- E. *Follow-up contact with the complainant; and***
- F. *Special procedures applicable to juveniles.***

Commentary: None

18.2 *Written directive describes the AMBER Alert System or other public notification system(s) activation.*

Commentary:

Other public notification systems may include media outlets or reverse 911.

18.3 *Written directive identifies the position(s) trained and authorized to notify SLED of the AMBER Alert System activation request.*

Commentary: None

18.4 *Written directive describes the classification of missing/endangered persons to be entered into NCIC.*

Commentary: None

18.5 *Written directive describes the procedure for:*

- A. *Entry of information into NCIC;***
- B. *Removal of information from NCIC; and***

C. Updating information, as necessary.

Commentary: None

CHAPTER 19 - INVESTIGATIONS

Standards in this chapter relate to the investigation of criminal cases as performed by either a uniformed officer or officers assigned to an investigative unit. The standards provide for administrative and operational procedures that should result in more efficient and effective criminal investigations.

19.1 *If the agency has a criminal investigations unit and does not provide 24-hour coverage, an “on-call” schedule of investigators is maintained.*

Commentary:

In agencies in which investigations are not assigned to duty shifts throughout a 24-hour period or on weekends, the criminal investigation function should publish an on-call investigator duty roster, which is furnished to the communications center and the commander of the patrol force.

19.2 *A written directive establishes a system of case file management for the criminal investigations function, to include:*

- A. *A case status control system;***
- B. *Administrative designators for each case;***
- C. *Types of records to be maintained;***
- D. *Accessibility to the files; and***
- E. *Procedures for purging files.***

Commentary:

A system for case status control should be established to specify information that should be recorded for each case, such as investigator assigned, date assigned, case number, and report due date. Administrative designators such as "open", "suspended", and "closed", are also recommended for assisting internal case management and control.

Case files should be maintained on all cases in which investigative activities are ongoing. The case files provide an immediate information resource for investigators. The case files should contain a copy of preliminary investigative reports (all originals should be maintained in central records), records of statements, the results of examinations of physical evidence, case status reports, and other reports and records needed for investigative purposes. These files should be consolidated into the central records system when the case is suspended or closed.

19.3 *A written directive specifies accountability for conducting preliminary and follow-up criminal investigations.*

Commentary:

To assign responsibility and to establish investigative continuity, a written directive should define which element of the agency is to accomplish the preliminary and/or follow-up investigation for various categories of incidents.

19.4 *A written directive establishes steps to be followed in conducting preliminary investigations, to include:*

- A.** *Observing all conditions, events, and remarks;*
- B.** *Locating and identifying witnesses;*
- C.** *Maintaining and protecting the crime scene and arranging for the collection of evidence; and*
- D.** *Interviewing the complainant, witness, and suspects.*

Commentary:

The preliminary investigation may be sufficient to bring the case to a satisfactory conclusion, thus eliminating the need for a follow-up investigation. The standard is not intended to preclude the officer conducting the preliminary investigation from being assigned to the follow-up investigation.

19.5 *A written directive establishes steps to be followed in conducting follow-up investigations, to include at a minimum:*

- A.** *Reviewing and analyzing all previous reports prepared in the preliminary investigation, agency records, and results from laboratory examinations;*
- B.** *Conducting additional interviews and interrogations;*
- C.** *Seeking additional information (from uniformed officers, informants);*
- D.** *Planning, organizing, conducting searches, and collecting physical evidence;*
- E.** *Identifying and apprehending suspects;*
- F.** *Determining involvement of suspects in other crimes;*
- G.** *Checking suspects' criminal history;*
- H.** *Preparing cases for court presentations; and*

- I. Making a "second contact" with principals involved in a case requiring follow-up investigations or which has been closed.***

Commentary:

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

- 19.6 Agencies shall have a mechanism for exchanging information between the patrol function and the investigative function.***

Commentary:

The exchange of information can be accomplished through joint roll call meetings, e-mail, and other correspondence. Joint meetings conducted for patrol and criminal investigative personnel should enhance relationships between these entities and provide for the exchange of information.

- 19.7 A written directive specifies policies and procedures to be followed when using informants, to include:***

- A. Inclusion of informants in a master file;***
- B. Content of the informant file, to include biographical and background information, criminal history record, if any, and code name or number of each informant;***
- C. Maintenance of an informant file;***
- D. Security of informant files and related codes;***
- E. Other methods to protect the identity of informants;***
- F. Criteria for paying informants, if applicable;***
- G. Precautions to be taken with informants, generally;***
- H. Special precautions to be taken with juvenile informants;***
- I. Procedures for the use of informants by patrol officers; and***
- J. Procedures to ensure the safety of informants.***

Commentary:

The use of confidential informants is important to the satisfactory completion of many investigations, including patrol-related investigations; drug, vice, and organized crime control functions; and intelligence functions. Procedures should be established to provide for this resource within a controlled system to avoid abuse. In some instances, agencies may promulgate policy governing use of parolees, if required by an authorizing corrections agency.

If the agency does not centralize this function, then each agency function that controls and manages informants should be responsible for compliance with this standard. Investigating officers should take additional precautions when dealing with informants of the opposite sex and with informants whose sexual preferences may make an investigation more susceptible to compromise through alleged improprieties. Care should be taken to protect informants from unnecessary risk. When using juvenile informants, agencies are strongly urged to secure permission from a parent or legal guardian and properly document the approval.

A master file on informants should be maintained with an emphasis on security and rigid control of access. A single individual should be identified and given exclusive control over this file. The file should contain information on informants, to include their backgrounds, record of transactions, and information on how they can be located. Coded information should be used in all transactions with informants, including pay.

19.8 *If technical aids for the detection of deception are used, a written directive governs their use in criminal investigations and only licensed examiners are used for this purpose.*

Commentary:

The written directive should govern the use of such devices as polygraphs and other detection of deception equipment. The directive should also specify those persons who may be authorized to use the equipment and the conditions under which it may be used. Adherence to this standard ensures a uniform training base for all operators of technical aids for detection of deception.

19.9 *The agency has a written directive concerning identity crime and procedures for:*

- A. *Taking identity crime reports;***
- B. *Specialized report forms, if any;***
- C. *Providing information and assistance to identify crime victims; and***
- D. *Coordination of investigations with other agencies and SLED.***

Commentary:

Identity crime costs businesses, consumers, and individuals billions of dollars. Significant credit problems and financial loss often affect an individual for years. Identity crime has been linked to terrorist activities in both funding operations and obtaining documents for illegal purposes.

19.10 The agency has a written directive describing the procedures for using photographic or physical line-ups and show-ups. Results should be documented.

Commentary:

This should establish reliable identification testimony by a witness. This standard needs to be evaluated in terms of the following factors that the courts have found to be relevant in identification testimony, namely: 1) the witness' opportunity to view the criminal during the crime; 2) the length of time between the crime and subsequent identification; 3) the level of certainty demonstrated by the witness at the identification; 4) the accuracy of the witness' prior description of the suspect; 5) the witness' degree of attention during the crime.

19.11 The agency's budget provides for a confidential fund to support the operations of vice, drug, and organized crime control functions.

Commentary:

Since these functions often involve frequent and sometimes large expenditures of money, the agency should identify the use of such funds and ensure they are strictly administered and monitored. Funds may be used to pay informants, purchase contraband as evidence, fund surveillance activities, or purchase surveillance equipment.

CHAPTER 20 - COLLECTION AND PRESERVATION OF EVIDENCE

Evidence obtained through the application of scientific knowledge and methods is invaluable to the effective prosecution of offenders. Research has shown clearly that physical evidence must be identified, collected, and preserved properly, and transmitted to the forensic laboratory promptly if laboratory resources are to be used effectively.

20.1 *A crime/accident processor is available on a 24-hour basis.*

Commentary:

If a crime/accident has occurred and involves the prompt collection and preservation of physical evidence, 24-hour crime scene processing capability should be available. When the immediate services of a crime scene specialist are required, personnel with these skills should be notified as soon as possible. In many cases, the implementation or continuation of the investigative process should await completion of certain aspects of the crime scene specialist's work. Therefore, crime scene personnel with these skills should be notified as soon as possible. Smaller agencies may have skilled personnel on call or may have arranged to acquire such personnel from another local agency, or from the South Carolina Law Enforcement Division (SLED).

20.2 *A written directive requires that materials and substances be collected from a known source, whenever available, for submission to the laboratory for comparison with physical evidence collected.*

Commentary:

A significant degree of the value of laboratory examinations concerns the identification of substances and comparison of these with materials from known sources. This is true especially in the case of the study of hairs, fibers, fabrics, paint, glass, wood, soil, and tool marks. The location from which samples from a known source are taken is critical where fractures have occurred, such as in the case of glass, wood, paint, and metal.

20.3 *A written directive establishes guidelines and procedures used for collecting, processing, preserving, and establishing the chain of custody.*

Commentary:

The agency should develop general guidelines for its approach to crime scene processing. For example, the first rule may be to secure and protect the crime scene. Agency policy should dictate whether processing is to be conducted by field personnel or specialists.

Processing procedures should determine the progression of tasks, such as photograph, sketch, fingerprint, mark, and collect.

The directive should also provide guidelines for the preferred methods of collecting, marking/labeling, and packaging/storing a variety of evidentiary items. Methods used are those that should preserve the condition of evidence in the process of collection, prevent the introduction of foreign materials to it, and ensure as complete a sample as possible and practical.

For physical evidence to be accepted by the court at time of trial, it is essential that the chain of evidence be maintained. The initial step in this process is marking or labeling the item at the time it is collected, seized, or received. Items should be marked so as not to damage or contaminate the evidence. Items that cannot be marked should be placed in an appropriate, safe container, sealed, with the container labeled.

Vehicles used for processing crime scenes should have equipment to recover fingerprints, take photographs, sketch the crime scene, and collect and preserve evidence.

For all items of evidence gathered at a crime scene, the investigator and/or specialist should prepare a list containing a description of the item collected (including make, model, and serial number, if any), the source (person or location obtained from), and the name of the person collecting the item. Other information may also be pertinent to the list. The inventory is essential to the investigator and the specialist for recording activities at the scene and qualifying the evidence at the time of trial.

20.4 *The agency provides or has access to personnel, equipment, and supplies used for processing scenes for the following purpose:*

- A. *Recovery of latent prints;***
- B. *Photography;***
- C. *Sketch of the scene;***
- D. *Collection and preservation of physical evidence; and***
- E. *Accident investigation.***

Commentary:

In some jurisdictions where specialists are required to go from one crime scene to another without the opportunity to return to a central point to replenish equipment and supplies, a specially built and equipped vehicle should be used, e.g., one having a portable power generator, ladder, and lights. Patrol officers and investigators who are appropriately trained may carry equipment in their vehicles for scene processing. It is important, however, that those who process the scene are equipped with necessary equipment to allow safe, effective, and timely processing of the scene.

20.5 *A written directive governs the preparation of a report by the person who processes a crime or accident scene.*

Commentary:

An accurate record of events that transpire at the scene in connection with the investigation is required at the time of trial. The directive may require such elements as the following to be included in the report: date and time of arrival at the scene; location of the crime; name of the victim(s), if known; name of suspect, if known; action taken at the scene, including the number of photographs taken, and whether measurements were made (yes or no); a list of physical evidence recovered; and case file reference number.

Other information that should be included when a crime scene specialist is involved is the date and time a request for service was received, the name of the investigating officer, the disposition of the physical evidence and exposed negatives, and crime scene measurement information.

20.6 *A written directive governs procedures, responsibility, and conditions for submitting evidence to a forensic laboratory, to include:*

- A. Identification of the person responsible for submitting the evidence;*
- B. Methods for packaging and transmitting evidence to the laboratory;*
- C. Types of documentation to accompany evidence when transmitted;*
- D. Receipts to ensure maintenance of chain of evidence; and*
- E. Stipulation that laboratory results be submitted in writing.*

Commentary:

The written directive should specify procedures for submission of perishable evidence to the forensic laboratory, such as fresh blood, blood-stained objects, other physiological stains and tissue, and biological materials. Large and bulky items, firearms, drugs, and other items should be prepared in a uniform manner that is safe and consistent with the requirements of the receiving laboratory.

The responsibility for requesting laboratory examinations and preparing and transmitting the evidence to the laboratory should be defined. Guidelines for the types and preparation of transmittal documents should be described. Chain of custody should be carefully maintained.

Verbal reports from the laboratory may be accepted, but the agency should insist these be followed up by a written report. When the laboratory is part of the agency, the directive should specify that written reports of findings are provided. When a laboratory is not part of the agency, a transmittal letter or written request as a part of the evidence transmittal form should be used to request a written report of laboratory findings.

CHAPTER 21 - PROPERTY AND EVIDENCE CONTROL

The property and evidence control function should provide for the security and control of seized, recovered, and evidentiary property as well as abandoned, lost, or found property in the custody of the agency. This is critically important in supporting investigations, in helping to guarantee successful prosecution at criminal/civil trials, in facilitating the timely return of property to its rightful owners, and in establishing the agency's reputation as an honest, reputable agency worthy of the public's confidence and trust.

21.1 A written directive establishes procedures for receiving all in-custody and evidentiary property obtained by employees into agency control, to include:

- A. Requiring all property to be logged into agency records as soon as possible;*
- B. Requiring all property to be placed under the control of the property and evidence control function before the officer ends his/her tour of duty;*
- C. Requiring a written report detailing the circumstances by which the property came into the agency's possession and describing each item of property obtained;*
- D. Providing guidelines for packaging and labeling property prior to storage;*
- E. Establishing extra security measures for handling exceptional, valuable, or sensitive items of property;*
- F. Requiring an effort to identify and notify the owner or custodian of property in the agency's custody; and*
- G. Establishing procedures for the temporary and final release of property items from the control of the property and evidence function.*

Commentary:

The agency should not lose sight of its responsibility to protect all property coming into its control and custody or of its ongoing obligation, in some situations, to maintain an uninterrupted chain of custody. The agency should establish specific controls and ensure strict adherence to all its policies and procedures governing in-custody and evidentiary property. This should protect both the officer and the agency.

All employees should complete a descriptive inventory of every item of property coming into their possession because of their official duties and responsibilities as soon as practical. Every item of property and evidence should be submitted prior to shifts end when feasible. This should allow the property to be officially inventoried and recorded in the agency's

records in a timely manner. The agency may authorize exceptions to these procedures; however, supervisory approval should be obtained, and a descriptive inventory should be accomplished verbally or through other electronic means if distance is a factor.

The property should be entered into storage in a uniform manner. Methods for preparing, labeling, and recording property should be established. Responsibility for these tasks may be assigned.

Extra security measures for handling and receiving should be taken when, from whatever source, items are sensitive, high in value, or otherwise constituting an increased security risk. Guidelines are provided for handling items such as money, firearms and weapons, blood and other body fluids, and drugs.

Drugs should be packaged in tamper-proof protective packaging whenever they are received by, released by, or returned to the property custodian. The intent of this packaging system is to ensure that the property custodian does not have to open a submitted drug package for the purpose of verifying contents whenever the package leaves the property section for court, crime lab, or other authorized purposes. All containers and packages should be inspected for tampering as a safeguard against substitution. These procedures need to conform to OSHA (Occupational Safety and Health Administration) standards.

Written reports should be submitted, listing the property obtained and detailing the circumstances associated with the custody. Case numbers may be used to cross-reference the property.

Once property has been officially placed under the agency's control, a procedure for removing the property for further investigation, court, release, or other official purpose should be established. A written document ensures accountability and/or uninterrupted chain of custody until final disposition. Employees should be prohibited at all times from storing property in their personal desks, locker, vehicles, homes, or other places that are not secure or would interrupt the chain of custody. Personal use of any property should also be strictly prohibited.

A reasonable attempt should be made to locate owners of property in the custody of the agency and notify them of its status. If possible, release back to the owner should be affected as expeditiously as is consistent with applicable law.

21.2 All in-custody property and evidence is stored within designated, secure areas.

Commentary:

Administrative and physical security procedures are mandatory to ensure that all property taken into custody and stored by the agency in any manner is property controlled and protected while in agency custody.

Some items of in-custody property, by their very nature, require extra protection, security, and handling precautions. Items such as money, precious metals, jewelry, firearms, and

drugs are some that should be considered. The agency may set its own guidelines and determine the degree of extra security required. Providing locked containers, such as vaults, lockers, or interior rooms, should satisfy the requirements of the standard. Further restrictions on access to certain areas also enhance security precautions. It is not necessary, however, for each type of item to have its own separate secure area.

The agency should have access to secure refrigerated storage for perishable items, such as blood and urine specimens. If the agency maintains a lockable refrigerator on its premises for this purpose, use should be restricted to in-custody property and evidence.

In addition to the general property room(s) of facilities, the agency needs to provide secure storage for large items such as vehicles, bicycles, appliances, and the like. Special areas and/or procedures should be provided. External areas, such as impounded lots, are vulnerable. When assessing the degree of security to provide, the agency should weigh the importance of the property it is placing in these areas and the consequences if the property is stolen, damaged, or contaminated while in-custody.

21.3 *Secure facilities are provided for storage of in-custody or evidentiary property during periods when the property room is closed.*

Commentary:

Provisions should be made for securing items of property when the property room is closed. Several methods can be followed to achieve this objective, such as installation and use of one-way drop-boxes, lockers, and specially designed containers.

21.4 *A written directive requires that only authorized personnel have access to areas used by the agency for storage of in-custody or evidentiary property.*

Commentary:

Entry to property areas should be controlled to prevent the alteration, unauthorized removal, theft, or other compromise of property stored by the agency and to maintain chain of custody.

21.5 *Records reflect the status of all property held by the agency.*

Commentary:

Fundamental to the operation of the property room is a records system that reflects the location of the property; date and time when the property was received or released; character, type, and amount of property on hand; and chain of custody from the time the property was stored until its destruction or other final disposition. Many agencies have successfully installed a “bar coding” system for property management.

21.6 *In order to maintain the integrity of property and evidence a written directive requires the following:*

- A. *An annual audit of property and evidence by a designee of the CEO not associated with the evidence function;***
- B. *An inventory is required whenever the person responsible for the property and evidence control function is assigned to and/or transferred from the position and is conducted jointly by the newly designated property custodian and a designee of the CEO to ensure that records are correct and properly annotated;***
- C. *A semi-annual inspection of the property and evidence function will be conducted by the person responsible for that function; and***
- D. *An unannounced inspection at least annually, as directed by the CEO.***

Commentary:

The purpose of the annual audit should be to ensure the integrity of the system but does not require the accounting of every item unless the total number of items is small. The audit should be a significant representative sampling of property including high risk items. The representative sample of property and evidence should be sufficiently large enough to establish confidence that proper procedures and systems are being followed. Minimum sample sizes should be as follows: If the agency has 100 or fewer items in custody, then the status of all items should be reviewed. If the agency has 101 or more items in custody, then a sample of 100 items should be selected for the annual audit. The purpose of the joint inventory is to ensure the continuity of custody and requires a listing and accountability of high-risk items and includes a random sampling of all other property. The person assuming custody of the property should ensure that all records are current and properly annotated. All discrepancies should be recorded prior to the assumption of property accountability by the newly appointed custodian. The inspection should determine that the property room is being maintained in an orderly fashion and that agency directives concerning the property and evidence function are being properly followed. It should also ensure that items and agency's records agree. If an error rate of more than 4% is discovered during any inspection a complete inventory must be performed.

- 21.7 A written directive requires procedures for photography and videotaping concerning the collection and preservation of evidence, including personally owned devices.

Commentary:

The directive should address the information to be recorded and the procedures for storage. Personnel should be strongly discouraged from using their personally owned electronic equipment for official departmental use.

CHAPTER 22 - SPECIAL OPERATIONS AND HOMELAND SECURITY

The standards in this chapter relate to critical incidents encountered, and special operations conducted, by a law enforcement agency.

Critical incidents are situations of an emergency nature that arise from natural and man-made causes, including disasters (floods, hurricanes, earthquakes, explosions, and tornadoes), civil disturbances (riots, disorders, violence arising from dissident gatherings and marches, rock concerts, political conventions, and labor disputes) and any other unusual occurrence.

The Critical Incident section follows the structure of the National Incident Management System (NIMS). The Incident Command System is a component of NIMS.

The Special Operations section encompasses the use of a tactical team, negotiation with hostage takers or barricaded persons, coverage of special events, protection of VIPs, and conduct of search-and-rescue missions.

Smaller agencies may or may not have a special operations (or tactical) component. Regardless, these types of emergency situations arise in jurisdictions of any size and every agency may be the “first responder” even when another, larger agency may be called in to assist or even resolve the incident. For this reason, every agency must have a written plan(s) that outlines the procedures for how the situation will be handled. Agencies need not create separate manuals for each standard. Rather, compliance can be achieved by a single, comprehensive manual which embraces common bullets, with relevant areas addressed by appropriate sections.

22.1 *A written directive specifies a position in the agency responsible for coordinating critical incident response plans.*

Commentary: None

22.2 *Each agency shall provide Incident Command System training to affected personnel as required by presidential mandates or other statutory requirement.*

Commentary: None

22.3 *The agency has a written plan for responding to critical incidents (e.g., natural, and man-made disasters, pandemics, civil disturbances, mass arrests, bomb threats, active threats, hostage and/or barricaded persons, terrorism, etc.). This plan will follow Incident Command Protocols (ICS) and will include a command, operations, planning, logistics and finance/administration function.*

Commentary:

Agencies are encouraged to identify specific areas of risk and hazard which may be unique to their jurisdiction. Agencies should develop plans to address their known risks in addition to other critical risks addressed in the standards.

22.4 *The command function for a critical incident will, at a minimum:*

- A.** *Activate the Incident Command System (ICS);*
- B.** *Establish a command post;*
- C.** *Begin notification and mobilization of additional agency personnel;*
- D.** *Obtain support from other agencies;*
- E.** *Establish a staging area, if needed;*
- F.** *Provide and maintain public information and media relations;*
- G.** *Maintain the safety of all affected personnel; and*
- H.** *Prepare a documented post incident report.*

Commentary: None

22.5 *The operations function for a critical incident will, at a minimum:*

- A.** *Establish perimeters;*
- B.** *Conduct evacuations;*
- C.** *Maintain security;*
- D.** *Provide for detainee transportation, processing, and confinement;*
- E.** *Direct traffic; and*
- F.** *Conduct any post incident investigations.*

Commentary: None

22.6 *The planning function for a critical incident will, at a minimum:*

- A.** *Prepare an incident action plan;*
- B.** *Gather and distribute information and/or intelligence; and*
- C.** *Plan post-incident demobilization.*

Commentary: None

22.7 *The logistics function for a critical incident will be responsible for, at a minimum:*

- A.** *Communications;*
- B.** *Transportation;*
- C.** *Medical support;*
- D.** *Supplies; and*
- E.** *Specialized teams and/or equipment.*

Commentary: None

22.8 *The finance/administration function for a critical incident will be responsible for, at a minimum:*

- A.** *Recording personnel time;*
- B.** *Procuring additional resources;*
- C.** *Recording expenses; and*
- D.** *Documenting injuries and/or liability concerns.*

Commentary: None

22.9 *Equipment designated for use in critical incident situations is subjected to documented inspections at least once every quarter for operational readiness.*

Commentary:

To ensure the readiness of equipment to be used in support of emergency operations, unusual occurrence plans should show the number and types of equipment and supplies needed for various emergencies. At a minimum, plans should provide for the location, amount, maintenance, and inspection of items of equipment.

22.10 *Critical Incident plans are accessible to all command personnel and are reviewed and updated as needed.*

Commentary: None

22.11 *A written directive provides for:*

- A. *Documented annual training for all sworn personnel on the agency's All Hazards Plan, to include the Incident Command System (ICS); and***
- B. *Documented biennial training for affected agency personnel, consisting of a tabletop or full-scale exercise to assess the agency's capabilities with its All-Hazard Plan and the Incident Command System.***

Commentary:

Law enforcement agencies must deal with catastrophes with little or no notice. Immediate and decisive action is required to minimize loss of life and reduce property damage. The Incident Command System (ICS) provides a clear point of control and can be expanded or contracted with ease to escalate or diminish situational response, but ICS is only effective if used and trained regularly. The Federal Emergency Management Agency (FEMA)'s ICS is comprehensive, available on the Internet, and widely used. An agency may choose this model or a different model that accomplishes the intent of ICS.

Not all components of ICS need to be activated when the system is operational. Only those that are needed in the situation should be utilized. Component activation and deactivation depend upon changing circumstances.

22.12 *The agency has a written plan for handling the security of VIP's, to include, at a minimum, provisions for the following:*

- A. *Designation of a single person or position as supervisor and coordinator of any given security detail;***
- B. *Equipment requirements, to include consideration of vehicles, body armor for VIP's and security officers, and weapons for officers;***
- C. *Instructions for planning and reconnoitering travel routes and alternates;***
- D. *Advance inspection for gathering intelligence information;***
- E. *Coordination of operations within the agency and with outside agencies;***
- F. *Identification of emergency first-aid, ambulance, and medical facilities;***
- G. *Communications; and***
- H. *Identification by designation (e.g., lapel pins).***

Commentary:

In addition to these requirements, agencies having frequent responsibilities for coordinating operations with the U.S. Secret Service should establish specific arrangements with that organization for purposes of planning and coordination.

22.13 *The agency has a written plan for handling special events, to include, at a minimum, provisions for the following:*

- A. *Designation of a single person or position as supervisor and coordinator for the coverage of a given event;***
- B. *Written estimate of traffic, crowd control, and crime problems expected for any given event;***
- C. *Contingency plan for traffic direction and control;***
- D. *Use of special operations personnel, if any;***
- E. *Logistical requirements;***
- F. *Coordination inside and outside the agency; and***
- G. *Post incident report.***

Commentary:

The intent of the standard is to encourage the development of an overall plan setting out requirements, in turn, for specific planning and operations for each individual event. The plan should be based on ICS with proper documentation. Special events may include parades, entertainment/sporting events, highway construction/maintenance activities, picketing/demonstrations, etc. The plan should address the following problems and special circumstances: ingress and egress of vehicles and pedestrians, parking space, spectator control, public transportation, relief of officers assigned, news media, alternate traffic routes, temporary traffic controls and parking prohibitions, and emergency vehicle access.

22.14 *A written directive establishes procedures for the following special operations activities at a minimum:*

- A. *Responsibilities of agency personnel, until assistance arrives;***
- B. *Deployment of tactical teams to supplement other operational components;***
- C. *Coordination and cooperation between tactical teams and other operational components;***
- D. *Required authorization for deployment of tactical teams; and***

- E. Designation of tactical team command and decision-making authority.***
- F. The use of a threat/risk assessment.***

Commentary:

For those special operations the agency does not perform with its own personnel the directive should identify where such assistance is available, how it is requested, and what responsibilities agency personnel are to assume until assistance arrives. Guidelines should also be established for use of special operations officers to supplement other operations, such as patrol, as the need arises. The intent of “coordination and control” is to establish procedures to alleviate potential misunderstandings among all components, to provide for the safety of officers, and to ensure the success of the operation. Discretion is advised in disseminating information to local commanders or operational components when operational security is critical to success

Threat/risk assessments should be used to minimize the potential for injury to citizens and public safety personnel. The agency should use a systematic process of evaluating and determining the presence of potential hazards or dangerous conditions. Deconfliction should be considered as an element of this process. A structured threat/risk assessment should be used to determine the appropriate operational response, including required resources to address the situation. The comprehensiveness and formality of these assessments will be impacted by the time-sensitive nature of the need to respond.

22.15 If the agency has a full or part-time tactical team, a written directive specifies the following:

- A. Criteria for the selection of officers assigned to those operations;***
- B. Provides specialized equipment for its operation;***
- C. Notification of team personnel; and,***
- D. Interaction between tactical and hostage negotiation personnel and responsibilities of each.***

Commentary:

Officers assigned to tactical operations, whether full or part-time, should be carefully selected. Special criteria for selection should be identified, such as a stipulation that the assignment is voluntary; prior law enforcement experience in a field assignment; physical fitness and agility; and ability to function as a member of a team. The submission of an application, an oral interview, a physical agility test, and a comprehensive background investigation to assess the applicant’s potential performance and mental suitability for tactical assignment should be employed. These criteria should be publicized to ensure that all qualified and interested officers have equal opportunity to apply for these positions.

Special equipment is needed to provide tactical officers with proper protection and to facilitate successful resolution of tactical operations. The equipment may be issued to offices for storage at home, in agency vehicles, or in some other accessible location. Such equipment is not limited to, but may include: a portable, handheld radio transceiver with earpiece and/or throat microphone; a flashlight; a chemical agent mask; body armor; a utility uniform; a ballistic helmet; binoculars; sidearm; and other firearms as dictated by the position of assignment (center fire rifle with telescopic sight, shotgun, automatic rifle, or submachine gun).

22.16 *If the agency has hostage negotiators, a written directive specifies the following:*

- A. *Criteria for selection, screening, and training of negotiators;***
- B. *Use of trained negotiation and support staff;***
- C. *Notification of hostage negotiation personnel; and***
- D. *Interaction between tactical and hostage negotiation personnel and responsibilities of each.***

Commentary:

Negotiators should be carefully screened, reviewed, and selected. Special criteria should be identified and employed in this process. Examples of such could include passing a psychological screening; clinical interview by a licensed psychologist; experience in field; communication and problem-solving skills.

22.17 *If an agency performs search and rescue missions, a written directive defines the scope and procedures of their activities.*

Commentary: None

22.18 *The agency actively communicates with other organizations for the exchange of terrorism related information.*

Commentary: None

22.19 *The agency has written directives which outlines procedure for reporting terrorism related intelligence to the proper agency.*

Commentary: None

22.20 *The agency provides awareness level training and establishes guidelines for events involving chemical, radiological, nuclear weapons and hazardous materials which follow the Department of Homeland Securities standards for first responder Chemical Biological Radiological and Nuclear (CBRN) equipment.*

Commentary: None

22.21 *A written directive addresses active threats including public notification, notification to other law enforcement agencies, initial training, annual refresher training, and a documented annual review of the agency's active shooter plan.*

Commentary:

Annual refresher training may be combined with training required in Standard 22.11 or conducted during roll-call training.

22.22 *Each sworn employee receives training regarding response to crowd control situations.*

Commentary:

Response to these types of situations is scrutinized closely by the public and the media. The agency should provide periodic training regarding crowd control situations and how best to deal with them. Use of the Incident Command System should be reviewed.

CHAPTER 23 - LEGAL PROCESS

Many law enforcement agencies are mandated by state constitution, statute, or ordinance to serve civil process and/or execute criminal process in support of the judicial function.

The functioning of the courts is affected by the prompt service of court documents. Thus, the effectiveness and image of the judicial system are dependent, in part upon the effective and timely service of court documents.

The types of process to be served or executed vary among jurisdictions as do some of the agencies' accompanying responsibilities, depending on the source of legal authority. Inadequate recordkeeping and/or inappropriate procedures may subject the law enforcement agency to litigation and civil liability.

In many cases, the law enforcement agency collects funds derived from fees and sale of property at the direction of the Court. Consequently, the agency must ensure proper accountability of these funds.

Standards in this chapter address areas of agency discretion in performing and recording its legal process functions, including records, civil process, criminal process, financial requirements, and property management. The standards are designed to ensure sufficiency of information, accuracy, timeliness, accessibility, and fiscal accountability in the delivery of legal process services but not functional responsibility. Responsibility for functions in this chapter may be shared throughout the agency, e.g., patrol, criminal investigation, communications, records, etc., or provided by a specialized component, e.g., warrant/fugitive, civil process, etc.

23.1 Information regarding each item of legal process, civil and/or criminal, is recorded, including the following elements:

- A. Date and time received;*
- B. Type of legal process, civil or criminal;*
- C. Nature of document;*
- D. Source of document;*

- E. Name of plaintiff/complainant or name of defendant/respondent;***
- F. Officer assigned for service;***
- G. Date of assignment;***
- H. Court docket number; and***
- I. Date service due.***

Commentary:

Record entries may be cross-referenced so that the information can be retrieved by means of the court's docket number and by the names of any of the parties to the action. In most instances, a unique number should be assigned to permit cross-reference of the return with the entry.

23.2 *A record on the execution or attempted service of legal process documents is maintained and includes:*

- A. Date and time service was executed or attempted;***
- B. Name of officer(s) executing/attempting service;***
- C. Name of person on whom legal process was served/executed;***
- D. Method of service/reason for non-service; and***
- E. Address of service/attempt.***

Commentary: None

23.3 *Written directives govern the service of civil process documents.*

Commentary:

Typically, the written directives should describe the role of the process servers and their general responsibilities relating to the methods of service and the actions required of the servers. Additionally, each type of process in the jurisdiction may be identified and any specific requirements unique to that individual process should be explained. The procedures for execution of the return may be explained, including notations and attachments. The directive should also contain details for service on partnerships and corporations, as well as civil process received from, or served, outside the agency's jurisdiction.

23.4 *Execution of orders for civil arrest or writs requiring the seizure of real or personal property is performed by a sworn law enforcement officer.*

Commentary:

Restricting the individual's "present right to personal liberty" is best performed by an arresting officer who has proper authority and training. The seizure of property pursuant to a court order involves a potential for resistance. In the execution of such writs, the agency should ensure that the officer assigned has the power to keep the peace and that sufficient officers are assigned to deter breach of the peace during each execution.

23.5 *Written directives govern the execution of criminal process.*

Commentary:

The directives should address the types of warrants to be executed, territorial limitations upon execution, time requirements for execution, statutory provisions for summoning aid, and procedures for the issuance of summons in lieu of arrest. Appropriate legal application and provisions to include any prohibitions for 'no-knock' warrants should be addressed. Consideration should also be given to such matters as standards for the use of force, statutory provisions respecting immunity from arrest, as well as other statutory provisions pertaining to arrest in the jurisdiction.

23.6 *Arrest warrants are executed by sworn law enforcement officers only.*

Commentary:

Statutory mandates, plus the broader potential civil liability for citizens who affect arrest, make it essential that only sworn officers execute criminal process.

23.7 *All property acquired through the civil process function is accounted for in agency records and is disposed of by the agency pursuant to legal authority.*

Commentary: None

CHAPTER 24 - HOLDING FACILITY

Standards in this chapter apply to those agencies operating holding cells and Type I facilities. Agencies with Type I facilities must comply with all standards within this chapter. Agencies who only operate holding cells or use temporary detention must comply with standards marked with an asterisk (*), which include facilities under the control of the agency and used by the agency's court security officer(s) to hold detainees awaiting appearances.

Holding cells are used for the temporary holding of persons for detoxification or who are awaiting bond, other judicial action, or transportation. If a person is to be detained longer than six (6) hours, he/she shall be transferred to a Type I or Type II facility.

Type I facilities (overnight lockup) are used for the temporary detention of persons. Such facilities include substations or precinct lockups, as well as facilities operated as collection centers in which detainees are held for periods not exceeding forty-eight (48) hours before their transfer to longer term detention facilities.

If a person is going to be detained longer than forty-eight (48) hours, he/she shall be transferred to a Type II facility, unless there is some documented compelling reason for not doing so.

Temporary Detention applies to agencies that have no holding cells, per se, but may detain or hold persons for a period not to exceed two hours in a room, space, or area for the purpose of processing, questioning, or testing. In this instance, the detainee is not under the continuous control or supervision of agency personnel. In the rare circumstance when a detainee is shackled to an immovable object designed and intended for such use, the restraint period may not exceed two hours. This method of detention should be used only when no other suitable method of detention is available.

Applicability of these standards may be determined on a case-by-case basis. However, as a general rule, standards in this chapter will be applied when a person is locked into any space or is shackled to an immovable object and is not continually under the direct, personal supervision and control of another person who can immediately intervene on behalf of the agency or the detainee.

These standards will not apply when an agency has no holding facility and keeps its detainees under continual supervision and control. Also not included in this category are holding facilities co-located with and operated as an integral part of a jail or other correctional institution whose primary purpose is to house detainees for periods exceeding forty-eight (48) hours.

24.1* *A written directive requires that personnel receive training on the operations of the holding facility, to include fire suppression and equipment provided for use by the agency.*

Commentary:

Types and levels of training should vary with the nature of assignments and responsibilities. Employees who work in direct, continuing contact with detainees require special training, including use of physical restraint, to ensure safety and security of staff and detainees. Employees who do not work in direct contact with detainees should receive an orientation on the operation of the holding facility and their role, if any.

Fire suppression may include smoke and fire detectors, fire extinguishers, firehose to 1 and 1/2 inches, Self-Contained Breathing Apparatus (SCBA), and air packs.

24.2* *A written directive governs access of non-essential persons to the holding facility.*

Commentary:

If non-essential persons are granted access to holding facilities, their presence should not violate a detainee's privacy, impede facility operations, or obstruct or frustrate acquisition and development of information for presentation in court by either the prosecution or the defense. Access of all non-essential persons should be prohibited in emergency situations.

24.3 *The agency has procedures for safeguarding detainee records from unauthorized disclosure.*

Commentary:

A detainee's constitutional right to privacy can be violated if records are improperly disseminated. The agency should establish procedures to limit access to detainee records in accord with federal and state statutes.

24.4* *Holding facilities provide the following minimum conditions for detainees:*

- A. *Adequate lighting as required by local code or ordinance;***
- B. *Circulation of fresh or purified air in accordance with local public health standards;***
- C. *Access to a toilet and drinking water;***

- D. Access to wash basin or shower for detainee held in excess of six (6) hours; and***
- E. A bed and bedding for each detainee held in excess of six (6) hours.***

Commentary:

Sufficient air, lighting, and sanitary facilities are essential to the health of detainees. Bedding issued to detainees held overnight should be clean, sanitary, and fire-retardant. The directive may provide exceptions for detainees who are deemed to be suicidal.

24.5* The facility has an automatic fire alarm and heat and smoke detection system, fire equipment approved in writing by state or local fire officials, and a written directive prescribing fire prevention practices and procedures, to include:

- A. A weekly documented visual inspection and a semi-annual documented testing of fire equipment; and***
- B. A daily visual inspection and monthly documented testing of the automatic fire detection devices and alarm systems.***

Commentary:

The agency should plan and execute all reasonable procedures for the prevention and prompt control of fire, pursuant to the current Life Safety Code as published by the National Fire Protection Association.

24.6* A written directive specifies that firearms will be secured before entering the holding facility, and, if any exceptions or conditions are permitted in emergencies, they are included in the directive.

Commentary: None

24.7* A written directive governs conditions under which an officer enters an occupied cell.

Commentary:

To ensure that detainees held in cells do not have an opportunity to take keys from an officer and escape, it is preferable that officers not enter a cell alone, unless they are being monitored by visual or audio surveillance devices and/or have a distress alarm in their possession.

24.8* A written directive governs control and use of keys.

Commentary:

The key control system should provide an accurate accounting of the location and possessor of each key. Duplicate emergency keys or a master key should be readily available in emergency situations.

24.9* *A written directive specifies which holding facility doors are to be secured and when.*

Commentary:

It is essential that staff members know which doors should be locked, when, and under what circumstances they should be opened. Doors to vacant units, unoccupied cells, and storage rooms should be locked when not in use. Doors should be tested for vulnerability after they are secured.

24.10* *A written directive requires a security check, including searching for weapons and contraband, prior to each use of an unoccupied cell.*

Commentary:

A security check, including a search for weapons and contraband, should be made of each unoccupied cell prior to use. In addition, a cell should be checked when it becomes unoccupied. The written directive should indicate who is responsible for making this security check and require that any conditions observed be reported immediately to supervisory personnel either verbally or in writing.

24.11* *A written directive requires a documented security inspection, including searching for weapons and contraband, of the holding facility at least weekly.*

Commentary:

At least once a week, bars, locks, windows, walls, floors, ventilator covers, glass panels, access plates, protective screens, doors, and other security devices should be checked carefully for operational wear and detainee tampering. Inspections should include occupied and unoccupied cells. Results of these inspections should be submitted in writing to the Chief Executive Officer or his designee. All defective security equipment should be replaced or repaired immediately. All holding areas and other areas to which detainees have access should be searched for weapons and contraband.

24.12* *A written directive governs control of tools and culinary equipment.*

Commentary:

A strict accounting should be made of all tools and utensils coming in and going out of the facility, as well as strict visual supervision of their use while inside the facility. A system to control tools and culinary equipment brought into the facility should apply to agency personnel and outside maintenance persons alike.

24.13* *If officers are not equipped with “alert” or “panic alarm” systems or a means of two-way communication, there is a security alarm system linked to a designated control point.*

Commentary: None

24.14* *A written directive prescribes procedures to be followed in the event of an escape.*

Commentary:

The procedures to be followed if an escape occurs should be made known to all personnel. They should include provisions for sounding alarms, alerting officials, mobilizing resources, and ending the alert.

24.15* *A written directive requires a documented report of all incidents that threaten the facility or any person therein.*

Commentary: None

24.16* *A written directive establishes procedures for a search of the detainee, to include:*

- A. *An inventory search of the detainee at the time of booking and prior to entry to the holding facility;***
- B. *An itemized inventory of property taken from the detainee; and***
- C. *Procedures and criteria for authorizing and conducting strip and body cavity searches.***

Commentary:

The written directive should precisely identify the types and scope of searches to be conducted by agency personnel. The written directive should also specify which items may be retained by the detainee and which may not. It is important to record carefully, all property pending its return at the time of release. Unauthorized items and confiscated contraband should be shown on the inventory along with the detainee's signature, and a copy placed in the detainee's file. If possible, this process should be witnessed. If the detainee refuses to sign the inventory, it should be so noted.

24.17 *A written directive requires that an intake form be completed for every person booked into the facility and contains the following information to the extent permitted by law:*

- A. *Arrest information; and***
- B. *Property inventory and disposition.***

Commentary:

Intake information should enhance the ability of the facility staff to promote conditions that contribute positively to the health and security of the detainee, to the safety of others, to the security of property, and to the positive identification of the detainee.

24.18 *If males, females, and/or juveniles are required to be detained at the same time, their holding areas are separated from each other by sight and sound.*

Commentary:

The intent of this standard is to ensure the segregation of three detainee types. Juveniles should not be processed in the presence of adult violators and should be held in areas away from adult detainees. Females should be separated from areas where males are detained.

Sound, for the purpose of this standard, is defined as normal/loud conversation and does not include deliberate yelling or screaming. Yelling and screaming should be controlled by persons supervising detainees.

Agencies may comply with this standard by developing written procedural alternatives to avoid detaining males/females/juveniles in the same area.

24.19* A written directive prescribes methods for handling, detaining, and segregating persons under the influence of alcohol or other drugs or who are violent or self-destructive.

Commentary:

The holding facility is not normally equipped to provide treatment to persons under the influence of drugs or alcohol and such persons should be detained in other facilities, when available. When these facilities are not available, special consideration should be given to ensuring that the potential for detainees to injure themselves or others is minimized. Such detainees should remain under close observation by facility staff.

24.20 If detainees are received from an outside agency, positive identification is made of the person presenting the detainee.

Commentary:

If unknown, the person presenting the detainee for detention should be required to produce appropriate identification and his or her legal authority to make the commitment. Phone calls may be necessary to verify the identity of the presenting party.

24.21 A written directive prescribes space arrangements and procedures to follow in the event of a group arrest that exceeds the maximum capacity of the holding facility.

Commentary:

The directive should address such matters as provision for extra personnel, additional physical facilities, and booking and detention procedures.

24.22 A written directive requires positive identification be made before any detainee is released.

Commentary:

Positive identification of the inmate and officer shall be verified prior to the release of the inmate.

24.23 *A written directive governs the return of property to detainees upon release.*

Commentary:

Property should be compared with the inventory list and, if everything is in order, the detainee should sign a receipt for property returned. Property retained for evidentiary or other purposes should be noted on the receipt. If the detainee is released to a transporting officer for transfer to another facility, the property should be given to the transporting officer, who should sign the receipt. The facility should maintain a copy of the receipt for its files.

24.24* *A written directive, approved by a licensed physician, identifies the policies and procedures to be followed when a detainee is in need of medical assistance.*

Commentary:

Arrangements for detainee emergency health care should be made with a local medical facility. If possible, a licensed health care professional should be identified as the emergency health care contact person. At least, one on-duty person should be certified in first aid. The intent of this standard is to ensure that staff recognize, take immediate action on, and report all detainee medical emergencies.

24.25* *A first aid kit is available in all facilities and is subjected to a documented weekly inspection and replenished, as necessary.*

Commentary:

First aid equipment available to facility personnel should provide a capability for proper response to a broad range of anticipated emergencies.

24.26 *A written directive requires that detainee “receiving/screening” information be obtained and recorded when detainees are admitted to the facility and before transfer to another facility. Receiving/screening should include an inquiry into:*

- A. *Current health of the detainee;***
- B. *Medications taken by detainee;***
- C. *Behavior, including state of consciousness and mental status; and***
- D. *Body deformities, trauma markings, bruises, lesions, jaundice, ease of movement, etc.***

Commentary:

The purpose of the screening is to determine whether medical attention is required. Female detainee screening should take into account the special needs of women.

Receiving/screening may be performed by allied health personnel or by trained correctional officers at the time of booking. The information obtained may be recorded on a separate form designed for this purpose or recorded with other information obtained during the booking process. In addition, a record should be kept of all treatment and medication administered to a detainee, including circumstances or events necessitating such treatment.

24.27 *If the agency dispenses pharmaceuticals, including over-the-counter medications, a written directive controls distribution and documentation of those pharmaceuticals within the facility.*

Commentary: None

24.28 *A written directive sets forth procedures regarding a detainee's rights that include at a minimum:*

- A. *Ensuring a timely court appearance of the detainee;***
- B. *Ensuring that the detainee's opportunity to make bail is not impeded;***
- C. *Ensuring that detainees have confidential access to attorneys;***
- D. *Ensuring the detainee's access to a telephone;***
- E. *Alerting the detainee to monitored or recorded telephone conversations, to include signs in the language prevalent in the area and/or an audible signal on the phone line; and***
- F. *Ensuring that a meal is provided to detainees who are held longer than six (6) hours.***

Commentary: None

24.29 *A written directive requires 24-hour supervision of detainees by agency staff, including a count of the detainee population at least once every eight hours, and establishes procedures to ensure that the detainee is personally observed every hour, and visually observed by agency staff at least every thirty minutes.*

Commentary:

Twenty-four-hour supervision is essential for maintaining security and ensuring the safety and welfare of detainees. Supervision, as used in this standard, assumes that agency staff is present in the same building that houses the holding facility and not at a remote location. One intention of this standard is to prohibit delegating supervision to a trustee. In addition to a count of the detainee population at least once every eight hours, other counts may be

necessary prior to and following certain activities, such as night lockup, recreation, and meals.

Care should be taken during physical checks that the detainee does not anticipate the appearance of agency staff. Detainees who are security risks should be under closer surveillance and require more frequent observation. This classification includes not only detainees who are violent but also those who are suicidal or mentally ill or demonstrate unusual or bizarre behavior.

24.30* If audio or visual electronic surveillance equipment is used, a written directive specifies that the equipment will be controlled to reduce the possibility of invading a detainee's personal privacy.

Commentary:

Electronic surveillance, such as television cameras and listening devices, should be used primarily at critical locations of movement in the facility. They should not be used in such a way that they violate the personal privacy of the detainees. Exceptions may be made, and they should be noted in the directive.

24.31* A written directive specifies procedures for supervision of detainees of a sex opposite that of the supervising staff member.

Commentary:

It is extremely difficult for staff to supervise detainees of the opposite sex; agency staff should be carefully advised of procedures to be followed and, if possible, have all contact monitored by another employee in these instances.

24.32 If detainees are allowed to receive mail or packages while incarcerated, a written directive regulates procedures, to include:

- A. Accepting and inspecting items;***
- B. Listing items which are not authorized;***
- C. Recording received items in the detainee's property record; and***
- D. Distribution to the detainee.***

Commentary:

Holding facilities are generally not prepared to deal with the problems and hazards associated with receiving property on behalf of a detainee in their custody. To avoid problems, agencies may wish to prohibit all deliveries to detainees until they are released or transferred to a long-term correction facility.

If allowed, cash, checks, or money orders received from incoming mail or from visitors should be carefully inspected, duly receipted, added to the detainee's property inventory report, and housed with the detainee's other property. All items received should be carefully inspected for weapons, contraband, or threats to the security of the holding facility.

The policy chosen by the agency should be in writing and consistently applied in all situations.

24.33 *A written directive governs procedures for visiting detainees.*

Commentary:

Holding facilities are generally not equipped to handle visitors. Visits should be discouraged until detainees arrive at the appropriate correctional institution where visitations can be appropriately managed.

Holding facility security is paramount. All contact with a detainee should be closely monitored and controlled to avoid transfer of weapons or contraband. In exceptional situations, where a detainee should meet with a visitor, such as an attorney, the detainees should be removed from the holding facility and brought to another location for the meeting. The detainee should be carefully searched before leaving and re-entering the holding facility. Each visitor should be required to register his or her name, address, and relationship to detainee upon entry. Generally, all visitors, and their belongings, coming into direct contact with detainees should be searched.

24.34 *A written directive identifies procedures for the following:*

- A. *Supervision and accountability for temporary detainees;***
- B. *Authorization for use of the temporary holding area;***
- C. *Temporary restraint of detainees by securing them to fixed objects; and***
- D. *The separation of males, females, and juveniles.***

Commentary:

Agencies often need to interview or detain persons before they are arrested or booked. Daily police operations are often unpredictable, and it may be necessary to use a room, space, or area to separate persons under arrest, maintain control, wait for bonding, clean up a temporary booking backlog, or prepare paperwork for court.

24.35 *A written directive establishes minimum physical conditions for the temporary holding area or room and provides for access to water, restrooms, and other needs.*

Commentary:

These items are not required to be in the room, but the agency is responsible to ensure these items are provided in a timely manner.

24.36 *There is a written and posted emergency evacuation plan for the facility and a designated and signed emergency exit directing evacuation of persons to hazard-free areas.*

Commentary:

If possible, two separate means of emergency exit should be provided. The evacuation plan should specify route of evacuation and subsequent disposition and housing of detainees. The plan also should include provisions for first aid and hospital transportation.

CHAPTER 25 - PRISONER TRANSPORTATION

Transportation by law enforcement agencies of persons who are in custody is a constant requirement and a frequent activity. Two general time periods are involved. The first is immediately after arrest, when the arrestee is taken by the arresting officer for booking and holding or transfer to another facility. The second concerns the movement of prisoners from the detention facility, such as a county jail, to a hospital, doctor, dentist, or other medical facility; to court; to attend a funeral or visit a seriously ill relative; and for other reasons. Agencies should review their policy and procedures covering all types of prisoner transportation.

As law enforcement personnel perform prison transport, they should be prepared to provide adequately for the safety and security of the prisoner, the transporting officers, and the public. Written directives are the key in each instance. These directives form the guidelines that must be followed when agency personnel execute the prisoner transport function.

Standards in this chapter concern those directives that should exist pertaining to the transport function. Larger agencies may be organized to effect prisoner transport with specially constructed buses and specially trained personnel; smaller agencies may perform the transport function as part of their patrol activities. In any case, there are basic requirements to ensure safety and security for prisoners, transporting officers, and the general public. The standards should be addressed in accord with the agency's responsibilities for transporting prisoners.

25.1 A written directive requires the transporting officer to search the prisoner before being transported.

Commentary:

The transporting officer is legally responsible for the safety and custody of the prisoner being transported. It must be assumed that the prisoner may have had an opportunity to obtain contraband or a weapon prior to the time he or she is accepted for transport by the officer. It should never be assumed by the officer that someone else has searched the prisoner. Prisoners should be searched each time they come into the transporting officer's custody, including transport to and from court appearances.

The directive should clearly define agency policy on the types of searches that may be conducted, describe when and where they may be conducted, and provide strict procedures on how and by whom each type of authorized search may be performed. Exceptions, if allowed, should be listed. If conducted, strict guidelines on “strip” searches and/or “body-cavity” searches should be established and included in this directive

Procedures should include the authority for conducting strip and/or body searches with and without a warrant; provisions for privacy and search by gender, gender expression, or gender identity, if possible; provisions for circumstances involving juveniles; and reporting requirements.

25.2 *A written directive requires examination at the beginning of each shift of all vehicles used for transporting prisoners and the search of any transport vehicles prior to and after transporting prisoners.*

Commentary:

The intent of this standard is to ensure that any vehicle used to transport a prisoner is free of weapons and contraband before and after the prisoner comes in contact with the vehicle. An examination before beginning each shift will ensure the vehicle has not been tampered with since last used, is free of weapons and contraband, is mechanically safe, is free of damage or defect, and is properly equipped for use.

Each time a prisoner is to be transported, the vehicle should be examined to ensure that no weapons or contraband are present. Some latitude may be allowed where an officer has been in constant control of the vehicle following the pre-shift examination and the introduction of the prisoner to the vehicle; however, most vehicles will not have been under constant supervision and officers should not assume that no opportunity has existed for the introduction of weapons, contraband, or other items.

Once a prisoner has been removed from the vehicle, a thorough search should be conducted as soon as practical, but, in all cases, before the vehicle is reused. This will not only ensure that the prisoner has left nothing in the vehicle, but, if items are found, link them in a timely manner to the prisoner.

In special transport situations, it is the transporting officer’s responsibility to ensure that the vehicle is safe and equipped with appropriate items, for example; spare tire, jack, lug wrench, and safety flares. The condition of the vehicle itself should be examined, including proper inflation of tires, fuel and oil levels, ignition system, and engine operation. The transporting officer should have proper forms or credit cards for procurement of gasoline, as well as all prisoner-related documentation required by standard 25.15.

25.3 *A written directive requires that transporting officers be seated in specific locations within the vehicle, depending upon the number of prisoners to be transported and the number of escort officers used.*

Commentary:

For safety reasons, the prisoner should be under observation at all times. Opportunities for escape or attack on transporting officers, for example, should be reduced as much as possible. The prisoner should be made as comfortable as possible, given the length of the trip being made, and yet secured to the maximum degree with appropriate restraining devices and fastened seat belt.

25.4 *A written directive requires that the transporting officer(s) not lose sight of the prisoner(s), with exceptions specified in a written directive.*

Commentary:

The primary duty of the transporting officer is the safe delivery of the prisoner in his or her care. This directive should stipulate circumstances under which the transporting officer can stop to respond to the need for law enforcement services while transporting a prisoner, if allowed. However, the directive should caution that diversionary incidents, whether or not instigated by persons attempting to free the prisoner, may divert the transport officer and place the prisoner in jeopardy or enhance chances for escape. General principles of tort law impose a duty of care on the transporting officer to protect the prisoner from injury. Only when the risk to third parties is both clear and grave and the risk to the prisoner is minimal should the officer stop to render assistance.

During long distance transports, care should be taken when stopping for fuel and meals or for allowing the prisoners reasonable opportunities to use toilet facilities. Locations should be alternated and randomly selected. Normally, no stops will be made while transporting from the point of arrest to the booking/processing location.

25.5 *A written directive prescribes circumstances under which the prisoner may communicate with others while being transported.*

Commentary:

Safety aspects of the transport function require that the prisoner's right to communicate with attorneys and others will not normally be exercised during the period that the prisoner is being transported.

25.6 *A written directive prescribes actions, at the destination, of officers transporting prisoners from one facility to another, to include at a minimum:*

- A. *Securing firearms for safe keeping;***
- B. *Removal of restraining devices;***
- C. *Delivering documentation to the receiving officer; and***
- D. *Obtaining the signature of the receiving officer.***

Commentary: None

25.7 *Following an escape of a prisoner while being transported, the transporting officer takes actions prescribed by a written directive, to include, at a minimum, the following:*

- A.** *Persons to be notified;*
- B.** *Reports to be prepared; and*
- C.** *Further actions to be taken.*

Commentary:

If the escape occurs in another jurisdiction, the authority of the escort officer to take action in recovering the prisoner will depend upon the powers officers have in that jurisdiction. Depending upon the state, these will include peace officer powers anywhere within the state, within a mutual aid area, or only within the specific jurisdiction served by the officer.

25.8 *A written directive requires that the agency notify the appropriate court when a prisoner to be transported to court is considered a security hazard.*

Commentary:

In such cases, the judge may allow or direct the use of restraining devices in the court and may request the assignment of additional officers for security while at the court.

25.9 *A written directive requires all prisoners to be restrained during transport, with exceptions noted.*

Commentary:

It is necessary for officers to know when and how prisoners are to be restrained and when, where, and how particular restraining devices are to be employed, including special and prohibited methods. For example, in transporting more than one prisoner, should each be handcuffed with hands in front and arms intertwining or may a prisoner be handcuffed to any part of the vehicle? The directive should also take into account circumstances under which the prisoner is to be transported by vehicle over a period of several hours.

A prisoner in a wheelchair or one who uses walking aids may not require the use of restraining devices in all instances. Restraining devices also may be harmful to sick or injured prisoners, depending upon the nature of the sickness or injury. However, it should not be assumed that restraining devices are unnecessary for disabled prisoners.

The written directive in both situations should be specific in defining circumstances when restraining devices would and would not be necessary and the extent of the officer's discretion in their application.

Mentally disabled prisoners may pose a significant threat to themselves and/or the transporting officers. The selected device should restrain the prisoner securely without

causing injury. These devices should be required whenever practical but should not preclude the use of handcuffs in emergency situations. The types of restraints used should be indicated on the transfer document.

Agencies should be aware that some procedures (e.g., “hog-tying”) have been found to cause death or serious physical injury. Practices of this nature may cause “positional asphyxia” and should be prohibited.

25.10 *A written directive prescribes procedures for transporting sick, injured, or disabled prisoners.*

Commentary:

If a prisoner becomes sick or is injured incidental to arrest, the arresting officer should seek medical attention at that time, if possible. If the prisoner is not provided care in a medical facility or is not transported to a medical facility initially but is taken to the booking point, the directive should define the actions to be taken at that time for providing medical attention to the prisoner.

Physically and mentally disabled prisoners present conditions for their transport that dictate special care and attention. For example, the type of vehicle used would be a consideration when transporting non-ambulatory prisoners or those requiring wheelchairs, crutches, or prosthetic appliances. It may be necessary to transport medicine, insulin, and other special items for certain prisoners during transport. The safety of the prisoner and the transporting officer requires due care when transporting disabled prisoners.

25.11 *A written directive establishes procedures for the security and control of prisoners transported to medical care facilities or hospitals for treatment, examination, or admission.*

Commentary:

Prisoners who are taken for immediate treatment should be closely monitored. Opportunities for escape, suicide, and assault on hospital personnel or the transporting officer should be guarded against and will be more prevalent if the prisoner is unrestrained and/or out of sight. If restraints should be removed for treatment, caution should be exercised while the prisoner is unfettered. Only under unusual circumstances will the prisoner be allowed out of the transporting officer’s sight.

If the prisoner is admitted to the hospital, the agency may need to provide additional security. Some measures to consider are the type and period of treatment, degree of risk, isolation, 24-hour coverage, continued use of restraints, meals, and utensils, monitoring all personal contacts with the prisoner, etc. Visitors should be prohibited, including telephone contact with the prisoner.

Officers assigned to guard the prisoner should be cautioned not to become lax while performing their duty. Long, tedious hours, with little activity, easily lead to complacency

and carelessness. Officers should also avoid fraternizing with the prisoner at any time. Any unusual occurrence should be recorded. Frequent rotation of guards and close supervision by superiors are recommended.

When released from treatment, the prisoner's condition should be carefully recorded. All instructions for future treatment and medication should be obtained in writing and signed by the attending physician. Before moving, the prisoner should be searched and restrained.

25.12 *A written directive prescribes procedures for transporting prisoners to include:*

- A. *Offenders of the opposite sex;***
- B. *Juveniles; and***
- C. *Special situations.***

Commentary:

The agency is in a vulnerable position if a male escort officer is used to transport a female prisoner and only slightly less vulnerable in the reverse situation. At times, however, it may not be possible to assign a female officer as the transporting officer for a female prisoner. In such situations, procedures should provide for a recording time of departure, time of arrival, and mileage of the vehicle used at both ends of the trip. The pertinent information should be documented.

The unusual circumstances surrounding such situations as attending funerals, visiting hospitals and critically ill persons, or attending the reading of a will, provide extraordinary opportunities to a prisoner for unauthorized personal contact, escape, or infliction of injury on himself or others. Therefore, special precautions and security measures should be stipulated and employed.

25.13 *Vehicles used primarily for transporting prisoners must have the driver separated from the prisoner by a safety barrier.*

Commentary:

The safety barrier prevents the prisoner from having access to the driver's compartment of the vehicle. Communication between the front and rear compartments should not be impaired to the point that precludes conversation. Installation of such a barrier should be done in a manner that promotes the safety of occupants in the front and rear compartments.

25.14 *If prisoners are routinely transported alone in the rear of agency vehicles, the rear compartments are modified to minimize opportunities for exit without the aid of the transporting officer.*

Commentary:

Cages, safety barriers, or removal of window cranks and door handles from the rear compartment will satisfy compliance with the requirements of this standard. Written policy generally prohibiting rear compartment transport by a single officer will also satisfy compliance here.

25.15 A written directive prescribes:

- A. *Methods to be used in positive identification of prisoners to be transported;***
- B. *Documentation that should accompany the prisoner being transported between facilities; and***
- C. *Information relating to the prisoner's escape or suicide potential or other personal traits of a security nature be recorded and included in the documentation that accompanies the prisoner during transport.***

Commentary:

Each prisoner being transported from a detention facility should be positively identified as the person who is to be moved. Booking records and numbers assigned to the prisoner in the detention facility should be verified and the person concerned confirmed as the person described in the records.

If the prisoner is to be transported to court, such information would include the prisoner's name, facility prisoner number, and court to which the prisoner is to be delivered. When transporting a prisoner to another facility, the documentation should include commitment papers and the prisoner's medical records and personal property. For interstate transports, the escort officer should have a properly executed governor's warrant or a properly executed waiver. The escort officer should also be specifically alerted to any potential security problems that the prisoner may present during transport. This information should include escape or suicidal tendencies as well as unusual illnesses.

CHAPTER 26 - COURT SECURITY

Civil and criminal courts adjudicate cases, penalize those found guilty of violating the law, and protect the constitutional rights of those brought before them. Violence or a threat of violence in the courtroom would have a profound negative impact on the court's functioning. Accordingly, appropriate levels of security should prevail in the court and/or courtrooms to protect the integrity of court procedures, to sustain the rights of individuals before it, to deter those who would take violent action against the court or participants in court procedures, and to sustain the decorum of the court. Security measures used should include those designed to maintain the physical security of facilities and protect the judge, jury, and all other participants in the proceedings of the court, as well as the public. These measures should be designed to intercept and remove individuals and items that may represent a threat to the peace, order, and integrity of the court.

Although the size, type, and numbers of courts and/or courtrooms in a particular jurisdiction will vary considerably, a minimum level of security should prevail in each. The security function for the courthouse and/or courtrooms may be shared by two or more officials, or one official may carry this responsibility alone. When responsibility is shared by two or more officers, a memorandum of agreement should identify the responsibilities of each.

Standards specified herein apply only to those law enforcement agencies that have legally mandated responsibilities for provision of security within the courtroom (including limited-use courtrooms and court facilities), for the courthouse itself, or both. The categories of standards set forth are administration, operations, policy/procedures, and equipment. Emphasis is given to the fact that effective security for the court will be dependent on the use of written directives and operational plans. Also, it is implicit that written directives prepared in response to these standards are not in conflict with prevailing laws or court orders and are in accord with actual needs.

26.1 If the agency has a court security function, a written directive includes:

- A. A clear description of the agency's role and authority for court security;*
- B. A clearly defined policy and procedure on court security for agency personnel assigned to the function; and*

C. Identification of a position in the agency responsible for the security function.

Commentary:

The written directive may be as simple as a general order or as sophisticated as a desktop manual.

This standard is conditional upon the agency's obligation to provide security for a court as a part of its legally mandated responsibility. Responding to the court on routine calls for service is no different from other such requests and does not cause this chapter to be applicable.

If the court security function is shared by two or more agencies, a memorandum of agreement should identify the responsibilities of each.

While the development of a suitable court security function is a cooperative effort involving the agency and the court, once established, the agency should maintain full control over its function and personnel. In addition to general agency policy, clear and concise policy and procedures for the court security function should be developed and provided in writing.

26.2 The court security function is developed to meet the court's needs and addresses, at a minimum:

A. Facilities;

B. Equipment; and

C. Plans/procedures based on a documented survey conducted every three years.

Commentary:

The intent of this standard is to meet the needs of a variety of situations that may occur in the court.

"Facilities" refers to interior and exterior doors/windows, interior and exterior lighting, emergency lighting and power, fire/smoke detection and suppression equipment, alarms (intrusion, fire, duress), circulation patterns, secure areas, restricted areas, key control, Americans with Disabilities Act (ADA) accessibility, and communications.

"Plans/procedures" refer to the establishment of plans and or procedures to deal with emergencies (fire, medical, hostage, bomb, and disaster), high-risk trials, searches (area, person), weapons, restraining devices, detainee movement, and circulation patterns.

"Equipment" includes fire suppression, medical supplies, restraining devices, communications, weapons (ammunition, gas), magnetometers, and alarms.

26.3 *Courtrooms are equipped with duress alarms and documented testing is done monthly.*

Commentary:

Duress alarms are usually operated by switches at the judge's bench. It is also advisable to have switches at the clerk's and the bailiff's positions. The alarms should terminate in an area from which rapid response can be made to the call for assistance; the agency's communications centers would be ideal. The level of sophistication of the alarm system should be consistent with the needs of individual courtrooms. A means of "oral communication" is encouraged, such as a telephone, a two-way radio, or an intercom system for use in emergencies.

CHAPTER 27 – EXCLUSIVE STANDARDS FOR SOUTH CAROLINA LAW ENFORCEMENT AGENCIES

In addition to agencies seeking State Accreditation, agencies certified by the Commission on Accreditation for Law Enforcement Agencies (CALEA) must also comply with the following state standards in order to satisfy state accreditation requirements.

27.1 *A written directive requires a written Public Contact Warning for each traffic stop conducted by the agency unless otherwise documented (such as uniform traffic ticket).*

27.2 *A written directive requires that firearms shall not be released to individuals prohibited from owning firearms. Background checks shall be conducted prior to the release of any firearm.*

Commentary:

The purpose of this standard is to ensure that firearms are not released to individuals prohibited from owning firearms. Prior to their release when feasible, agencies are encouraged to submit firearms and ammunition for testing and inclusion in ballistic databases.

27.3 *The agency shall have a written directive governing the use of agency material, photographs, images, recordings, etc. on the Internet, Social Networking sites, or through other electronic communication.*

27.4 *The agency has a written policy regarding personal grooming for all employees.*

27.5 *The agency complies with the South Carolina Preservation of Evidence Act regarding the storage, retention, and disposal of certain types of evidence. (SC Code of Laws 17-28-320)*

27.6 *The agency conducts a citizen survey at least once every three years. The survey captures citizen's opinions regarding:*

- A.** *The agency's overall performance;*
- B.** *Employee competence;*
- C.** *Officer's attitudes and behavior; and*
- D.** *Suggestions for agency improvements.*

27.7 *The agency has a written directive that requires each sworn officer receive annual training on criminal domestic violence.*

27.8 *The agency has a written plan for handling a bomb threat or bomb emergency.*

Commentary:

This plan should include procedures regarding communications protocol, establishment of safe distances from ground zero for protection of public safety personnel, and access to a bomb disposal unit.

27.9 *If the agency is responsible for issuing permits to transport and/or sell nonferrous metals, the agency maintains a record of all permits to include (SC Code of Laws 16-17-680):*

A. *Date of issuance;*

B. *Names and addresses of the permit holders;*

C. *Photocopy of the permit holder's identification;*

D. *License plate numbers of the permit holder's motor vehicle; and*

E. *The permit holder's photograph.*

27.10 *If the agency conducts follow up investigations of incidents involving the abuse, neglect, or molestation of children, personnel utilized to conduct the interview(s) shall have specialized training in interviewing children.*

27.11 *If the agency receives weapons or tactical vehicles from federally funded programs, such as the Department of Defense 1033 Program or the National Defense Authorization Act 1122 Program, the agency must maintain a record of all equipment acquired through these program(s) and must follow the respective program's use and reporting requirements.*

Commentary:

The intent of this standard is for agencies participating in a federal property transfer program, like the 1033 or the 1122 program, to take the steps necessary to comply with the requirements set forth for that respective program, particularly regarding reporting requirements and limitations on the transfer of military equipment. The failure of an agency to follow the requirements of a federal program may be grounds for suspension or termination of the agency from the program.

27.12 *If the agency is responsible for issuing permits to purchase precious metals, the agency maintains a record of all permits to include (SC Code of Laws 40-54-20):*

- A. *The permit application;*
- B. *Photocopy of persons managing, supervising, or conducting the applicant's business;*
- C. *Documented background investigations; and*
- D. *A copy of the permit issued to the applicant.*

Commentary:

The permit application should indicate the names, addresses, and driver license numbers of the persons managing, supervising, or conducting the applicant's business

APPENDICES

**SOUTH CAROLINA
STATE ACCREDITATION
MEMORANDUM OF UNDERSTANDING**

This Memorandum of Understanding is entered into between

(agency name)

(address)

and the South Carolina Law Enforcement Accreditation, Inc.,
Post Office Box 212266, Columbia, SC 29221, for state accreditation.

The purpose of the Memorandum of Understanding is to establish the relationships between, and the set of responsibilities of, the agency and South Carolina Law Enforcement Accreditation, Inc. (SCLEA). The SCLEA will assess the agency's compliance with applicable standards, established by SCLEA, for the council to determine if the agency is eligible for state accreditation and to determine if the agency is maintaining compliance with those standards by which it was accredited.

1. AGENCY RESPONSIBILITIES

- Conduct a self-assessment as to compliance with applicable standards.
- Establish a filing system for all applicable standards that contain proofs of compliance for each standard.
- Provide one person who is designated as the contact person for the council.
- Provide access to files and proofs.
- Provide necessary workspace for assessors during the agency inspection.
- Provide all information, using its best and honest judgment in good faith, requested by the assessors or council.
- Pay the administrative fee and maintenance fee thereafter.

2. COUNCIL RESPONSIBILITIES

1. Oversee the provision of necessary documentation, forms, and instructions by the administrative component regarding the state accreditation.
2. Provide assessors for the purpose of conducting the on-site assessment.
3. Promptly analyze compliance data and advise the agency of the results of the on-site assessment and the need for additional information, if any.
4. Conduct a hearing and certify the agency as accredited if the relevant standards are complied with.
5. If accredited, provide the agency with a certificate.
6. If not accredited, provide the agency with reasons for the council's decision.

3. CONFIDENTIALITY

The council shall receive and hold confidential all reports, files, records, and other data obtained from the Agency pursuant to the Memorandum of Understanding. The council shall not disclose, distribute, or release to any person or organization, except Agency officials, or upon order of any state or federal court, any materials, or contents thereof, either provided by the Agency or developed by the Council in the furtherance of its responsibilities under the Memorandum of Agreement. The Council is authorized, but not required, in the exercise of its sole discretion, to conduct an open meeting regarding the Agency candidacy for accreditation or its continued compliance with applicable standards including, but not limited to, all factual matters relating to the assessment, appraisal, and determination of accreditation; and, all comments which form a basis for the opinion either in favor of or against accreditation, unless specifically notified by the agency in writing to the contrary, in which case such meeting shall be closed to the public. In response to inquiries concerning the Agency, the Council's reply will be to identify the agency's status. All other requests for information will be directed to the Agency's Chief Executive Officer.

4. INTEGRATION

This instrument embodies the whole Memorandum of Understanding of the parties. The parties warrant that there are no promises, terms, conditions, or obligations other than those contained herein. This Memorandum of Understanding shall supersede all previous communications, representations, or agreements, either verbal or written, between the parties hereto.

5. SEVERABILITY

If any provision of the Agreement or the application of such provision to any person or circumstance shall be held invalid, the remainder of this understanding and the application of such provisions to persons or circumstances other than those to which it is held invalid shall not be affected thereby.

AGENCY CHIEF EXECUTIVE

(date)

(name)

(signature)

STATE ACCREDITATION ADMINISTRATOR

(date)

(name)

(signature)

AGENCY SURVEY

AGENCY NAME: _____

AGENCY ADDRESS: _____

AGENCY PHONE: _____ AGENCY FAX: _____

CHIEF EXECUTIVE OFFICER: _____

E-MAIL/PHONE: _____

ACCREDITATION MANAGER: _____

E-MAIL/PHONE: _____

1. <u>AGENCY SIZE</u>	<u>Authorized</u>	<u>Actual</u>
Sworn Officers	_____	_____
Civilians	_____	_____
TOTALS	_____	_____

2. AGENCY WORKFORCE

<u>SWORN</u>	<u>Quantity</u>
Patrol Officers	_____
Investigation	_____
Patrol Supervisors (Cpl./Sgt.)	_____
Investigation Supervisors (Cpl./Sgt.)	_____
Command (Lt./Capt.)	_____
Executive (Maj. & above)	_____
<u>CIVILIAN</u>	<u>Quantity</u>
Clerical	_____
Technical	_____
Executive	_____

3. SWORN PERSONNEL BREAKDOWN

RACE	MALES (#)	FEMALES (#)
White	_____	_____
Black	_____	_____
Hispanic	_____	_____
Other	_____	_____
TOTAL	_____	_____

4. POPULATION OF JURISDICTION _____

Minority _____%

White _____%

5. SQUARE MILES OF JURISDICTION _____

This survey was completed under my direction, includes this agency's organizational chart, and is submitted as a part of the application to the Administrator for South Carolina State Accreditation.

AGENCY CHIEF EXECUTIVE: _____
Print Name

Signature

DATE: _____

SCLEA INVOICE

SC Law Enforcement Accreditation, Inc.
 P.O. Box 212266
 Columbia, SC 29221-2266

Invoice

Date	Invoice #

Bill to:
 Agency Name
 Agency Address

	P.O. No.	Terms	Project
		Due within 60 days	
Quantity	Description	Rate	Amount
1	SCLEA Accreditation Application Fee		
		Total	\$

SCLEA Accreditation Fee Structure			
NUMBER OF AGENCY EMPLOYEES	INITIAL FEE	ANNUAL CONTINUATION FEE	CONTINUATION FEE FOR CALEA® ACCREDITED AGENCIES
1 - 50	\$300	\$300	\$300
51 - 100	\$500	\$500	\$300
101 - 200	\$700	\$700	\$300
201 - up	\$900	\$900	\$300

This fee structure is effective July 1, 2021.

AGENCY SELF-ASSESSMENT / ASSESSOR LOG

AGENCY NAME: _____

DATE OF ASSESSMENT: _____

ASSESSMENT TEAM: _____

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**SOUTH CAROLINA LAW ENFORCEMENT ASSOCIATION, INC.
INDIVIDUAL STANDARD STATUS REPORT**

AGENCY: _____

STANDARD NUMBER: _____

ASSIGNED TO: _____

PREPARED BY: _____

Reserved for Assessor Only

Compliance _____ (initials)

Non-Compliance _____ (initials)

N/A by Function _____ (initials)

_____ Written Directive(s):

_____ Written Documentation:

_____ Observation of:

_____ Interview with:

Assessor Use Only

PUBLIC NOTICE

The (Agency Name) is scheduled for an on-site assessment from (beginning date) through (ending date) as part of a program to achieve state accreditation by verifying it meets professional standards.

Administered by the South Carolina Law Enforcement Accreditation, Inc., the accreditation program requires agencies to comply with state-of-the-art standards in four basic areas: policy and procedures, administration, operations, and support services.

Anyone wishing to submit written comments about the (Agency Name) ability to comply with the standards for accreditation may send them to:

South Carolina Law Enforcement Accreditation, Inc.

Post Office Box 212266

Columbia, SC 29221

ATTN: SCLEA Program Coordinator

ON-SITE ASSESSMENT SCHEDULE

(Recommended)

DAY 1:

- Assessors arrive at the applicant agency at the appropriate scheduled time.
- Initial tour of the facilities, staff introductions, and entrance interview conducted.
- No static display, public hearing, or ride along will be conducted.
- Assessment team training.
- Team begins review of the agency's files. (Accreditation Manager stands by to assist assessment team; all other agency members resume normal duties.)

DAY 2:

- File review completed.
- Exit interview conducted.

ASSESSMENT TEAM FINAL REPORT

To: South Carolina Law Enforcement Accreditation, Inc.
From: (Name of Team Leader), Assessment Team Leader
Date: (Actual date report is completed)
Subject: On-site Assessment Report for (Name of Agency)

1) **Dates of the On-site Assessment:** _____

2) **Agency Profile:**

This section should contain a brief description of the community and the agency assessed:

- History and type of community.
- Background on the jurisdiction and general area.
- Background or history of the agency.
- Major components reporting directly to the CEO (Organization Chart).
- Future issues facing the agency and its service environment.

3) **Assessment Team:**

Team Leader: _____

Team Member(s): _____

4) **Standard Summary:**

Total Standards in Compliance: _____

Total Standards in Non-compliance: _____

Total Standards Not Applicable: _____

TOTAL STANDARDS: _____

5) Standards / Non-compliance Discussion:

All standards found to be in compliance..... _____.

The below listed standards are in Non-compliance (as follows):

- (1.1) Non-compliance (Reason)
- (1.2) Non-compliance (Reason)

6) Applied Discretion:

Chapter (Ascending order)	Standard Number (Ascending order)	From/To Compliance to N/A	Assessor (Initials)
------------------------------	--------------------------------------	------------------------------	------------------------

7) Summary and Recommendations:

Briefly state the team’s overall conclusion, findings of compliance with all applicable standards and recommendations about whether the agency is ready for review by the Council. Note any significant team/agency conflicts.

8) Team Leader must sign the Final Report.

Signature – Team Leader

Print Name – Team Leader

AGENCY CRITIQUE OF THE ACCREDITATION PROGRAM

To continue providing quality service, the Chief Executive Officer is asked to critique his/her accreditation experience. (For SCLEA Commission use only.)

Agency Name: _____

Address: _____

City and State: _____ Phone: _____

Agency Chief Executive: _____

(Signature)

(Typed or printed name)

(Title)

Date: _____

Dates of Assessment: _____

(1) Team

Leader:

(2) Team Assessor: _____

(3) Team Assessor: _____

(4) Team Assessor: _____

Please return to:

South Carolina Law Enforcement Accreditation, Inc.
Post Office Box 212266
Columbia, South Carolina 29221
Attn: SCLEA Program Coordinator

If you had occasion to communicate with SCLEA, did you find the staff helpful?

Describe specific problems you encountered during the accreditation process.

Please provide any comments you may have regarding the: (if necessary, use separate paper)

- Application Process

- Assessment Process

- Team Leader

AGENCY ON-SITE RESPONSIBILITIES

Agencies must complete the on-site assessment within three (3) years of signing the Memorandum of Understanding.

- On-site assessments will normally be conducted over a two (2) day period.
- On-site assessment teams will consist of two (2) assessors, one of which will act as the Team Leader. The size and jurisdictional boundaries of the candidate agency may necessitate the assignment of an additional assessor or addition of one day to the on-site schedule, as agreed by the candidate agency and the assessment team.
- On-site assessors will not be scheduled for the assessment of an agency located within their home county or an adjacent county.
- **Mail-off files are required 30 days prior to the scheduled on-site. See below for list of required mail off files.**
- **On-site assessments must be scheduled at least 60 days after a scheduled mock. Any exceptions must have prior approval from SCLEA Council.**

MAIL OFF CHAPTER LISTING FOR ON-SITE ASSESSMENTS

Chapter 1 - Law Enforcement Role and Authority
Chapter 2 - Agency Jurisdiction and Mutual Aid
Chapter 3 - Direction and Organization
Chapter 4 - Distribution and Allocation of Personnel and Personnel Alternatives
Chapter 5 - General Management
Chapter 6 - Recruitment, Selection and Promotion
Chapter 7 - Compensation, Benefits and Conditions of Work
Chapter 9 - Bias Based Profiling
Chapter 10 – Mental Illness
Chapter 17 – Juvenile Operations
Chapter 18 – Missing Persons
Chapter 23 – Legal Process

TIME SENSITIVE ACTIVITIES BY STANDARD ORDER

<u>Standard</u>	<u>Action</u>	<u>Description</u>	<u>Frequency</u>
1.2	Report	Ethics Training	Annual
1.14	Report	Use of Force Occurrence	Incident
1.18	Report	Training on Use of Force Policies	Annual
1.18	Report	Weapons Proficiency – Lethal	Annual
1.18	Report	Weapons Proficiency – Less than Lethal	Biennial
1.20	Analysis	Use of Force Reports	Annual
1.20	Review	Policies & Procedures reference Use of Force	Annual
1.22	Training	Vascular Neck Restraint	Biennial
5.4 (C)	Report	Cash Funds	Annual
8.10	Activity	Legal Update Training	Annual
10.1 (C)	Report	Training on Dealing with Mentally Ill	Triennial
12.10	Report	SCCJA Report	Annual
13.2	Report	Employee Performance Evaluation	Annual
13.6	Evaluation	Employee Intervention System	Annual
14.8	Audit	Ticket Audit	Annual
14.12	Audit	Computer Passwords	Annual
15.17	Inspection	Alternate Power Source	Monthly
15.17	Test	Alternate Power Source (Under Full Load)	Annual
16.4 (I)	Review	Pursuit Report	Incident
16.4 (J)	Analysis	Pursuit Report	Annual
16.4 (K)	Review	Policies & Procedures reference Vehicle Pursuits	Annual
21.6 (A)	Audit	Property and Evidence	Annual
21.6 (B)	Inventory	Change in Property/Evidence Custodian	Incident
21.6 (C)	Inspection	Property and Evidence	Semi-Annual
21.6 (D)	Inspection	Property and Evidence (Unannounced)	Annual
22.4 (H)	Report	After Action Report for Critical Incident	Incident
22.9	Inspection	Critical Incident Equipment Readiness	Quarterly
22.11	Report	Training on Critical Incident Plan(s)	Annual/Biennial
22.13	Report	After Action Report for Special Event	Incident
22.21	Review	Agency's Active Shooter Plan	Annual
24.5 (A)	Inspection	Fire Equipment	Weekly
24.5 (A)	Test	Fire Equipment	Semi-Annual
24.5 (B)	Inspection	Fire Detection Devices and Alarms	Daily
24.5 (B)	Test	Fire Detection Devices and Alarms	Monthly
24.11	Inspection	Security of Weapons and Contraband	Weekly
24.15	Report	Threat to Facility or Person	Incident
24.25	Inspection	First Aid Kit	Weekly
25.7 (B)	Report	Escape of Prisoner being Transported	Incident
26.2 (C)	Survey	Court Security Plans & Procedures	Triennial
26.3	Test	Court Duress Alarms	Monthly
27.2	Activity	Background Check	Incident
27.7	Activity	Criminal Domestic Violence Training	Annual
27.11	Inventory	Equipment Acquired through Program(s)	Annual
27.11	Inspection	Operational Readiness of Acquired Equipment	Quarterly
27.11	Inspection	Listing of Equipment	Quarterly

STATISTICAL TABLES

The agency collects statistical data related to standards as a tool to determine policy effectiveness and to promote outcomes based on operating practices. The following tables will be used to collect such data. A brief explanation is included with each table. Agencies are encouraged to utilize Bureau of Justice Statistics and the United States Census Bureau websites as resources in defining data points. It is understood that data points may vary by county.

The following are the designated race categories:

White non-Hispanic

Black non-Hispanic

Hispanic-Latino any race

Other (includes American Indians, Alaskan Natives, Asians, Native Hawaiians, other Pacific Islanders, and persons of two or more races)

The statistical tables should be included in the agency's annual report.

TRAFFIC CONTACTS

- **Warning:** A documented contact resulting in a verbal or written warning for a traffic violation.
- **Citation:** A traffic related contact that results in the issuance of a non-custodial citation or summons.

Traffic Warnings and Citations			
(Year)			
Race/Gender	Warnings	Citations	Total
White non-Hispanic			
• Male			
• Female			
Black non-Hispanic			
• Male			
• Female			
Hispanic/Latino any race			
• Male			
• Female			
Other			
• Male			
• Female			
TOTAL			

BIAS BASED POLICING

- **Traffic Contacts:** Includes all complaints of bias related traffic stops, whether a citation or warning was issued.
- **Field Contacts:** Includes all complaints of bias related to citizen contacts during field interviews, investigative stops, etc.
- **Asset Forfeitures:** Includes all complaints of bias related cases of criminal or civil asset forfeiture.

Biased Based Policing Complaints	
(Year)	
Complaints derived from:	
Traffic Contacts	
Field Contacts	
Asset Forfeitures	

USE OF FORCE

- **Firearm:** Includes the total number of display and actual discharge of a pistol, rifle, or shotgun by an agency member on or off duty; excluding training sessions, recreational shooting, hunting, or euthanizing an animal.
 - **Firearm Display:** Includes pointing a pistol, rifle, or shotgun by an agency member on or off duty for the purpose of using force for defensive actions; excluding training sessions, recreational shooting, hunting, or euthanizing an animal.
 - **Firearm Discharge:** Includes the actual firing or discharge of a pistol, rifle, or shotgun by an agency member on or off duty; excluding training sessions, recreational shooting, hunting, or euthanizing an animal.

- **ECW:** Includes the total number of display and actual discharge of an Electronic Conductive Weapon, such as Taser® or similar device on another person.
 - **ECW Display:** Includes pointing of an Electronic Conductive Weapon, such as Taser® or similar device on another person for the purpose of using force for defensive actions.
 - **ECW Discharge:** Includes the actual deployment or discharge of an Electronic Conductive Weapon, such as Taser® or similar device on another person, excluding discharges conducted during training sessions.

- **Baton:** Includes the actual use of a fixed or expandable baton and use of any other item in a similar manner as a baton (i.e., flashlight, etc.) to strike another person, excluding training sessions.

- **Chemical / OC:** Includes the discharge of any chemical (CS, CN) or oleoresin capsicum (OC) weapon, such as aerosol, liquid, or powder, regardless of dispersal method (i.e., spray, launched munition, hand thrown device, etc.) on another person(s), excluding training sessions.

- **Weaponless:** Includes the actual use of any physical force to control another person, such as pressure points, joint manipulation, take-downs, punches, kicks, etc.

- **Canine:** The total number of canine releases and the total number of releases with bites.

Total Uses of Force: Total of the above use of force numbers, exclude the number of suspect injuries/fatalities.

Total Number of Suspects Receiving Non-Fatal Injuries: The total number of non- fatal injuries, by race and gender, of all uses of force.

Total Number of Suspects Receiving Fatal Injuries: The total number of fatal injuries, by race and gender, of all uses of force.

Total Number of Incidents Resulting in Officer Injury or Death: The total number of incidents resulting in officer injury or death.

Total Use of Force Arrests: The total number of custodial arrests related to incidents where the above force was used.

Total Agency Custodial Arrests: The total number of custodial arrests made by the agency.

Complaints: The total number of use of force complaints levied against the agency.

Use of Force									
(Year)									
Sworn Personnel	White non-Hispanic		Black non-Hispanic		Hispanic-Latino any race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Firearm									
• Discharge									
• Number of Suspects Receiving Non-Fatal Injuries									
• Number of Suspects Receiving Fatal Injuries									
• Display only									
ECW									
• Discharge									
• Display only									
Baton									
Chemical /OC									
Weaponless									
Canine									
• Release Only									
• Release and Bite									
Total Uses of Force									
Total Number of Incidents Resulting in Officer Injury or Death									
Total Use of Force Arrests									
Total Agency Custodial Arrests									
Total Use of Force Complaints									

GRIEVANCES

Grievances: Include all formal complaints made by employees related to working conditions, wages, or benefits.

Formal Grievances	
(Year)	
Number of Grievances	

PERSONNEL ACTIONS

- **Suspension:** Includes any loss of work hours or docking of pay as a result of disciplinary action.
- **Demotion:** Includes any loss of rank, position, or assignment as a result of disciplinary action.
- **Resign in Lieu of Termination:** Means anytime an employee resigns their position rather than face disciplinary action.
- **Termination:** Includes the discharge, termination or firing of an employee as a result of disciplinary action.
- **Other:** Includes verbal or written warnings, reprimands, counseling, or other actions not otherwise categorized.

TOTAL: Includes the total number of the above personnel actions.

- **Commendations:** Includes any formal commendations or awards presented to employees for their performance.

Personnel Actions	
(Year)	
Suspension	
Demotion	
Resign In Lieu of Termination	
Termination	
Other	
Total	
Commendations	

COMPLAINTS AND INTERNAL AFFAIRS

- Citizen Complaint: The total number of complaints against the agency or its employees submitted by citizens or organizations outside of the agency.
- Directed complaint: The total number of complaints against the agency or its employees submitted by a member of the agency or initiated by the agency.
 - Sustained: The total number of citizen complaints which were determined to be valid and either the agency or its employee(s) is responsible for some causal act or omission.
 - Not Sustained: The total number of citizen complaints which were determined to be valid; however, it could not be determined whether the agency or its employee(s) were responsible for some causal act or omission.
 - Unfounded: The total number of citizen complaints determined not to be valid (aka the situation described did not occur).
 - Exonerated: The total number of citizen complaints determined to be valid; however, the agency or its employee(s) acted appropriately.

Complaints and Internal Affairs Investigations	
(Year)	
External - Citizen Complaint	
• Sustained	
• Not Sustained	
• Unfounded	
• Exonerated	
Total	
Internal - Directed complaint	
• Sustained	
• Not Sustained	
• Unfounded	
• Exonerated	
Total	

UCR/NIBRS Part 1 Crimes

Part 1 Crimes	
(Year)	
Murder	
Forcible Rape	
Robbery	
Aggravated Assault	
Burglary	
Larceny-Theft	
Motor Vehicle Theft	
Arson	

CALLS FOR SERVICE: The number of criminal and non-criminal incidents reported to the law enforcement agency.

Calls for Service	
(Year)	
Number of Calls	

MOTOR VEHICLE PURSUITS

- **Total Pursuits:** The total number of motor vehicle pursuits occurring during the annual period.
 - Forcible Stopping Techniques Used: The total number of forcible stopping techniques used to terminate pursuits.
 - Terminated by Agency: The total number of motor vehicle pursuits during the annual period which were terminated or ceased based on the employee’s own judgment or that of a supervisor.
 - Policy Compliant: The total number of motor vehicle pursuits during the annual period which were in compliance with the agency's written directives.
 - Policy Non-Compliant: The total number of motor vehicle pursuits during the annual period which were not in compliance with the agency's written directives.
- **Total Collisions:** The total number of collisions or crashes that resulted from or were related to motor vehicle pursuits during the annual period.

- **Total Injuries:** The total number of injuries that resulted from, or were related to, motor vehicle pursuits during the annual period.
 - Officer Injuries: The total number of employees injured as a result of, or related to, motor vehicle pursuits during the annual period.
 - Suspect Injuries: The total number of suspects injured as a result of, or related to, motor vehicle pursuits during the annual period.
 - Third Party Injuries: The total number of people, other than employees or suspects, injured as a result of, or related to, motor vehicle pursuits during the annual period.
- **Reason Initiated:** If there are multiple charges, count only the most serious charge.
 - Traffic: The total number of motor vehicle pursuits initiated due to traffic related offenses.
 - Felony: The total number of motor vehicle pursuits initiated due to a felony or serious crime.
 - Misdemeanor: The total number of motor vehicle pursuits initiated due to a misdemeanor or minor crime.

Vehicle Pursuits	
(Year)	
Total Pursuits:	
• Forcible stopping techniques used	
• Terminated by agency	
• Policy Compliant	
• Policy Non- compliant	
Total Collisions:	
Total Injuries:	
• Officer	
• Suspects	
• Third Party	
Reason Initiated:	
• Traffic	
• Felony	
• Misdemeanor	

AGENCY-WIDE BREAKDOWN OF SWORN AND NON-SWORN POSITIONS

Provide numerical data for categories given. Only include the number of full-time sworn and non-sworn positions assigned to the law enforcement function. Exclude part-time positions, volunteers, or employees assigned to corrections, fire services, or other non-law enforcement related functions.

Sworn Personnel

- Non-supervisory positions
- Supervisory
- Command: has direct authority over supervisors
- Executives: CEO and direct reports, except as noted in Command

Non-sworn Personnel

- Non-supervisory positions
- Supervisory
- Managerial : direct authority over supervisors
- Executive: CEO or direct report to the CEO

Agency Wide Breakdown of Sworn and Non-Sworn Positions									
(Year)									
Sworn Personnel	White non-Hispanic		Black non-Hispanic		Hispanic-Latino any race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Non-supervisory positions									
Supervisory									
Command									
Executives									
Subtotal									
Non-sworn Personnel									
Non-supervisory positions									
Supervisory									
Managerial									
Executive									
Subtotal									
Total (Sworn & Non-Sworn)									

Demographics Report								
(Year)								
Race/Ethnicity	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers	
	#	%	#	%	#	%	#	%
White-non- Hispanic								
Black-non-Hispanic								
Hispanic- Latino of any race								
Other								
Total								

SWORN OFFICER SELECTION

- Applications Received: Includes the total number of applications received during the year.
- Applicants Hired: Includes the number of applicants that were hired during the year.

Sworn Officer Selection		
(Year)		
Race/Gender	Applications Received	Applicants Hired
White-non-Hispanic		
• Male		
• Female		
Black-non-Hispanic		
• Male		
• Female		
Hispanic-Latino of any race		
• Male		
• Female		
Other		
• Male		
• Female		
Total		

Sworn Officer Promotions			
(Year)			
	Tested	Eligible After Testing	Promoted
White-non-Hispanic			
• Male			
• Female			
Black-non-Hispanic			
• Male			
• Female			
Hispanic-Latino of any race			
• Male			
• Female			
Other			
• Male			
• Female			
Total			

GLOSSARY

A

ABANDONMENT

The situation when a child is told or forced to leave home overnight or is prevented from returning home overnight by a parent or household adult when no adequate alternative care is arranged, or a child's caretaker makes no effort to recover a child who has run away, or who has been deserted.

ACADEMY

A facility at which agency or officer training programs are conducted; usually houses classrooms, gymnasium, library and offices for academy instructors and staff. Other facilities, such as a firing range and driver training track, are usually considered to be part of the academy but may not necessarily be located at the same site.

ACCOUNTABLE

The state of being held responsible by higher authority for specified job-related results.

ACCREDITATION

The act of accrediting or the state of being accredited. Recognition as having sufficient standards to qualify for professional practice recognition.

ACTIVE THREAT

An active threat is any deliberate incident that poses an immediate or imminent danger to others. Although these events often involve the use of firearms by perpetrators, they may also involve the use of other types of weapons or implements with the intent to cause harm.

ADMINISTRATIVE REVIEW

Documented review which should address whether training, policy, equipment, or disciplinary decisions should be implemented.

AMBER ALERT

America's Missing: Broadcast Emergency Response plan) Law enforcement, media/broadcasters, transportation, and other partners working together to disseminate information to the public in response to the most serious child abduction cases. The twelve elements of an AMBER plan include: the name of plan, stakeholders, memorandum of understanding, criteria, quality control, measures, activation protocol, tools to activate, technology training, phone bank, after action reports and oversight committee.

ANALYSIS

A systematic process for identifying and analyzing patterns or trends based on agency records, reports, processes, etc. An analysis should reveal patterns or trends regarding agency enforcement, training, policies and or program effectiveness. The documented analysis should include plans of action to address training needs, policy modification or agency liability and agency successes. In

the absences of sufficient data to conduct an analysis the agency shall still include a review of their processes, policies, etcetera as it relates to the subject.

ANNUAL AUDIT

A significant representative sampling of property including high-risk items.

APPLICANT

Any person who applies or makes formal application for employment.

ARREST

The restraint of the liberty of a person to come or go as he or she pleases, no matter how slight. An individual has been arrested when he or she is not free to go, regardless of whether formal words of arrest have been used. (Black's Law Dictionary.) (See Custody; Full Custody Arrest; Physical Arrest.)

ARRESTING OFFICER

A sworn law enforcement officer who takes a person into custody, with or without a warrant.

ASSESSMENT CENTER

A standardized evaluation of behavior based upon multiple sources of input and using trained observers and multiple techniques. Judgments about behavior are made from specially developed assessment exercises designed to measure the participant's performance in specific job-related tasks and situations.

AUDIT

A sampling and review of financial records and practices that conforms to generally accepted standards as prescribed by the American Institute of Certified Public Accountants, Government Finance Officers Association, or local legislation. A documented accounting of high-risk items (e.g., cash, precious metals, jewelry, firearms, and drugs) and other evidence and non-agency property to establish that property is accounted for, and records can reasonably be assumed correct. If the sampling method reveals discrepancies in the records of the evidence/property that exceeds a 4% error rate, a 100% inventory must be conducted on all high-risk items and additional sampling of items in general storage to the satisfaction of the CEO, to re-establish the accuracy of all records. A significant representative sampling of property including high-risk items.

AUXILIARY

A non-sworn, unarmed, uniformed or non-uniformed, affiliate whose duties contribute to the mission of the agency in a support capacity. Included are police volunteers, law enforcement cadets, law enforcement explorers, senior citizen groups, and other volunteers. Excluded are part-time paid employees of the agency and reserve officers.

AVAILABLE WORK FORCE

The largest potential group or number of individuals eligible, qualified, and capable of assuming specific activities and responsibilities.

B

BARRICADED PERSON

An individual who resists being taken into custody by using, or threatening use of, firearms, other weapons, explosives, etc. Generally, the barricaded person is behind cover. As used here, the barricaded person may or may not have taken a hostage or made a threat to his or her own life.

BIAS-BASED POLICING

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

BOOKING

A procedure for admitting to a holding facility a person charged with an offense; includes searching, fingerprinting, photographing, medical screening, collecting personal history data, and inventory and storing a person's property.

C

CALEA

Commission on Accreditation for Law Enforcement Agencies, Inc. CALEA is a private, non-profit corporation working to promote, recognize and maintain professional excellence in law enforcement through accreditation.

CANDIDATES

Persons seeking employment who have completed a formal application.

CAREER DEVELOPMENT ACTIVITIES

An organized and supervised set of duties or functions designed to stimulate learning, e.g., counseling, training, and job rotations.

CASH

Currency, debit cards, gift cards, checks, money orders, and any other negotiable item.

CEO

Chief Executive Officer; Chief of Police, Sheriff, Director, etc.

CHAIN OF COMMAND

Formal lines of communication going downward or upward within the organizational hierarchy through each successive level of command.

CHAIN OF CUSTODY

The continuity of custody of material and items collected as physical evidence. The connotation, under the law, is that the item or material introduced subsequently into the court must be proven to be the same as that obtained initially and delivered to the laboratory for examination.

CHOKE HOLD

A technique that involves a tight grip around a person's neck, used to restrain them by restricting the intake of oxygen.

CIRCULATION PATTERNS

Concern the movement of persons from place to place and are divided into three distinct routes. The first pattern is for the movement of the public, who are usually allowed free movement from place to place, excluding restricted areas. The second pattern provides controlled access in areas used by judges, officers of the court, juries, or visitors whose presence is under control; in many instances, this pattern is also used to move prisoners under escort from a detention area to court and back. The third pattern is under the control of sworn law enforcement officers or custodial officers and is used exclusively for the movement of prisoners and may contain holding areas. The secure area is inaccessible by other than authorized personnel.

CITATIONS

Any traffic enforcement action that involves a written notice of the accused to appear and that contemplates trial adjudication or disposition to determine the guilt, or the innocence of the person charged with a violation.

CIVIL ARREST

A civil arrest is made pursuant to a written order by a judge of a competent jurisdiction in a civil action or proceeding. Such written orders may be given by a supreme court, the family court, county court, district court, surrogate's court, or magistrate's court, depending upon the area of the country.

CIVIL PROCESS

Those writs, summonses, mandates, or other processes issuing from a court of law or equity pertaining to a cause of action of a civil nature. The term includes original, intermediate, and final processes to be served by the agency in any action involving civil litigants.

CIVILIAN

A non-sworn person having no arrest authority as defined in "sworn officer" and "full-custody arrest." Civilians may be employed or affiliated with a law enforcement agency in a variety of supporting roles and may be uniformed but lack the authority to make a full-custody arrest.

CLASS SPECIFICATION

An official statement or guideline about the general duties, responsibilities, and qualifications involved in the kinds of jobs included in the same class.

COLLEGE

See Post-secondary Educational Institution.

COMMENTARY

The commentary supports the standard statement and is not binding on the agency; however, it can be used as a suggestion on how to achieve compliance. The commentary serves as a prompt, as guidance to clarify the intent of the standard, or as an example of one possible way to comply with the standard.

COMMUNITY SURVEY

A survey of residents of the community.

COMPONENT

See Organizational Component.

CONSTANT SUPERVISION

The direct, personal supervision and control of a detainee by the attending officer who can immediately intervene on behalf of the agency or the detainee.

CONTRABAND

Any item that is illegal to possess, to include items that are not permitted within a holding facility because of their possible use to disrupt security measures within the facility.

COUNSELING

The giving of advice; advising. As used: discussions between the rated employee and rater leading to advice to the former concerning performance or career development.

COURT

A judicial officer or the room or space where judicial officers conduct trials, hearings, or other judicial activities.

COURT HOLDING FACILITY

A holding facility located in or adjacent to a court and outside the confines of a jail, where detainees await their court appearance.

COURT SECURITY OFFICER

A person, employed by the law enforcement agency, who performs or who is responsible for the court security function.

CRIME PREVENTION PROGRAMS

Among others, the following:

1. Neighborhood Watch
2. Property Identification
3. Residential Security
4. Commercial Security
5. Neighborhood Surveillance and CB Patrols
6. Community Education and Awareness
7. Crime Reporting

8. Personal Protection Procedures
9. Vehicle Theft
10. Substance Abuse
11. Vandalism
12. Bicycle Theft Prevention
13. Crime Against the Elderly
14. Rural Crime Protection
15. Community Service Programs
16. Victim/Witness Assistance
17. Marine Boat Theft
18. Business Watch

CRIME SCENE

The location where the crime occurred or where the indication of the crime exists.

CRIME SCENE PROCESSING

The specific actions taken at a crime or accident scene, consisting of the taking of photographs, preparing the crime or accident scene sketch, and the collecting and preserving of physical evidence.

CRIME SCENE PROCESSOR

The person or persons charged with the responsibility for processing the crime scene, but whose primary duties are different, such as a traffic officer or detective.

CRIME SCENE SPECIALIST/TECHNICIAN

A person who processes the crime scene, who may have a higher level of training than the crime scene processor and whose primary duty is crime scene processing.

CRIMINAL PROCESS

Those writs, summonses, mandates, warrants, or other processes issuing from a court of law compelling a person to answer for a felony or misdemeanor. The term also includes processes issued to aid in crime detection or suppression, such as search warrants.

CRITICAL INCIDENT

An occurrence or event, natural or human-caused, which requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war related disasters, pandemics, public health and medical emergencies, and other occurrences requiring an emergency response, such as major planned events and law enforcement incidents.

CRITICAL INCIDENT PLAN

A written plan containing general objectives reflecting the overall strategy for responding to and managing critical incidents. The plan defines the scope of preparedness and incident management activity required of the agency and is flexible enough for use in all emergencies.

CRITICAL TASKS

The following are considered Critical Tasks and training is extremely important:

- Search and seizure
- Transportation of Detainees
- Domestic Violence/Employee
- Property/Evidence
- Off Duty Conduct
- Sexual Harassment
- Selection and Hiring
- Citizens' Complaints/Internal Affairs
- Special Operations/SWAT, etc.
- Dealing with the mentally ill or persons with diminished capacity

CUSTODY

Legal or physical control of a person in an area or facility or while in transit; legal, supervisory, or physical responsibility for a person.

D

DEMONSTRATED PROFICIENCY

Attaining and demonstrating a knowledge of the laws concerning the use of authorized weapons and knowledge of agency policy(s) on the use of force, escalating force, and deadly force; and being familiar with recognized safe-handling procedures for the use of these weapons. The instruction on and qualification with all weapons should be provided by a certified weapons instructor. Proficiency for firearms includes qualifying on a prescribed course. Proficiency for electronic control weapons includes successfully loading, unloading, deploying, and discharging the prongs of the weapon on an annual basis.

DE-ESCALATION

Reduction of the intensity of a conflict or potentially violent situation.

DETAINEE

A person in the custody of agency personnel and whose freedom of movement is at the will of agency personnel.

DISABLED DETAINEE

A detainee with an anatomical, physiological, or mental impairment that hinders mobility or may require exceptional means for transporting.

DISSEMINATION

Ensuring that every employee of the agency has been provided with, and acknowledged receipt of the document in question, whether in electronic or written form and the agency has a written record of such receipt.

DISTRIBUTED

Made available to all agency personnel through posting or through dissemination.

DIVERSION

In the broadest sense, any procedure that (1) substitutes non-entry for official entry into the justice process, (2) substitutes the suspension of criminal or juvenile proceedings for the continuation of those proceedings, (3) substitutes lesser supervision or referral to a non-justice agency or not supervision, or (4) substitutes any kind of non-confinement status for confinement.

E***ELECTRONIC DATA***

Information capable of being stored or transmitted in digital form including text, pictures, video, and audio, as well as the programs and applications required for storage, transport, and manipulation of such information. This definition commonly includes records management databases, fingerprint databases, audio/video storage databases, and photographic databases. This also includes administrative information commonly used in the operation of a government entity.

EMERGENCY

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

EMERGENCY OPERATION PLAN (EOP)

Commonly referred to as an "ALL HAZARD PLAN," an EOP is a written plan containing general objectives reflecting the overall strategy for responding to and managing critical incidents. The plan defines the scope of preparedness and incident management activity required of the agency, and is flexible enough for use in all emergencies.

EMOTIONAL STABILITY/PSYCHOLOGICAL FITNESS EXAMINATION

Professional screening designed to identify candidate behavior patterns and/or personality traits that may prove either deleterious or advantageous to successful job performance.

EMPLOYEE ASSISTANCE PROGRAM (EAP)

A formal program designed to assist in the identification and resolution of concerns or problems (personal or job related), which may adversely affect an employee's personal or professional well-being or job performance. These personal concerns may include, but are not limited to, health, marital status, family, financial, substance abuse, emotional/stress, and other personal matters.

EQUAL EMPLOYMENT OPPORTUNITY

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

EQUAL EMPLOYMENT OPPORTUNITY PLAN

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

EVALUATION

A careful appraisal and study to determine the significance and/or worth or condition, and to draw conclusions pertaining to an item, project, or undertaking.

EXECUTION

The performance of an act required by the writ, warrant, or other process commanding the seizure of a person or thing, as opposed to mere delivery of an instrument without any accompanying seizure.

EXERCISE

Gathering of individuals inclusive of government and private sector persons, to develop plans, practice simulated implementation, and to discuss each agency's role in handling unusual occurrence incidents. This could include tabletop, functional, and/or field exercises.

EXTRA-DUTY EMPLOYMENT

Secondary employment wherein the actual or potential use of law enforcement powers is anticipated, and the employee is functioning in the capacity of law enforcement employee of an agency, although not on-duty and not being paid from the agency payroll. In such an instance, the employee is considered to be working as an employee of the secondary employer, or as an independent contractor, although his law enforcement authority arises out of his or her position within his law enforcement jurisdiction. (*NOTE: To be distinguished from "off-duty" employment.*)

F

FIELD DUTY

Any operational assignment that causes an officer to be in the field; on the street, out of the law enforcement headquarters or other facility. Field duty may refer to plain clothed officers as well as uniformed officers.

FIELD TRAINING

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

FIELD TRAINING OFFICER (FTO)

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

FIXED ROADBLOCK

A full or partial roadblock established to a fixed point.

FOLLOW-UP INVESTIGATION

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

FORMAL APPLICATION

A written form used to express interest in employment and to request information on a person's basic occupational qualifications, work experience, educational background, training, and special skills or abilities.

FULL-CUSTODY ARREST

Arrest authority, with or without a warrant, which includes the legal authority to physically remove a person from their location, taking that person to a place of confinement or judicial authority.

FUNCTION

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

G

GENERAL ORDER

A term to describe permanent directives concerned with policy, rules and procedures affecting more than one organization component.

GENDER

The state of being male or female in relation to the social and cultural roles considered appropriate for men and women.

GENDER EXPRESSION

The external appearance of one's gender identity, usually expressed through behavior, clothing, body characteristics or voice, and which may or may not conform to socially defined behaviors and characteristics typically associated with being either masculine or feminine. Others perceive a person's gender through these attributes.

GOAL

A relatively broad statement of the end or result that one ultimately intends to achieve. A goal usually requires a relatively long-time span to achieve, and whenever possible, should be stated in a way that permits measurement of its achievement.

H

HIGH RISK ITEMS

At a minimum includes narcotics, money, jewelry, guns, and precious metals.

HOLDING CELLS

Holding cells are used for the temporary holding of persons for detoxification, or who are awaiting bond, other judicial action, or transportation. If a person is to be detained longer than six (6) hours, he/she shall be transferred to a Type I or Type II facility.

HOLDING FACILITY

A holding facility is either a holding cell or a Type I facility.

Note: Type I facility is used for temporary detention of persons being held no longer than forty-eight (48) hours, which may include sub-stations, precinct lockups, and those awaiting transport.

Type II facility is used for persons being detained longer than forty-eight (48) hours.

I

IDENTITY

One's innermost concept of self as male, female, a blend of both or neither – how individuals perceive themselves and what they call themselves. One's gender identity can be the same or different from their sex assigned at birth.

IDENTITY THEFT

The wrongful use of another person's identifying information, such as credit card, social security, or driver's license numbers to commit financial or other crimes.

IN-SERVICE TRAINING

Training in addition to recruit training, which may include periodic retraining or refresher training, specialized training, career development, promotional training, advanced training, and roll-call training.

INCIDENT

An event that requires law enforcement action or the dispatching of officers in response to citizen requests for law enforcement services. This includes any incident, whether criminal or non-criminal, for which there has been a response to the scene, an investigation, or the preparation of an oral or written report.

INCIDENT COMMAND SYSTEM (ICS)

A system for command, control, and coordination of a response that provides a means to coordinate the efforts of individual persons and agencies as they work toward the common goal of stabilizing

an incident while protecting life, property, and the environment. There are five major components: command planning, operation, logistics, and finance/administration.

IN-CUSTODY

Being under the full control of a law enforcement officer.

IN-SERVICE TRAINING

Training in addition to recruit training, which may include periodic retraining or refresher training, specialized training, career development, promotional training, advanced training, and shift briefing (roll call) training.

INSPECTION

An inspection should be conducted by personnel who do not have control of the persons, facilities, or procedures being inspected. An inspection involves a careful and critical examination of all components of a particular unit or requirement and an examination of their function. The inspection should determine if components are being properly maintained per policy or procedure. The results of inspections are usually reported to the agency's chief executive officer.

INSTITUTION

A facility that confines persons against their will and/or provides care for persons, e.g., mentally ill, adult, or juvenile offenders.

INSTRUMENT FOR DETECTION OF DECEPTION

An apparatus designed for the detection of deception by measuring and recording changes in a person's voice characteristics, respiration, galvanic skin responses, heart activity or other physiological changes.

INTAKE

The point at which a juvenile offender enters the juvenile justice system. "Intake" maybe initiated on request of the law enforcement agency, but the intake process is generally supervised by a probation agency, juvenile court, or special intake unit.

INTELLIGENCE

The product resulting from the collection, evaluation, analysis, integration, and interpretation of all available information useful in fighting crime. Also, an agency, staff or office employed in gathering such information.

INTERVIEWS

Conversations between law enforcement officers and persons who are thought to have knowledge sought by the officer, whether those persons are victims, witnesses, suspects, or anyone who may possess relevant information. An interview may be relaxed an informal or highly structured and formal, depending on the circumstances. The term "interrogation" is rarely used because it has come to be associated with an element of intimidation or coercion in the public mind.

INVENTORY

The purpose of the inventory is to ensure the continuity of custody and not to require the accounting of every single item of property. The inventory should be sufficient to ensure the integrity of the system and the accountability of the property. This includes all high-risk items and enough property records relative to the number of property and evidence items under the agency's care.

J

JAIL

A long-term confinement facility (Type II facility) where detainees are housed more than 48 hours.

JOB

One or more positions with duties and responsibilities that are identical in all significant respects so that a single descriptive title can be used to identify the work done by incumbents. (See "Position" for the differentiation among class, job, and position.)

JOB DESCRIPTION

An official written statement setting forth the duties and responsibilities of a job, and the skills, knowledge, and abilities necessary to perform it.

JOB RELATED

A procedure, test, or requirement either predictive of job performance or indicative of the work behavior expected or necessary in the position.

L

LATERAL ENTRY

A personnel practice that permits employees from within or outside the agency to be selected for a position and be exempted from all or part of the agency's selection process for that position; if the employees meet the minimum qualifications of the employing agency, they are not necessarily subjected to the total selection process.

LAW ENFORCEMENT SERVICES UNDER CONTRACT

The provision of paid law enforcement services in accordance with a written contract. This does not encompass a situation in which an individual performs services for an agency under a personal services contract.

LEGAL PROCESS

Any item of civil or criminal process, whether original, intermediate, or final that is valid on its face and is to be served or executed by the law enforcement agency.

LESSON PLAN

A detailed guide from which an instructor teaches. The plan includes the goals, specific subject matter, performance objectives, references, resources, and method of evaluating or testing students.

LINE UP

The presentation of several individuals, including the suspect, simultaneously before an eyewitness.

M***MAKE AVAILABLE***

Providing employees with an individual copy of a document or through posting.

MAGNETOMETER

A device for measuring magnetic fields; used to detect ferrous and nonferrous metal objects in either hand-held or walk-through configuration; commonly known as a “metal detector.”

MEMORANDUM

An informal, written document that may or may not convey an order; it is generally used to clarify, inform, or inquire.

MENTAL ILLNESS

Any condition characterized by impairment of an individual’s normal cognitive, emotional, or behavioral functioning, and caused by social, psychological, biochemical, genetic, or other factors, such as infection or head trauma.

MISSION STATEMENT

A written statement setting forth the goals, roles, and responsibilities of the agency.

MOVING ROADBLOCK

Use of one or more moving vehicles to block the roadway and prevent approaching vehicles from continuing.

N***NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)***

A system for incident management that provides a consistent nationwide approach for federal, state, local, and non-governmental organizations to work effectively and efficiently to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

NONFERROUS METALS

Metals not containing significant quantities of iron or steel, including copper wire, copper clad steel wire, copper pipe, copper bars, copper sheeting, aluminum, a product that is a mixture of aluminum and copper, catalytic converters, and stainless-steel beer kegs or containers.

NON-DISCRIMINATORY

Components of the selection of appointment process that have no demonstrable adverse impact (or a minimum adverse impact) upon the selection or appointment rate of any race, gender, or ethnic group, etc.

NON-SWORN PERSONNEL

Employees who may or may not be required to take an oath of office as a condition of employment, but who are not authorized to act in the capacity of a peace officer as defined in “sworn officer.”

O

OBJECTIVE

An objective is an end or result that one intends to attain to achieve partial fulfillment of a goal. An objective is a plan or an element to reach a goal, and therefore, requires a shorter time to accomplish than does a goal.

OFF-DUTY EMPLOYMENT

Secondary employment entirely independent of the authority arising out of a position as a law enforcement agent of an agency. Employee is an employee of the secondary employer or an independent contractor and is not functioning nominally in the capacity of a law enforcement employee of his agency. (NOTE: To be distinguished from “extra-duty”)

ORGANIZATIONAL COMPONENT

A subdivision of the agency, such as a division, section, unit, or position that is established and staffed on a full-time basis to provide a specific function.

OUTSIDE ACADEMY

An academy not operated by the agency, such as a regional or state training academy providing recruit, in-service, or/or specialized training.

P

PANDEMIC

An epidemic that is geographically widespread; occurring throughout a region, or even throughout the world.

PATROL

The deployment of officers to repress and prevent criminal activity, investigate offenses, apprehend offenders, and furnish day-to-day law enforcement services to the community.

PERSONAL EQUIPMENT

Equipment items issued and/or approved by the agency for employee use, e.g., badge, baton and holder, belts, cartridge carrier, departmental and rank insignia, flashlight, handcuffs and case, notebook, raincoat and cap cover, side arm and holster, tear gas canister, and whistle.

PERSONNEL EARLY WARNING SYSTEM

A system for the early identification of agency employees who may need some type of corrective action or intervention and a procedure for collecting and evaluating materials required for implementing such corrective action.

PERSONNEL ORDER

An announcement of changes in the status of personnel, such as a transfer or promotion.

PHYSICAL ARREST

Any enforcement action that consists of taking persons into custody for the purpose of holding or detaining them to answer a charge of law violation before the court.

PHYSICAL EVIDENCE

Any substance or material found or recovered in connection with a criminal investigation.

PHYSICALLY AND/OR MENTALLY DISABLED DETAINEE

A detainee with an anatomical, physiological, or mental impairment that hinders mobility.

PHOTO ARRAY

The showing of several photographs to an eyewitness for the purpose of obtaining identification.

PHOTOGRAPHIC LINEUP

A selected group of photographs of persons presented to a witness containing a single suspect and several fillers for the purpose of determining whether the witness can identify the suspect as the perpetrator of the crime.

PHYSICAL LINEUP

A selected group of persons presented to a witness containing a suspect and several fillers for the purpose of determining whether the witness can identify the suspect as the perpetrator of the crime.

PLAN

Documented identification of methods to achieve desirable goals or conditions.

POLICY

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

POLYGRAPH EXAMINATION

See Instrument for Detection of Deception

POSITION

The duties and responsibilities, or work, assignable to one employee. A position may be filled or vacant. For purposes of comparison, a patrol officer assigned as a Fleet Maintenance Officer would occupy a "position." Patrol officer would be the "class" and patrol officer (assigned as a fleet maintenance officer) would be a "job." A position may have functional responsibilities for a single task (i.e., fleet maintenance officer, patrol officer, or community relations officer) or over several tasks (i.e., "administrative lieutenant responsible for communications, records, data entry, etc.).

POST-SECONDARY EDUCATIONAL INSTITUTION

A college or university is defined as a post-secondary educational institution that provides not less than a 2-year program of instruction that is acceptable for credit towards a bachelor's degree; and/or is an institution of higher education offering certificate or apprenticeship programs at the post-secondary level. Post-secondary education is defined as the provision of a formal instructional program whose curriculum is designed primarily for students who are beyond the compulsory age for high school. This includes programs whose purpose is academic, vocational, and continuing professional education, and excludes vocational and adult basic education programs.

PRELIMINARY INVESTIGATION

Generally, the activity that begins when officers arrive at the scene of an incident. The activity should continue until such time as a postponement of the investigation or transfer, or responsibility will not jeopardize the successful completion of the investigation. The investigation usually includes the following tasks: (1) providing aid to the injured; (2) protecting the crime scene to ensure that evidence is not lost or contaminated; (3) determining if an offense has actually been committed and, if so, the exact nature of the offense; (4) determining the identity of the suspect or suspects and effecting an arrest if it can be accomplished either at the scene or through immediate pursuit; (5) furnishing other field units, through the communications system, descriptions, methods and direction of flight, and other relevant information concerning wanted persons or vehicles; (6) obtaining complete identification of all witnesses; (7) determining what information is known by the victims and witnesses; (8) arranging for the collection of evidence; (9) determining in detail the exact circumstances of the offense; (10) obtaining written statements from victims and witnesses, and from the suspect if such statements can be obtained legally; and (11) accurately and completely recording all pertinent information on the prescribed report forms.

PROBATION STATUS

A latter phase of the selection process represented by some form of conditional employment.

PROCEDURE

A written directive that is a guideline for carrying out agency activities. A procedure may be made mandatory in tone through the use of "shall" rather than "should", or "must" rather than "may". Procedures sometimes allow some latitude and discretion in carrying out an activity.

PROCESSING

Includes pre-booking activities involving detainees in custody, after which detainees may either be released from custody by one of several means or be escorted to a holding facility, at which time they would be booked.

PROFICIENCY

The additional skills, knowledge, and abilities that are needed to remain competent in performing the duties and responsibilities of a job.

PROPERTY AND EVIDENCE CUSTODIAN

The person who holds authority for the day-to-day supervision and operation of the property and evidence function.

PSYCHOLOGICAL SCREENING

Professional screening designed to identify candidate behavior patterns and/or personality traits that may prove either deleterious or advantageous to successful job performance.

PURSUIT

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

R

RADIO

Any device capable of transmitting and receiving wireless voice transmissions via electromagnetic energy emission/detection.

REASONABLE BELIEF

The facts or circumstances the officer knows, or should know, are such as to cause an ordinary and prudent person to act or think in a similar way under similar circumstances.

RECRUIT TRAINING

The orientation of new officers to their jobs and the development of basic law enforcement skills.

RECRUITMENT ACTIVITIES

A systematic method of seeking potentially qualified job application.

RECRUITMENT LITERATURE

Written materials or brochures designed to attract qualified applicants for jobs.

RECRUITMENT PLAN

A written plan for actively recruiting underrepresented minorities and women. A recruitment plan assumes the agency is doing more than just fairly implementing their selection procedures and instruments, e.g., providing equal opportunity. Proactive recruitment requires additional steps, where necessary, to increase the likelihood of attracting qualified applicants of protected groups that are insufficiently represented in the agency's sworn ranks.

REMEDIAL TRAINING

Personalized training to correct a specific deficiency, which is usually identified by either (1) testing or other evaluation during training or (2) supervisory evaluation during routine job performance.

RESERVE OFFICER

A part-time sworn officer commissioned with peace officer authority that normally is not paid for services provided. Reserve officers have qualifications and training equivalent to full-time, sworn officers performing like functions and are utilized to supplement the agency's day-to-day delivery of law enforcement services.

RESTRAINING DEVICES

Equipment used to restrain the movement of the prisoner, such as handcuffs, flex-cuffs, waist chains, ankle chains, restraining straps, strait jackets, or tie-down stretchers.

REVIEW

To examine or study; less formal than an analysis.

ROADBLOCK

A temporary operation in which law enforcement or other authorized personnel stop some or all traffic to inspect individual vehicles or their contents or to interview drivers and shall be conducted in accordance with current South Carolina Law.

ROADWAY

That portion of a highway, improved, designed, or ordinarily used for vehicular travel, exclusive of the shoulder.

ROLL CALL BRIEFING

Training or informational sessions of short duration administered to law enforcement personnel just prior to, or after, their tour of duty.

RULES AND REGULATIONS

A set of specific guidelines to which all employees must adhere.

S

SALARY AUGMENTATION

Pay that is added to the base salary of the employee. Such augmentation may be considered as premium pay, merit pay, differential pay, or a temporary increase because of a temporary assignment to a position with higher base salary.

SEARCH

Involves a coordinated effort to locate individuals missing in a wilderness area, in large bodies of water, or elsewhere.

SEARCH AND RESCUE

A coordinated effort to locate individuals missing in a wilderness area, in large bodies of water, or elsewhere. Search and rescue missions usually involve use of aircraft, boats, or other special purpose vehicles and specialized personnel such as scuba divers, mountain climbers, or spelunkers.

SECONDARY EMPLOYMENT

Any outside employment, which is either extra-duty or off-duty. Extra-duty employment is any secondary employment that is conditioned on the actual or potential use of law enforcement powers by the officer-employee. Off-duty employment is any secondary employment that is not conditioned on the actual or potential use of law enforcement powers by the off-duty employee.

SECURITY HAZARD

Any threat to the security of the prisoner, to the facility in which he or she is held, or to others with whom the prisoner may come into contact. Estimations of the degree of security hazard will govern the means of transport, the kinds of restraining devices to be used, and other actions to be taken by the escort officer to provide proper protection for and security of the prisoner.

SECURITY SURVEY

An on-site examination and analysis of security needs that determines the nature and degree of the threat, the exact kind and degree of protective measures used, and the precise kinds of security measures that are required and recommends the appropriate policies, procedures, and equipment needed for the security function.

SELECTION CRITERIA

Rules, standards, procedures, or directives upon which

SELECTION MATERIALS

All written tests, test scores, answer sheets, study materials, evaluations, ratings, questionnaires, reports, and forms used in the selection process that have a bearing upon the employment decision.

SELECTION PROCEDURE

Any established method or combination of methods used in any way as the basis for an employment decision.

SELECTION PROCESS

The combined effect of components and procedures leading to the final employment decision, including minimum qualifications (e.g., education, experience, physical attributes, citizenship, residency), written tests (if any), performance tests (if any), oral exams (if any), interviews, background investigations, medical exams, polygraph tests, police academy ratings, probationary period ratings, personality inventories, interest inventories, psychiatric evaluations, veteran's preference, cut-off scores (if any), and ranking procedures.

SERIOUS PHYSICAL INJURY

A bodily injury that creates a substantial risk of death; causes serious, permanent disfigurement; or results in long-term loss or impairment of the functioning of any bodily member or organ.

SERVICE

The delivery of any item of civil process that is complete with the act of delivery and does not require physical or legal seizure of a person or thing.

SEXUAL HARASSMENT

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, constitute sexual harassment when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submissions to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonable interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

SHIFT BRIEFING

Training or informational sessions of short duration administered to law enforcement personnel just prior to, or after, their tour of duty.

SHOWUP

The presentation of one suspect to an eyewitness in a short time frame following commission of a crime.

SKILLS, KNOWLEDGE, AND ABILITIES (SKA)

Skills are the proficiency with which an individual performs. Knowledge is a body of information, or the understanding gained through learning, education, experience, or associations. Abilities are processes required to perform the various job responsibilities.

SPECIAL EVENT

An activity, such as a parade, athletic contest, or public demonstration, that results in the need for control of traffic, crowds, or crimes.

SPECIAL ORDER

A directive affecting only a specific segment of the organization or a statement of policy or procedure regarding a specific circumstance or event that is of a temporary nature.

SPECIAL PURPOSE VEHICLE

A vehicle that requires special training or authorization for deployment. This includes, but is not limited to: SWAT trucks, bomb disposal vehicles, mobile command posts, aircraft, watercraft, and motorcycles. Bicycles, all-terrain vehicles, snowmobiles, and SEGWAYS may fall under the definition of a special purpose vehicle, if the agency or law requires special licensing or training prior to their use.

SPECIALIZED ASSIGNMENT

An assignment often characterized by increased levels of responsibility and specialized training, but within a given position classification; a specialized assignment may involve higher pay or additional benefits.

SPECIALIZED TRAINING

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

STAFF INSPECTION

Inspection conducted by personnel who do not have control of the persons, facilities, or procedures being inspected. Staff inspectors in larger agencies are generally members of a specialized component responsible for conducting inspections throughout the agency. The results of staff inspections are usually reported to the agency's chief executive officer.

STANDARDS

Issued by the South Carolina Law Enforcement Accreditation, a standard is made up of two parts; (1) the standard statement, and (2) the commentary.

- (1) The standard statement is a declarative sentence that places a clear-cut requirement or multiple requirements on an agency. Many statements call for the development and implementation of a policy or procedure in the form of a rule, regulation, or written directive. Other standards require an activity, a report, a procedure, or other action.
- (2) The standard commentary is designed to explain or expand upon the standard or to provide guidance with regard to gaining compliance with the standard. A commentary is not binding upon the agency.

STATUS OFFENSE

An act or conduct declared by statute to be an offense, but only when committed or engaged in by a juvenile and that can be adjudicated only by a juvenile court.

SUPERVISOR

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

SWORN OFFICER

A commissioned law enforcement officer, subject to an oath of office and possessing those general peace officer powers prescribed by constitution, statute, or ordinance in the jurisdiction.

T

TACTICAL TEAM

Usually refers to a group of five or more officers who are specially selected, trained, and equipped to handle high-risk incidents, such as those involving snipers, barricaded persons, hostage-takers, selected warrant services, and other situations or activities as deemed necessary by command leadership.

TASK

A unit of work performed by an individual to accomplish the goal of a job.

TASK ANALYSIS

A systematic, structured process for dissecting a job into its basic parts. A task analysis identifies the important or essential elements of a job, the key work behaviors, and the knowledge, skills, and abilities required for these work behaviors.

TEMPORARY DETENTION

Applies to agencies that have no holding cells, per se, but may detain or hold persons for a period not to exceed two hours in a room, space, or area for the purpose of processing, questioning, or testing. In this instance, the detainee is not under the continuous control or supervision of agency personnel.

TERRORISM

A violent act or an act dangerous to human life in violation of the criminal laws of the United States of any political subdivision to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives.

TRAFFIC ENFORCEMENT ACTION

An activity, such as a traffic stop or a driver's license checkpoint, law, used to verify that existing laws are being followed.

TRAFFIC LAW VIOLATION

Violation of any statute, ordinance, or legally authorized regulation relating to the use of streets and highways or the operation and ownership of motor vehicles and other road vehicles.

TRANSPORT VEHICLE

The vehicle used for transporting a prisoner from one point to another. The transport vehicle may be the patrol vehicle, such as in the case of transporting a prisoner after an arrest; a vehicle of a correction facility designated for prisoner transport but also used for other purposes; or a specially designed prisoner transport vehicle, such as a bus or van. This term does not refer to commercial vehicles, such as buses, trains, or airplanes that may be used for prisoner transport.

TRANSPORTING OFFICER

An employee who is responsible for transporting a detainee from one point to another.

TYPE I FACILITY

Type I facility is used for temporary detention of persons being held no longer than forty-eight (48) hours, which may include sub-stations, precinct lockups, and those awaiting transport.

TYPE II FACILITY

Type II facility is used for persons being detained longer than forty-eight (48) hours.

U

UNITY OF COMMAND

The concept that each individual in the organization has one, and only one immediate supervisor.

UNIFIED COMMAND

Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

UNLAWFUL HARASSMENT

Conduct that has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

V

VALIDITY

Proof through statistical data that a given component of the selection process is job related either by predicting a candidate's job performance or by detecting important aspects of the work behavior related to the position.

VASCULAR NECK RESTRAINT

A use of force application intended to gain control of a subject by restricting blood flow to the brain for the purpose of incapacitation. This technique may cause a subject to lose consciousness.

VICTIM

A person who suffers physical, financial, or emotional harm as the direct result of a crime* committed upon his or her person or property. Also regarded as victims are (1) a spouse, child, parent, or legal guardian of a minor victim and (2) a spouse, child, sibling, parent, or legal guardian of a homicide victim. (The definition excludes any person involved in a crime as a perpetrator or accomplice.)

**Any of the following constitute "a specific crime": all felonies, all misdemeanor crimes against persons, and, upon the recommendation of the responding officer, other crimes.*

VICTIM ADVOCATE

A person authorized by the agency to assist victims in specified ways. Such advocates may be agency members (sworn or non-sworn) or volunteers (unpaid citizens).

VIP

A "very important person," dignitary, famous personality, notorious person, or any other person in need of special security.

VOLUNTEERS

Non-sworn individuals who serve the agency in a support capacity, to include police volunteers, law enforcement cadets, law enforcement explorers, and senior citizen groups.

W

WEAPONS OF MASS DESTRUCTION

Any weapon or device intended to cause terroristic consequences, massive loss of human lives, or property damage to include biological, nuclear, incendiary, chemical, or explosives.

WITNESS

A person who, as determined by the law enforcement agency, has information or evidence relevant to the investigation of a specified crime. (See * under **Victim** definition). When the witness is a minor, the term “witness” includes an appropriate family member. “Witness” includes neither defense witnesses nor anyone involved in the crime as a perpetrator or accomplice. (All victims are witnesses.)

WRITTEN DIRECTIVE

Any written document used to guide or affect the performance or conduct of agency employees. The term includes policies, procedures, rules and regulations, general orders, special orders, memorandums, and instructional material.