

Michigan Association of Chiefs of Police
MICHIGAN LAW ENFORCEMENT ACCREDITATION PROGRAM



Standards Manual

Under the Direction of
THE MICHIGAN LAW ENFORCEMENT ACCREDITATION COMMISSION

INTRODUCTION

Accreditation is a progressive and time-proven way of helping law enforcement agencies calculate and improve their overall performance. The foundation of Accreditation lies in the adoption of standards containing a clear statement of professional objectives, while ensuring transparency and accountability. Participating agencies conduct a thorough self-analysis to determine how existing operations can be adapted to meet these objectives. When the procedures are in place, a team of trained assessors verifies that applicable standards have been successfully implemented.

Accreditation status represents a significant professional achievement. Accreditation acknowledges the implementation of policies and procedures that are conceptually sound and operationally effective, while reflecting community values and guarding quality of life.

The Michigan Association of Chiefs of Police (MACP) has pursued the concept and development of a voluntary law enforcement accreditation program for Michigan's law enforcement agencies. This effort has resulted in the formation of the Michigan Law Enforcement Accreditation Commission (MLEAC), consisting of commissioners appointed by the MACP. Personnel from the MACP provide support services to the Commission and to applicant agencies.

The attitudes, training and actions of personnel of Michigan's accredited law enforcement agencies best reflect compliance with the standards contained in this program. Policy and procedure based on Accreditation will not insure a crime-free environment for citizens, nor will it ensure an absence of litigation against law enforcement agencies and executives. Consistent application and reinforcement of written department directives will strengthen community trust.

However, effective and comprehensive leadership through professionally based policy development is directly influenced by a law enforcement accreditation program that is comprehensive, obtainable and based on standards that reflect professional service delivery.

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CHAPTER 1

THE ADMINISTRATIVE FUNCTION

Standards in this chapter concern the basic administrative functions of a law enforcement agency. Foremost, is the establishment of a formal written directive system. Agencies are free to determine the title of its written directive system. Examples include, but are not limited to: written directive system, policies & procedures, general orders, standard operating procedures, collective bargaining agreements, governmental administrative orders, training bulletins, or any combination of these titles.

The administrative function should also establish the basic structure of the organization. Although not specifically required by these standards, agencies should consider establishing general job descriptions for the various ranks or titles within the agency, including non-sworn positions.

The internal affairs function: Every jurisdiction must provide procedures for full and fair processing of all citizens' complaints, including those that are anonymous, about the conduct of any public officer or employee. Complaints from the public provide the police executive with invaluable feedback. The police must deal openly and forcefully with misconduct whenever it may occur.

The disciplinary process may be established through Civil Service, a local ordinance, written directive system, or collective bargaining agreements.

The training function may be accomplished with internal or external resources. Detailed records of training must be maintained as such records provide a good defense against tort claims. Training not requiring practical exercises may be delivered by electronic or alternate means.

The agency's records (paper and electronic) must be retained and disposed of in accordance with collective bargaining agreements, applicable retention schedules and applicable ordinance and statute.

1.1 - DIRECTION OF PERSONNEL

1.1.1 Written Orders and its Issuance

The agency has a written directive system and includes at a minimum:

- a. The identity (identities) of the person(s) or position(s) that have the authority to issue, modify, repeal, amend, revise or approve agency written directives;*
- b. Description of the written directive structure, format, or template;*
- c. Procedures for staff review prior to issuance, if deemed necessary;*
- d. Mission statement, and vision or values statement;*
- e. Rules and regulations;*
- f. Procedures to implement agency policies, directives, or operations;*
- g. A process to acknowledge receipt of written directives; and*
- h. Methods to archive and store agency written directives in accordance with the State of Michigan and local ordinance retention requirements.*

Clarification Statement: *A comprehensive written directive system is essential to effective operations. Over the years, the scope of agency rules and regulations has been narrowly focused. It was once thought the rules and regulations should contain everything an employee needs to know to do their job. It is now recognized that the rules and regulations should provide broad guidance for employee behavior. Specifics of day-to-day law enforcement operations properly belong in agency policies and procedures. In addition, the adoption of rules and regulations is not necessarily the responsibility of the Chief of Police or Chief Executive Officer, but instead it is the responsibility of the appropriate authority within the municipality, when applicable. Issuing policies and procedures, orders and other written directives that govern the day-to-day operation of the law enforcement agency is, however, the responsibility of the law enforcement executive. Rules and Regulations may be classified as Standards of Conduct or other synonymous term.*

1.2 - FISCAL CONTROL

1.2.1 Fiscal Control

A written directive shall describe all agency cash accounts where cash is received or dispersed and provide for:

- a. A method that reflects the initial balance, cash received, cash disbursed and balance;*
- b. Records or receipts required for cash received and cash expenditures;*
- c. Specific authorization from the Chief Executive Officer or designee to exceed established expense limits;*
- d. Identification of persons or positions who may accept or disburse from the cash accounts; and*
- e. Quarterly review of the cash accounts.*

Clarification Statement: *Michigan Statutes require that municipalities issue a report on its financial position and activity. In order to properly report to the independent auditor it is essential that procedures for agency cash accounting be established to mitigate potential problems. Cash accounts include, but are not limited to, the following purposes: petty cash fund, confidential funds (buy money), records and permits, etc. The method described in Bullets (a) and (b) may be a ledger, spreadsheet, or other electronic database. The quarterly review in Bullet (e) may be routinely exceeded (monthly, weekly, daily, etc.) in lieu of the quarterly requirement. Bail is not considered a cash account unless the agency maintains a fund to provide change in the form of cash. Agencies may have parking authorities or organizational subcomponents with personnel designated to collect fees from parking meters, pay stations, etc. Merely collecting the fees and turning them over to the local finance department or banking institute will not invoke the provisions of this standard except for instances where the agency maintains all or part of the cash (example: a small amount is maintained to stock such machines for making change). Disbursement does not include transferring funds to the local finance department.*

1.3 - INTERNAL AFFAIRS

1.3.1 Internal Affairs

A written directive requires the agency:

- a. *To ensure that the person in charge of investigating employee misconduct or internal affairs function has direct access to the agency's Chief Executive Officer, with exceptions noted;*
- b. *To accept and investigate all complaints against the agency or its employees, to include anonymous complaints;*
- c. *To make a determination of disposition of all complaints;*
- d. *Outline and stipulate the complaint process from receipt of the citizen's complaint through the complaint's closure and notification of disposition to the citizen.*
- e. *To specify when an employee can be immediately suspended pending investigation and disposition;*
- f. *To protect and maintain the confidentiality of all internal affairs records against the agency or employees in a secure area accessible only to personnel authorized by the agency's Chief Executive Officer; and*
- g. *Requires the Chief Executive Officer or designee to complete a written annual analysis of all employee misconduct complaints and dispositions.*

Clarification Statement: *Confidentiality during the investigation is critical. The community must have confidence in the agency to conduct thorough, objective, and complete investigations on the conduct of an officer or agency employee. Dispositions may include sustained, unfounded, exonerated, policy failure, or not sustained.*

1.4 - DISCIPLINARY PROCEDURES

1.4.1 Disciplinary Procedures

A written directive establishes the agency's disciplinary process and potential corrective actions for all personnel, to include:

- a. Procedures, criteria, and authority to apply training in lieu of punitive discipline;*
- b. Procedures, criteria, and authority to apply counseling in lieu of punitive discipline;*
- c. Procedures, criteria, and authority to apply punitive disciplinary action;*
- d. A requirement that all training and counseling resulting from a performance issue are documented and forwarded to the CEO or designee;*
- e. A requirement that punitive actions applied as a result of discipline are documented and forwarded to the CEO or designee;*
- f. Require a time table for written notice of disposition to the employee; and*
- g. Establishment of an appeal or grievance procedure or process in matters of discipline or corrective action.*

Clarification Statement: *The agency's written directive shall identify the forms of corrective and punitive action. The severity of the behavior or performance will determine the best course of action. The written directive shall be in accordance with the laws of the State of Michigan, Michigan Civil Service Rules (where applicable), and collective bargaining agreements. Punitive disciplinary action includes dismissal, demotion, suspension, fines (where permitted), and reprimands (oral or written).*

Procedures, criteria and authority should include clear instructions to all levels of supervision and management as to what level of supervision/management can apply what level of corrective actions. Examples: first line supervisors may only be permitted to apply training and counseling, but must recommend punitive discipline. First line supervisors may only be permitted to apply counseling or training subject to approval of higher-ranking authority.

Appeal and/or grievance procedures must be in compliance with applicable collective bargaining agreements. This standard does not imply that the right to appeal is granted in certain corrective actions unless specified in the agency's collective bargaining agreement(s).

1.5 - ORGANIZATION

1.5.1 Oath and Swearing

Prior to appointment to a sworn position, personnel must give assurance of fidelity by taking an oath of allegiance/office to enforce the law and uphold the United States and State of Michigan Constitutions.

Clarification Statement: *This standard is applicable to entry level law enforcement positions, positions of higher rank, Sheriff's Officers, Prosecutor's Detectives & Investigators, and Special Law Enforcement Officers, Auxiliary Police Officers and Deputy Sheriff's Officers.*

1.5.2 Ethics

A written directive requires the agency to adopt or promulgate a code of ethics. The code of ethics must be binding on all personnel, sworn and non-sworn. Additionally, the written directive must require that:

- a. **All personnel must acknowledge the code of ethics adopted by the agency; and**
- b. **The agency must provide all personnel with ethics training at least once every three years.**

Clarification Statement: *The code of ethics may be in the form of an agency policy, order, rules, regulations, ordinance, resolution, Statute, Administrative Code, employee manual, or any combination thereof. Agencies may adopt a code of ethics from local, state, or national law enforcement or government organization or an affiliate.*

1.5.3 Description of Organization

The agency shall maintain a current organizational chart illustrating the organizational components assigned to each functional area of the agency. In addition, a written directive shall:

- a. **Establish succession of rank in the form of a chain of command or unity of command structure;**
- b. **Designate a succession of command in the absence of the Chief Executive Officer;**
- c. **Designate the person or position in charge of any incident involving different organizational components involved in the same incident with exceptions noted; and**
- d. **The agency has access to supervisory personnel on a 24-hour basis.**

Clarification Statement: *An organizational chart and written functional description is necessary for good order of the agency. The table of organization and written functional description allows agency members to observe clear lines of authority and the organizational functions the agency is responsible for. The table of organization should be posted in the agency whether physically or electronically. The table of organization (organizational chart) does not have to contain the names of individual employees.*

Essential operational command requires clear lines of authority in the absence of the Chief Executive Officer or supervisory personnel. In an ideal situation, agencies would have supervisory personnel on duty at all times. This is impossible for some departments. Therefore, agencies must have supervisors available to advise personnel and answer questions on a 24-hour basis. Written procedures should include provisions for command and supervision upon the absence of the person(s) normally responsible for such responsibility. Furthermore, procedures that authorize personnel with specialized skill or abilities to assume command in certain situations should be defined. The term "same incident" shall be broadly construed to mean a critical incident defined or

addressed in Chapter 3.7 (Homeland Security) and may include special events, dignitary protection, and similar unusual incidents or responses. Exceptions noted would apply to large-scale operations with a unified command structure.

1.5.4 Bias Influenced Policing Prohibited

A written directive addresses bias influenced policing and, at a minimum, includes the following provisions:

- a. A clear definition of bias influenced policing;**
- b. A prohibition against bias influenced policing in all law enforcement encounters;**
- c. A requirement that investigations into possible bias influenced policing are conducted in accordance with Internal Affairs;**
- d. Corrective actions if bias influenced policing is found to have occurred; and**
- e. Training agency personnel in the impropriety of bias influenced policing, including legal requirements and sanctions at a minimum of every three years;**

Clarification Statement: *The discredited practice that is commonly referred to as Bias Influenced Policing is a longstanding criminal justice issue that needs to be addressed by every law enforcement agency in every jurisdiction. It is the sworn duty of every law enforcement agency and officer to protect the civil rights of all persons, and to safeguard the inalienable right to the equal protection of the laws.*

If a law enforcement officer were to rely upon a person's race, ethnicity, religion, or gender when making decisions and exercising law enforcement discretion, the result would be to undermine public confidence in the fairness and integrity of the criminal justice system, alienate significant segments of society, foster disrespect for law enforcement authority and the institutions of government, and ultimately erode public support for law enforcement efforts to investigate and deter crime.

The law of selective enforcement under the Equal Protection Clause of the Fourteenth Amendment of the United States Constitution is complex and evolving. While judicial decisions interpreting the Constitution serve as important guideposts for the law enforcement community, the courts are not the sole guardians of the Constitution; the Executive Branch is equally sworn to uphold it.

1.5.5 Unlawful Workplace Harassment

A written directive prohibits unlawful workplace harassment to include sexual harassment. The written directive minimally requires:

- a. A reporting mechanism to the next level in the complainant's chain of command;**
- b. An alternate reporting mechanism if the actor-complainant relationship creates a conflict of interest if the actor is in the complainant's unity of command;**
- c. A reporting mechanism if the actor is the chief executive that goes outside the agency.**
- d. A requirement that all employees report any harassment even if they are not one of the actors; and**
- e. A requirement to investigate all complaints of unlawful workplace harassment consistent with Michigan law.**

Clarification Statement: *The agency and/or governing entity's written directive shall be in accordance with Michigan Law and/or the Civil Rights Act. This written directive may be a local ordinance, police department policy or a combination.*

1.6 - AGENCY EQUIPMENT AND PROPERTY

1.6.1 Storage and Accountability

A written directive requires that all law enforcement-related equipment is maintained in an operational state and that the responsibility of the maintenance of the equipment is vested with the identified person or position responsible for the equipment.

Clarification Statement: *All stored and assigned equipment must be maintained in a state of operational readiness in order to be deployed in short notice. Stored equipment such as firearms, civil disturbance gear, biohazard gear, and duty issued equipment should be inspected periodically to ensure operability. Personnel should be responsible for maintaining personal equipment issued to them by the agency. Law enforcement-related equipment also includes, but it not limited to: speed measuring devices, automated license plate readers, mobile data computers, mobile video recorders, etc.*

1.6.2 Use and Availability of Body Armor

A written directive establishes the agency's body armor program to minimally include:

- a. A requirement that the agency provide or make body armor available to all sworn personnel;***
- b. Mandatory wear for patrol personnel;***
- c. Guidelines for the use, care, maintenance, and replacement of body armor; and***
- d. A requirement that sworn personnel engaged in pre-planned high-risk operations must wear body armor while engaged in such operations.***

Clarification Statement: *Reserve or Auxiliary Police Officers must be included in this requirement if their duties expose them to risks similar to regular full-time sworn personnel.*

1.7 - PUBLIC INFORMATION

1.7.1 Media Relations

A written directive establishes the public information function of the agency and minimally includes:

- a. A designated point of contact (public information officer/media officer);***
- b. Control of media access to areas or locations where uncontrolled access could interfere with law enforcement operations; and***
- c. A process for issuing press releases.***

Clarification Statement: *The guidelines for media access should address that media representatives have the right to move about in public environments that are not restricted by law enforcement and nothing within the directive should preclude or prohibit that right. The release of information shall be in accordance with applicable law. A Public Information Officer/Media Relations Officer (sworn or non-sworn) should be designated as a single point of contact to minimize unauthorized release of sensitive or privileged information. Information concerning deaths or major crimes should be forwarded to the appropriate Prosecutor's Office, when applicable.*

1.8 - AGENCY RECORDS AND COMPUTERS

1.8.1 Records Access and Control

A written directive ensures the security of the agency's central records including:

- a. Controlling access to agency criminal and quasi-criminal records;*
- b. Authorization for after-hours access, if any;*
- c. Extra security measures for juvenile and confidential records; and*
- d. Extra security measures for non-public personnel records;*
- e. Procedures and criteria for release of agency records; and*
- f. Records retention and disposal requirements in accordance with the Michigan Statute and Records Management.*

Clarification Statement: *The security and integrity of an agency's central records function is critical to its mission. There should be clear guidelines on who may access the records, when, and how the access is documented. When the central records function is secure after normal working hours there needs to be control of access and permissions set to ensure the continued integrity. Security of electronic records should be maintained, especially for sensitive data (e.g., Megan's Law Registry, criminal intelligence, etc.) Release of records must be made in accordance with the Michigan FOIA and applicable Court Rules pertaining to Discovery. Internal affairs records are not included in this standard.*

1.8.2 Information Technology Security

A written directive establishes procedures to protect its central records computer system and applicable shared databases, if any, through:

- a. Data backup and storage;*
- b. System security access;*
- c. Password protection;*
- d. Annual security audit of agency's central records system;*
- e. Immediate audit of the agency's central records system if a breach of security is discovered; and*
- f. Password audit of applicable shared databases annually or in compliance with State requirements.*

Clarification Statement: *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. This standard pertains to the computer or server that stores the agency's central records function and applicable shared databases such as SOS, LEIN, and CJIS applications, etc. For police departments, the central records function is the CAD/Records Management System and for other agencies it would mean similar electronic records management type programs/systems. Passwords for outside organizations such as LEIN will follow their guidelines.*

1.8.3 Field Reporting System

A written directive establishes and describes a field reporting system; including the requirement of supervisory review/approval.

Clarification Statement: *Field reporting is the primary mechanism to memorialize incidents requiring the involvement of law enforcement personnel. Field reporting provides a basis to document preliminary criminal and quasi-criminal investigations for future action or reference.*

Agencies have wide latitude in determining the types of field reporting systems it uses. Systems may be form or paper-based, electronic, or a combination of both. Some electronic reporting mechanisms may not require supervisory review (e.g., CAD notes, CAD summaries, etc.), while some may require multiple levels of supervisory or command review.

The timely submission of such field reports is critical to the efficiency of an agency. Many investigative and ancillary processes might not be performed or initiated in a prompt fashion without the approved preliminary report. Examples include, but are not limited to: victim/witness services, follow-up investigations, impounded vehicle releases, etc.

The directive must include a method for someone to approve and review initial reports. This is important to demonstrate supervision of personnel and to insure accountability for accurate reports.

1.9 – AGENCY TRAINING

1.9.1 Maintenance of Training Records

A written directive requires the agency to record an employee's participation in training programs to ensure that the training records are current and obtainable when needed and to maintain employee training records in accordance with applicable retention schedule.

Clarification Statement: *Employee records may be maintained by a computer-based and/or manual filing system.*

1.9.2 Class Rosters, Lesson Plans and Training Aids

A written directive requires the agency to maintain training records for any training classes/course it conducts or delivers to minimally include:

- a. **The course content or lesson plan;**
- b. **Names of attendees;**
- c. **Qualifications of in-service training instructors;**
- d. **Qualification and/or test results of individual attendees, if administered;**
- e. **Retention of records of material such as articles, newsletters, and videos that are circulated for review; and**
- f. **Retention of training class/course records in accordance with Michigan Administrative Code and applicable retention schedule.**

Clarification Statement: *The standard governs the agency's training records to include third-party training entities that provide training to employees on behalf of the agency. This standard does not apply to training delivered by a governmental agency (e.g., police academy, Division of Criminal Justice, etc.) Training course records must be retained in accordance with State retention schedules.*

1.9.3 Field Training

A written directive establishes a field training officer (FTO) program for all new sworn law enforcement officers to include the following:

- a. **A selection process for potential field training officers;**
- b. **A position within the agency to oversee the field training program;**
- c. **A minimum of four (4) weeks in the FTO program for new officers;**
- d. **Initial training of field training officers;**
- e. **Rotation of the new officer's field assignments;**
- f. **Standardized evaluation guidelines used by field training officers; and**
- g. **A listing of required reports, evaluations, and responsibilities.**

Clarification Statement: *Training in actual field conditions must follow basic training to complement classroom training. Socialization to the agency with an experienced and motivated field-training officer (FTO) facilitates this process. Potential FTOs should demonstrate self-motivation and should exemplify agency values. Initial training of prospective FTOs does not need to be delivered in a police academy or other formal class. Concerning Bullet (e), rotation of assignments can include rotating new officers through different FTOs, rotating new officers through different units, shift, tours, zones, districts, functions, etc. The agency should establish reporting mechanisms to document the training and evaluation of new officers.*

1.9.4 Training of Newly Promoted Personnel

A written directive that the agency ensures that all newly promoted and specially assigned personnel are provided with requisite training needed to accomplish new assignments, responsibilities and tasks.

Clarification Statement: *The training can be in-house training or training provided by a training entity. The training should either occur prior to or within the first year following the promotion. Civilian personnel that are promoted to positions where they are responsible for the activities of others shall be included in this standard.*

1.9.5 Remedial Training

A written directive identifies the agency's practice concerning remedial training and requires that all remedial training be documented.

Clarification Statement: *The directive should specify the circumstances and criteria when remedial training is needed to correct performance at all functioning levels of the agency. Remedial training can result from a disciplinary matter or through supervisory observation. The agency should empower its supervisory corps to apply remedial training at the lowest level, when practicable. Remedial training can take many forms and need not be formal. Documentation of remedial training is important, even when applied informally. Examples include, but are not limited to: report writing, preliminary criminal investigation, defensive driving, etc.*

1.9.6 Annual In-Service Retraining

A written directive establishes and defines the agency's in-service training program for all personnel to include:

- a. A listing of mandatory in-service training topics;***
- b. The frequency of the in-service training topics;***
- c. Qualifications of in-service training instructors;***
- d. A listing of available or required specialized training, if any; and***
- e. Appointment of a coordinator or coordinators to manage the required training.***

Clarification Statement: *The agency should ensure that their sworn law enforcement officers complete the mandatory in-service law enforcement training established by the MCOLES. Communications Officers should receive training as required by statute. Specialized training can include, but is not limited to: weapons instructor training, DARE training, school resource officer training, telecommunicator refresher, emergency medical dispatch refresher, etc. The training coordinator is responsible for ensuring that mandatory training is scheduled as required. The training coordinator may be a sworn officer, civilian employee, outside vendor, or any combination thereof. Training may be provided by an instructor or through electronic means.*

1.9.7 Hazmat Training

The agency provides for initial and annual refresher training in awareness level hazardous materials for those employees who, in the course of their normal duties, may encounter an emergency involving hazardous material.

Clarification Statement: *None.*

1.9.8 Tactical Team Training

A written directive requires regular training and periodic readiness exercises for any personnel assigned to or participating in any tactical services unit/team, if applicable.

Clarification Statement: *The tactical team may be an agency subcomponent or a regional team and may be referred to as ESU, ERT, CERT, SWAT, hostage negotiators, etc. The agency can determine the frequency, delivery, and content of the training and readiness exercises and may account for different tasks and assignments. Training records shall be maintained in accordance with 1.9.1 and 1.9.2.*

1.9.9 New Accreditation Manager Training

Accreditation managers who are newly assigned to the function receive New Accreditation Manager Training within 1-year of assignment.

Clarification Statement: *None*

1.10 - AUTHORIZATION AND USE OF AGENCY WEAPONS AND AMMUNITION

1.10.1 Weapons and Ammunition

A written directive establishes the agency's weapons and ammunition requirements. Minimally, the written directive shall include provisions for:

- a. **A requirement that the agency's Chief Executive Officer/Official authorize all weapons and ammunition used in law enforcement responsibilities;**
- b. **A listing of all agency approved weapons including on- and off-duty weapons, mechanical force and enhanced mechanical force weapons, and specialized weapons;**
- c. **A listing of the agency approved ammunition, including less lethal ammunition, off-duty ammunition, and ammunition used in specialized weapons;**
- d. **A listing of agency approved munitions, if applicable;**
- e. **A requirement that a certified weapons instructor or armorer inspect and approve all weapons listed in Bullet (b);**
- f. **A procedure to remove unsafe weapons and to provide a replacement if repairs cannot be made;**
- g. **A requirement to maintain a record on each weapon approved by the agency; and**
- h. **Guidelines for the safe and secure storage of agency authorized firearms and enhanced mechanical force weapons.**

Clarification Statement: *The Chief Executive Officer/Official must authorize all weapons and ammunition that an officer intends to use in his/her law enforcement responsibilities. Since officers derive their authority to carry a firearm by virtue of their sworn positions by Statute, the CEO can mandate what can and what cannot be carried, even in an off-duty capacity. This standard does not require the CEO to authorize weapons and/or ammunition used for recreational purposes such as hunting and target shooting. Instead, the CEO must authorize weapons and ammunition carried by officers as a result of their law enforcement authority to include: on-duty weapons, off-duty weapons, backup weapons (where authorized), mechanical force weapons, enhanced mechanical force weapons (electronically conducted weapons), duty ammunition, off-duty ammunition, backup ammunition, less-lethal ammunition, etc.*

Specialized weapons include, but are not limited to: long guns (shotguns, rifles, submachine guns, carbines, bolt rifles, etc.), grenade launchers, etc. Munitions include chemical munitions, distraction devices, and similar products.

It is critical that all weapons are inspected to ensure functionality. It is not necessary to test fire each firearm. A standard functionality test should suffice. Off-duty, backup, and other personally owned weapons must be inspected and approved. It is not necessary to test fire each OC canister or activate chemical munitions or distraction devices. Agencies should clearly quarantine any stored weapon or ammunition that should not be used. This quarantine can be accomplished by "red-tagging" each weapon or by securing the weapons or ammunition in a separate area or cabinet.

Although canine physical contact is considered a form of mechanical force, law enforcement canines are not subject to the provisions of the standards in Chapter 1.10.

Agencies must maintain a record of all approved weapons and ammunition to ensure accountability and justify budgetary expenditures. Additional records include, but are not limited to: invoices,

purchase orders, trade-in receipts, packing slips, etc.

1.10.2 Proficiency and Qualification

A written directive requires that only agency personnel who have qualified with or assessed proficiency in the use of agency-authorized weapons be approved to carry such weapons. All agency personnel authorized to carry weapons are required to receive in-service training, to minimally include:

- a. Annual use-of-force training;***
- b. Firearms qualification at least annually or more frequently as defined by the agency and required by MCOLES;***
- c. Less lethal weapons training and proficiency assessment at least every two years;***
- d. Unarmed subject control tactics every two years;***
- e. A requirement that qualification, training, or proficiency assessment must be monitored by a certified weapons or tactics instructor;***
- f. A requirement that qualification and proficiency assessment must be documented; and***
- g. A procedure for remedial training for those personnel who are unable to qualify with an authorized weapon prior to resuming official duties, including reassignment, suspension, discipline and fitness for duty when those personnel fail to meet the standards.***

Clarification Statement: *The intent of this standard is to address the carrying and use, both on and off duty, of all weapons, such as handguns, shotguns, chemical sprays, striking weapons, electronically conducted weapons, and tactical weapons authorized in Standard 1.10.1. Proficiency assessment may include achieving minimum qualifying scores on a prescribed course; attaining and demonstrating a knowledge of the laws concerning the use of authorized weapons and knowledge of agency policy (policies) on the use of force, mechanical force, and deadly force; and/or being familiar with recognized safe-handling procedures for the use of these weapons. Instruction and proficiency testing or assessment with all weapons must be provided/monitored by a certified weapons instructor.*

Semi-annual in-service use-of-force refresher training need not be as formal as entry level or recruit training. Use-of-force retraining can be accomplished through a combination of methods; for example, during shift briefing training sessions, reviewing legal updates on use-of-force issues, electronic delivery, or conducting written or skills tests on use of force and less than lethal weapons during semi-annual firearms qualifications courses. Proficiency levels should be established by the agency with input from certified weapons instructors or others in the agency who can validate the criteria. Assessment of proficiency with less lethal weapons may consist of the same criteria used at entry level, or the course may be modified to either abbreviate or extend the training, based on the agency's experience with the weapon in the field.

The intent of Bullet (g) is to ensure that remedial measures are provided, and that an employee failing to achieve proficiency with a weapon is not returned to duty with that weapon until such time as proficiency is assessed and documented.

CHAPTER 2

THE PERSONNEL FUNCTION

Personnel are the life-blood of any organization. Law enforcement agencies have an obligation to develop its employees to their fullest extent to better serve the population. Agencies should provide some benefits to satisfy employees' security needs in the form of a pension, health benefits, liability protection, disability and death benefits, educational benefits, and employee assistance, if available and when applicable. Such benefits may be provided by collective bargaining agreements, State Statute or Administrative Code, local ordinances, written directives, or any combination thereof.

Protocols for "in the line of duty" death and serious injury notification and aftermath should conform to procedures sanctioned by the Concerns of Police Survivors, Inc., SMMART Team or similar organization.

Extra duty and outside employment should be strictly regulated by the agency.

Performance evaluation should be a daily occurrence that is summarized at least annually. The standards in this manual establish a minimum standard. Agencies are encouraged to exceed the minimum requirements.

An effective early warning system is essential to any law enforcement organization. Potential issues should be identified and corrected before misconduct occurs.

The promotion process may be conducted in accordance with applicable law, Civil Service, and collective bargaining agreements. To minimize the potential for damaging litigation, the promotional process should be as objective as possible and based upon measurable criteria. Political influence should be avoided to the extent possible.

Agencies should establish fair and defensible recruitment processes to attract underrepresented minorities and females to the sworn workforce to the extent possible. Diversity is encouraged.

Candidates for sworn positions should undergo a stringent selection process to screen out potential future problems. Candidates for non-sworn positions should also undergo a similar process due to the sensitive nature of the information shared and accessed in a typical agency.

2.1 - PERSONNEL BENEFITS AND RESPONSIBILITIES

2.1.1 Employee Assistance Program

A written directive describes the agency's employee assistance program, if any.

Clarification Statement: *Employee assistance programs are essential to enhance morale and can provide professional support or referral to professional support for a variety of personal issues that employees encounter.*

2.1.2 Line of Duty Injury and Death

A written directive establishes procedures for the agency's Line of Duty Death and Serious Injury Program.

Clarification Statement: *Preplanned procedures to inform the family of an employee suffering a line of duty death or serious injury are paramount to effectively responding to the incident. A line of duty death or serious injury can cause the agency to enter a state of crisis without proper preparation and procedures. Providing the employee's family with emotional and follow-up support is a duty of the agency. Outside agencies such as the local Concerns of Police Survivors®, SMMART Team, or mental health crisis response team should be consulted for assistance.*

2.1.3 Extra-Duty Employment (Side Jobs)

A written directive establishes the agency's extra-duty and/or off-duty employment process for sworn personnel and minimally requires that:

- a. Personnel must receive CEO authorization to engage in extra-duty and off-duty employment;***
- b. Personnel assigned to extra-duty must be considered on duty;***
- c. Personnel shall adhere to all agency written directives while engaged in extra-duty employment;***
- d. Personnel are subject to suspension or revocation from extra-duty and off-duty privileges for violations of written directives; and***
- e. The CEO designates an official in charge of administering extra-duty employment assignments.***

Clarification Statement: *Only sworn officers employed and compensated through the municipality will be considered on duty for liability and indemnification purposes.*

2.1.4 Employee Collision Review Process

A written directive establishes procedures for the documented administrative investigation and/or meaningful review of police involved motor vehicle crashes to minimally include:

- a. At scene involved officer/employee responsibilities;***
- b. Supervisory responsibilities;***
- c. Designating forms and reports to complete;***
- d. Designating a person or position to administratively investigate and/or meaningfully review all police related motor vehicle crashes; and***
- e. Recommendations to implement findings of the administrative investigation and/or meaningful review (policy changes, training, equipment enhancements, and/or discipline).***

Clarification Statement: *The intent of this standard is to require the administrative investigation and meaningful review of all police related vehicle crashes. This administrative investigation and meaningful review process is in addition to the standard crash investigation that is conducted under the laws of this State.*

The administrative investigation and meaningful review process looks to prevent future crashes by agency personnel in order to minimize and mitigate future risk. The person or position responsible for the administrative investigation and meaningful review should avoid excusing and rationalizing poor vehicle operation.

The administrative investigation and meaningful review process looks at whether policy changes are necessary, whether training is indicated, whether equipment should be changed, altered, or procured, and whether discipline is indicated.

2.1.5 Employee Injury/Exposure Reporting and Review Process

A written directive establishes procedures for the reporting and documented administrative investigation and/or meaningful review of agency occupational injuries and exposures and to minimally include:

- a. At scene involved officer/employee responsibilities;***
- b. At scene supervisory responsibilities;***
- c. Designating forms and reports to complete;***
- d. Designating a person or position to administratively investigate and/or meaningfully review all occupational injuries and exposures;***
- e. If the exposure is due to bloodborne pathogens, a follow up mechanism to ensure that the exposed employee has received treatment, if necessary; and***
- f. Recommendations to implement findings of the administrative investigation and/or meaningful review (policy changes, training, equipment enhancements, and/or discipline); including periodic safety inspections and reviews.***

Clarification Statement: *The intent of this standard is to require the administrative investigation and meaningful review of all occupational injuries and exposures. This administrative investigation and meaningful review process is in addition to any criminal or quasi-criminal investigation that is conducted.*

The administrative investigation and meaningful review process looks to prevent future occupational injuries and exposures in order to minimize and mitigate future risk. The person or position responsible for the administrative investigation and meaningful review should avoid excusing and rationalizing poor employee performance.

The administrative investigation and meaningful review process looks at whether policy changes are necessary, whether training is indicated, whether equipment should be changed, altered, or procured, and whether discipline is indicated. Safety inspections include facility inspections for trip hazards, fire safety equipment, emergency exit lights, generator operations, and any other exposures to hazardous materials.

2.2 - PERFORMANCE EVALUATION

2.2.1 Evaluation System

A written directive establishes the agency's performance evaluation system and must:

- a. Have a statement defining the purpose of the performance evaluation system;***
- b. Establish and define behavioral criteria for evaluation;***
- c. Establish rating scale;***
- d. Require that the employee be provided with a copy of the completed evaluation;***
- e. Establish a process for contested evaluations;***
- f. Establish evaluator responsibilities, to include procedures for use of forms;***
- g. Require that performance evaluations are maintained according to applicable records retention schedules; and***
- h. Provide for training of evaluators.***

Clarification Statement: *A performance evaluation system is critical to identifying performance deficiencies in personnel and providing strategies for improvement. Agencies must clearly establish the purpose of such a system including meeting performance expectations and acceptable behavior. Some agencies may use such performance evaluations solely to improve performance while others may utilize such a system in determining promotional potential or determining suitability for specialized assignments. Agencies must clearly inform its personnel in what manner such a system will be used. Employees should be provided with a copy of their completed evaluations so the process is open and fair. Performance evaluations must be maintained in accordance with applicable Michigan retention schedules. Training should include initial training and refresher training at intervals defined by the agency.*

2.2.2 Annual Evaluations

A written directive mandates that all full-time employees (sworn and non-sworn) receive documented annual performance evaluations described in Standard 2.2.1. The agency may mandate more frequent performance evaluations. The Chief Executive Officer/Official and employees exempted by law or valid collective bargaining agreement are exempt from this requirement.

Clarification Statement: *The exemption shall apply to the chief law enforcement official within the agency. Performance evaluations are not required for Auxiliary police officers. Agencies should consider more frequent performance evaluations for probationary employees in order to provide a basis for any decisions to terminate for incapacity. Employees exempted by law or by a valid collective bargaining agreement are not subject to performance evaluations.*

2.2.3 Early Warning System

A written directive mandates procedures for a personnel early warning system. At a minimum, the system should establish:

- a. The actions or behaviors that should be monitored and documented;***
- b. Protocols for fitness-for-duty evaluations based on identified early warning behaviors;***
- c. Supervisory responsibilities;***
- d. Employee notification requirements;***
- e. Supervisory intervention to correct behavior; and***
- f. Referral (voluntary or involuntary) to the employee assistance program described in Standard 2.1.1 or counseling, when warranted, if available.***

Clarification Statement: *Agencies must have a personnel early warning system to identify as potential problems prior to an internal affairs review or implementation of disciplinary action. Agencies should establish criteria for invoking a review. Such criteria may include, but is not limited to: absenteeism, tardiness, use-of-force incidents, on-the-job injuries, vehicle collisions, unexplained dismissal of court cases, etc.*

Agencies should consider including positive indications of performance in order to gather a more complete synopsis of an employee's patterns of behavior. A personnel early warning system can be paper-based, electronic, or any combination of the two.

2.3 - PROMOTION OF SWORN PERSONNEL

2.3.1 Promotions

A written directive describes the agency's promotional process for sworn personnel to include provisions for:

- a. *Eligibility requirements;*
- b. *Written tests, if any;*
- c. *Oral interviews, if any;*
- d. *Application or scoring of other criteria, if any;*
- e. *Review or process to redress the results/outcome;*
- f. *Establishment of promotional lists when more than one person is eligible;*
- g. *Establishment of the duration of any promotional lists, if applicable;*
- h. *Identification of person(s) or government agency responsible for administering the promotional process; and*
- i. *A probationary period (working test period), if applicable.*

Clarification Statement: *It is recognized that an agency that follows Civil Service guidelines in the promotional process will meet the guidelines of this standard. For those agencies that do not use Civil Service guidelines for promotions, the agency's testing processes (written and oral) should be administered, scored, evaluated and interpreted in a uniform, non-discriminatory manner. Bullet (d) may refer to education, seniority, commendations, military service, etc.*

2.3.2 Special Assignment Selection

A written directive describes the agency's process for selection of sworn personnel to specialty assignment and includes provisions for:

- a. *Selection criteria;*
- b. *Listing of necessary skills, knowledge and abilities;*
- c. *Oral interviews, if any; and*
- d. *Length of assignment.*

Clarification Statement: *The criteria should be based on the skills, knowledge, and abilities required for the specialized assignment, including formal education and experience.*

2.4 - RECRUITMENT OF SWORN PERSONNEL

2.4.1 Recruitment Plan

The agency shall participate in a recruitment program for sworn personnel and maintain a written recruitment plan. The recruitment plan shall minimally:

- a. Contain a statement that the agency is committed to Equal Employment Opportunity;*
- b. Define goals and objectives;*
- c. Establish activities to achieve stated goals and objectives;*
- d. Require a triennial review of the recruitment plan and progress towards defined goals and objectives; and*
- e. Establish a process to revise the plan, when necessary.*

Clarification Statement: *The recruitment plan should be developed and implemented with the overall goal to increase sworn representation that reasonably reflects the demographics of the service area the agency serves. The triennial review should include an explanation of progress, if any, made towards achieving the stated objectives and an explanation of any changes required to the recruitment plan.*

2.5 - SELECTION OF PERSONNEL

2.5.1 Process for Selection of New Personnel

A written directive describes the agency's process for selection of new full-time personnel.

Clarification Statement: *Non-Civil Service agencies are authorized to select candidates for appointment to the law enforcement agency pursuant to applicable statutes and local ordinances, where applicable. Civil Service agencies are governed by Civil Service Commission Rules and local ordinances, where applicable. The selection process should describe any testing, interview, résumé, and application process used to screen prospective personnel. The CEO or appropriate authority should ensure that the selection process elements are evaluated and scored in a consistent manner.*

2.5.2 Background Investigations

A written directive requires that a background investigation shall be completed on all candidates (sworn and non-sworn) prior to appointment. The background investigation shall include at the minimum:

- a. ***A fingerprint check for criminal record;***
- b. ***A check of the applicant's driving history and verification of operator's status, if driving is a requirement of the position;***
- c. ***A review of the candidate's application and/or pre-employment questionnaire to confirm/verify meeting eligibility requirements for the position applied for;***
- d. ***Verification of at least three personal references; and***
- e. ***Criminal history check through LEIN and NCIC.***

Clarification Statement: *Comprehensive background investigations are essential in determining the qualifications of the candidate for the position under consideration. For all candidates for a sworn position, a check of criminal history with particular attention to any acts of domestic violence, sexual abuse, stalking, elder or child abuse is essential in determining fitness for the position. For sworn and non-sworn candidates with CJIS access, a criminal history check is essential in complying with the Michigan Criminal Justice Information System (CJIS) Security policies.*

2.5.3 Medical Exams

A medical examination must be performed prior to appointment for all sworn positions to establish fitness for the position, following a conditional offer of employment.

Clarification Statement: *MCOLES Standard as a minimum*

2.5.4 Psychological Exams

The agency conducts psychological testing on candidates for sworn positions before appointment. The psychological testing must be administered by a licensed professional after a conditional offer of employment is issued.

Clarification Statement: *None*

2.6 – RESERVE OFFICERS AND CIVILIAN VOLUNTEERS

2.6.1 Reserve/Auxiliary Officers Program

A written directive establishes the agency's Reserve/Auxiliary Officer Program, to minimally include:

- a. Formal authority for the program through statute, local ordinance or regulation;*
- b. Inclusion of reserve/auxiliary officers in the agency's organizational chart or table of organization;*
- c. Selection criteria to include, at a minimum, a background investigation;*
- d. Successful completion of a Reserve Officer basic training program with exemptions noted;*
- e. Establishment of duties and responsibilities for Reserve/Auxiliary personnel;*
- f. Uniform requirements;*
- g. In-service training requirements; and*
- h. If uses of force and/or weapons are authorized, the requirement that Reserve/Auxiliary officers receive mandatory training, qualify, and evaluation for proficiency to the same standards of licensed officers of the department.*

Clarification Statement: *None*

2.6.2 Civilian Volunteer Program

A written directive establishes the agency's civilian volunteer program, to minimally include:

- a. Selection criteria;*
- b. Establishment of duties and responsibilities;*
- c. Clothing requirements; and*
- d. In-service training requirements.*

Clarification Statement: *If the agency uses civilian volunteers in support of department operations, the agency must decide how and when they will be used. This includes groups like Volunteers in Police Service (VIPS) and Civilian Emergency Response Teams (CERT).*

CHAPTER 3

THE OPERATIONS FUNCTION

This chapter addresses the delivery of core (basic) services to the public. Typical daily operational procedures need to be codified and formalized to maximize consistency of service. Agency practices need to be examined and committed to writing. Practices need to be lawful, ethical, and in compliance with current criminal procedure, court decisions, Attorney General Guidelines and Directives, and applicable Prosecutor's Guidelines and Directives.

Procedures should be considered "programmed decisions" to guide operational decision-making in the field. Unless impracticable, procedures should not be step-by-step instructions, unless otherwise necessary.

Current internal written directives should be modified as quickly as practicable to include new laws and court decisions. Training in any new laws or court decisions should be delivered and documented in accordance with Standard 1.9.8.

Use of force should never be considered routine. All use-of-force incidents need to be reviewed to ensure the integrity of the agency's practices. All pursuit incidents must also be reviewed.

Traffic safety and enforcement is a core function of local law enforcement agencies.

3.1 - ARREST, SEARCH AND SEIZURE

3.1.1 Warrantless Searches

A written directive establishes criteria for warrantless searches in accordance with contemporary criminal procedural. Minimally, the written directive shall address:

- a. Consent searches;*
- b. Stop and frisk;*
- c. Search incident to arrest;*
- d. Motor vehicle searches with probable cause and an exigency;*
- e. Crime scene searches;*
- f. Exigent circumstances, community caretaking, or emergency aid doctrine;*
- g. Inventories of seized vehicles or other property;*
- h. Plain view, plain touch, plain smell;*
- i. Open fields; and*
- j. Other situations authorized by state and federal criminal procedure.*

Clarification Statement: *The Michigan State Constitution and United States Constitution provide its citizens with Constitutional protections. Agencies should be careful to account for differences between U.S. and Michigan Supreme Court interpretations. Other situations can include, but are not limited to: abandonment, search incidental to arrest, canine sniffs, etc.*

3.1.2 Search Warrants

A written directive establishes procedures for obtaining and executing search warrants.

Clarification Statement: *None*

3.1.3 Adult Arrests

A written directive specifies the procedures for adult arrests and includes criteria for:

- a. Arrests made with a warrant;*
- b. Arrests made without a warrant;*
- c. Alternative to custodial arrest;*
- d. The reports required by the arrest;*
- e. Arrests of Foreign Nationals, persons of limited capacity, limited English proficiency, or sight/auditory impairment;*
- f. Fingerprinting requirements; and*
- g. Photographing (mug shot) requirements.*

Clarification Statement: *Agencies should consider informing its personnel of diplomatic and consular immunities in arrest or custody situations. Agencies must ensure the written directive meets all federal and state mandates and statutes.*

3.1.4 Alternate Care for Arrestee's Dependents

A written directive establishes procedures for alternate care for arrestee's dependents.

Clarification Statement: *None*

3.1.5 Strip and Body Cavity Searches

A written directive establishes procedures for strip and body cavity searches. The procedures shall include:

- a. Qualifying criteria and supervisory approval for conducting strip searches and body cavity with custodial confinement;***
- b. A requirement that strip and body searches are conducted in private by a person of the same sex/gender, with exceptions noted;***
- c. When search warrants are required; and***
- d. Reports and other documentation required.***

Clarification Statement: *The written directive must follow statutes and contemporary case law pursuant to MCL 764.25. Other documentation can include: search warrants, consent to search forms, physician's statements, etc.*

3.2 - INTERVIEW AND INTERROGATION

3.2.1 Interview and Interrogation

A written directive establishes procedures to assure compliance with all contemporary criminal procedural requirements related to:

- a. Interviews (victim/witness, etc.);*
- b. Investigative detention interviews (field interviews);*
- c. Interrogations and the right to silence;*
- d. Interrogations and the right to legal counsel;*
- e. Additional requirements for juvenile interrogations; and*
- f. Criteria for electronic recording of interviews or interrogations.*

Clarification Statement: *U.S. and Michigan Supreme Court decisions govern the required procedures and criteria for conducting interviews and interrogations. Written directives should be crafted to account for any judicial requirements unique to Michigan law enforcement. Agencies should consult with its county Prosecutor's Office to determine the criteria for electronically recording interrogations.*

3.2.2 Interview Room Use and Security

A written directive establishes security protocols for interview/interrogation room(s), to include:

- a. Designation of authorized interview/interrogation rooms;*
- b. Weapons security or control;*
- c. Designating the maximum number of personnel permitted in the room(s) during an interview or interrogation;*
- d. How to summon assistance, if needed; and*
- e. Access to comfort breaks, if needed.*

Clarification Statement: *The purpose of this standard is to identify the designated rooms that an interview/interrogation should occur within. This standard applies to persons under arrest or suspected of committing a crime or offense, not crime victims. The agency shall establish a safe environment for law enforcement officers conducting the interview/interrogation.*

3.3 - USE OF FORCE

3.3.1 Use of Force

A written directive establishes the agency's use-of-force policy and procedures to include at a minimum:

- a. A requirement that officers, and employees authorized to use weapons or force, will use reasonable force when force is used to accomplish lawful law enforcement objectives;***
- b. The "duty to intervene";***
- c. Definition of applicable terms;***
- d. Criteria for use of deadly force;***
- e. Restrictions on use of deadly force;***
- f. Criteria for use of weaponless subject control;***
- g. Criteria for use of less lethal devices/weapons;***
- h. Criteria for use of restraints;***
- i. A requirement to provide appropriate medical aid when someone is injured or complains of pain resulting from law enforcement force;***
- j. Supervisory responsibilities; and***
- k. An annual meaningful review of use-of-force incidents.***

Clarification Statement: *Use of force shall never be considered routine. Appropriate medical aid does not place the burden on the agency to have each injured person immediately evaluated at a medical facility. Appropriate medical aid may include increased observation to detect obvious changes in condition, flushing chemical agents from the eyes, applying first aid, evaluation by paramedics, or for more serious or life threatening incidents, immediate aid by medical professionals.*

3.3.2 Written Report Required

A written directive requires that a written report is submitted whenever an officer and/or employee is authorized to use weapons or force:

- a. Discharges a firearm for other than training or recreational purposes;***
- b. Applies deadly force;***
- c. Applies less lethal devices/weapons;***
- d. Applies weaponless subject control at a level as determined by the agency; or***
- e. Unintentionally discharges a firearm and/or CED.***

Clarification Statement: *This standard requires that agencies institute a mechanism to initiate a report any time force is used. Agencies will decide at what level of force a report is required, i.e. beyond compliant handcuffing. This written report is the basis for the subsequent meaningful review of the use-of-force incident (see standard 3.3.3). Prompt and accurate reporting helps establish agency credibility. The reporting mechanism can be a paper report, electronic report, or electronic database through the agency's CAD/RMS.*

If physically able, the primary employee involved should be required to verbally report his/her involvement within a specified time period. The verbal report should be committed to writing as soon as practicable, thereafter. Written procedures should state by whom, when, and how the report will be submitted. The standard is not intended to require documentation of any constructive authority or actions taken to euthanize animals.

An unintentional discharge of a firearm and CED includes all accidental discharges whether or not it results in an injury.

3.3.3 Meaningful Review Required

The agency has a written procedure for a documented meaningful review of each use-of-force incident and any report or incident required by Standard 3.3.2.

Clarification Statement: *Use of Force should never be considered routine. Hence, the use of force review process should not be routine. The intent of the documented meaningful review is to determine whether policy, training, equipment or disciplinary issues need to be addressed. The meaningful review can be conducted by a supervisor, commanding officer, review committee, or the internal affairs function. The reviewing official should be one rank above the officer using force. If a command rank officer or the agency CEO uses force, the internal affairs function or a review committee should conduct the meaningful review. See Glossary of terms for a definition of meaningful review.*

3.3.4 Personnel Removed from Duty

A written directive requires that any employee, whose action(s) or use of force in an official capacity results in death or serious physical injury, be removed from line-duty assignment, pending a documented meaningful review or investigation.

Clarification Statement: *The purpose of this standard is 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 protect employees who have not exceeded the scope of their authority from possible confrontations with the community.*

Agencies should consult with its County Prosecutor to determine whether a full investigation will occur before an officer can return to full duty.

The agency should consider removing from duty status all employees involved in a critical or traumatic incident, not limited to shootings, and may include incidents such as a fatal motor vehicle crashes involving the employee. During the period of administrative leave or reassignment, the agency should consider provisions for post-incident debriefing or counseling for those employees involved. In some critical incidents, the employee's family may also require assistance.

3.4 - COMMUNICATIONS

3.4.1 Maintenance of Communications Systems

The agency maintains a two-way radio system (or equivalent) to communicate with field personnel.

Clarification Statement: Agencies may utilize a traditional two-way radio system or push-to-talk (PTT) wireless telephones or electronic devices. **Compliance may be OBSERVED.**

3.4.2 Recording Information on Calls for Service

A written directive requires that the following information is obtained for each event or call for service:

- a. *Incident number;*
- b. *Date and time of the incident;*
- c. *Type of incident;*
- d. *Name, address, and phone number of the reporting party, whenever practical and feasible;*
- e. *Incident location;*
- f. *Officer(s) assigned;*
- g. *Time of dispatch;*
- h. *Time of arrival;*
- i. *Time of reporting back in service; and*
- j. *Disposition, if available.*

Clarification Statement: None

3.4.3 Communications Protocols

A written directive establishes communications protocols concerning:

- a. *Methods to identify field personnel;*
- b. *Procedures for interagency communications;*
- c. *Circumstances requiring additional field personnel in response to an incident;*
- d. *Circumstances requiring the notification or response of a supervisor;*
- e. *Procedures for responding to field personnel emergency assistance calls (officer needs assistance, etc.); and*
- f. *Procedures for handling misdirected or abandoned 9-1-1 calls.*

Clarification Statement: Communications between field personnel and other field personnel and telecommunications operators are essential for day-to-day operations as well as emergency situations. Clear procedures should be promulgated to facilitate circumstances requiring communications and procedures to respond to emergency calls for assistance. All misdirected 9-1-1 calls to be directed to the appropriate Public Safety Answering Point (PSAP).

3.4.4 Preservation of Recordings

The Public Safety Answering Point (PSAP) used by the agency has the immediate playback capability of recorded 9-1-1 calls and radio communications. A written directive requires:

- a. *That all 9-1-1 recordings shall be maintained for at least 31 days;*
- b. *Procedures for routine securing of such recordings for the retention period;*
- c. *Procedures for securing such recordings as potential evidence in criminal and/or*

- administrative matters; and*
d. Procedures for requesting copies of stored recordings.

Clarification Statement: Agencies may establish additional procedures for preserving non-9-1-1 telephone calls.

3.4.5 Medical Calls

The Public Safety Answering Point responsible for the agency shall internally or externally provide emergency medical dispatch instructions. The person giving Emergency Medical Dispatch instructions must be certified.

Clarification Statement: All PSAPs shall provide emergency medical dispatch instructions or immediately transfer the caller to a qualified person to give those instructions. If done internally, the Telecommunicator shall be certified. The emergency medical dispatch function may be delegated by the agency to an external PSAP provided the external PSAP complies with the training requirements set forth.

3.4.6 Back-up Generator

The agency maintains an emergency back-up generator to provide power to its dispatch/communications equipment (radios and telephones) and performs quarterly generator testing of the generator or in conformance with manufacturer's recommendations. The generator must be tested or operated under a full load at least annually.

Clarification Statement: An emergency generator operating on full load during a power outage may satisfy this requirement; but the intent of this standard is to provide regular testing of the generator, the transfer switch, and to identify any uninterruptable power sources that may need replacement.

Agencies without a PSAP must require that the regional or contracted communications center comply with this requirement.

3.5 - FIELD ACTIVITIES

3.5.1 Responding to Calls for Service

A written directive establishes guidelines for responding to calls for service.

Clarification Statement: *The agency is free to classify its response modes. Terms such as emergency response, priority response, urgent response, routine response and/or any combination of such terminology should include guidelines for using emergency lights and sirens. Agencies can restrict certain classifications of vehicles from certain types of responses, e.g., SUVs, truck chassis vehicles, all-terrain vehicles, etc.*

3.5.2 Motor Vehicle Pursuits

A written directive establishes guidelines concerning pursuit of motor vehicles, to include:

- a. Defining important terms;***
- b. Authorization to pursue;***
- c. Evaluating the circumstances;***
- d. Role of the initiating officer;***
- e. Role of any secondary unit(s);***
- f. Establishing pursuit restrictions;***
- g. Role of communications;***
- h. Role of the supervisor or officer in charge, if on duty;***
- i. When to terminate a pursuit;***
- j. Reinstating a previously terminated pursuit;***
- k. Engaging in inter- and intra-jurisdictional pursuits;***
- l. Requiring all personnel involved in a pursuit to file a formal report as defined by the agency;***
- m. Requiring a meaningful supervisory or command review of each pursuit; and***
- n. Requiring an annual, documented summary of all pursuit incidents and a written annual analysis of all pursuit incidents in the aggregate.***

Clarification Statement: *Terms used in the written directive need to be clearly defined. Concerning Bullet (f), agencies can consider restricting certain types of vehicles from pursuit driving, such as: unmarked vehicles, vehicles with a high potential to overturn, motorcycles, bicycles, all-terrain vehicles, Segway's, etc. Restrictions should also account for traffic patterns unique to the agency, such as school zones, traffic volume, etc. Inter-jurisdictional pursuits are typically defined as agency vehicles pursuing in other jurisdictions. Intra-jurisdictional pursuits are typically defined as other law enforcement agencies pursuing within the agency's geographic boundaries. The annual analysis should examine the past year's vehicle pursuits in the aggregate to discover any patterns or trends that need to be addressed.*

Agencies utilizing a regional communications center must still comply with Bullet (g). The regional communication center's procedures relating to pursuits shall satisfy this requirement.

Agencies may want to consider regulating any subsequent foot pursuits that result from a terminated vehicular pursuit.

3.5.3 Roadblocks and Forcible Stopping

A written directive establishes procedures for roadblocks, tire deflation devices, boxing in, or heading off pursued vehicles, to minimally include:

- a. Establishing criteria for the use of such tactics or devices;***
- b. Establishing procedures for such tactics;***
- c. Establishing post-stop procedures or guidelines;***
- d. Requiring on-duty supervisory approval, with exceptions noted;***
- e. Requiring written documentation of each incident on a form/report defined by the agency;***
- f. Requiring a meaningful supervisory or command review of each incident; and***
- g. Requiring training in the use such tactics or devices.***

Clarification Statement: *Agencies shall establish some type of procedures or guidelines to follow when a vehicle is stopped using these tactics. Agencies may want to consider different guidelines when supervisory personnel are not on duty to monitor/guide personnel. Agencies can reference any high-risk stop procedures required by Standard 3.6.1. Practical hands-on training is required for tire deflation devices. This standard does not require a separate reporting or meaningful review mechanism from the reporting requirement in Standards 3.5.2(l) and 3.5.2(m) if the tactics used resulted from a pursuit, except where required (i.e. tire deflation devices).*

3.5.4 Interacting with People who have Mental Illness/EIP

A written directive establishes protocols for dealing with emotionally impaired persons, persons suffering mental disturbances or emotional crises to minimally include:

- a. Recognizing the potential symptoms;***
- b. Tactics and procedures for dealing with such persons in field and custodial encounters;***
- c. Procedures for voluntary referral to available mental health resources (government and/or non-governmental entities);***
- d. Criteria and procedures for taking a person suffering from mental illness or emotional crisis into involuntary custody;***
- e. Initial training of agency personnel; and***
- f. Triennial refresher training for agency personnel.***

Clarification Statement: *The State of Michigan is responsible for providing care, treatment and rehabilitation services to mentally ill persons who are disabled and cannot provide basic care to themselves or who are dangerous to themselves, to others, or to property. Because involuntary commitment entails certain deprivations of liberty, it is necessary that State law balance the basic value of liberty with the need for safety and treatment, a balance that is difficult to affect because of the limited ability to predict behavior.*

3.5.5 Mobile Video Recorders

A written directive establishes guidelines for the use of mobile electronic recording systems in the field to minimally include:

- a. Types of incidents to record;***
- b. Officer responsibilities;***
- c. Supervisory responsibilities;***
- d. Procedures to preserve recordings of evidentiary value; and***
- e. Storage and retention of recordings.***

Clarification Statement: *Electronic recording systems include video and audio recording systems.*

Such systems may be vehicle mounted or systems carried by officers. Field personnel need direction when using mobile electronic recording system. Electronic recordings are invaluable in providing real-time documentation of events. When such recordings have evidential value, they shall be handled in accordance with applicable evidence standards.

3.5.6 Mobile Data Computers

A written directive establishes guidelines for the use of mobile data computer systems in the field to minimally include:

- a. A commitment to abide by FBI and Criminal Justice Information Services policies and user agreements.**
- b. User (terminal operator) training requirements;**
- c. Access restrictions, including password selection criteria;**
- d. A prohibition against introducing, modifying or altering authorized software or related components;**
- e. Security of and access to equipment and data; and**
- f. Storage and retention of mobile data.**

Clarification Statement: *Mobile data computer systems include vehicle mounted and handheld devices that access CJIS and/or CAD applications.*

3.5.7 Foot Pursuits

A written directive establishes provides guidelines to assist officers in making the decision to initiate or continue the pursuit of suspects on foot, to include:

- a. A statement that no officer or supervisor should be criticized or disciplined for a decision not to engage in a foot pursuit if, in the officer's assessment, the risk exceeds that reasonably acceptable under the provisions of this and related department policy and training;**
- b. Decision to pursue on foot;**
- c. Authorization to pursue;**
- d. Evaluating the circumstances;**
- e. Role of the initiating officer;**
- f. Role of any secondary unit(s);**
- g. Establishing pursuit restrictions;**
- h. Role of communications;**
- i. Role of the supervisor or officer-in-charge, if on duty;**
- j. When to terminate a foot pursuit;**
- k. Reinstating a previously terminated foot pursuit;**
- l. Requiring all personnel involved in a pursuit to file a formal report as defined by the agency;**
- m. Requiring a meaningful supervisory or command review of each foot pursuit;**
- n. Requiring an annual, documented summary of all foot pursuit incidents and a written annual analysis of all foot pursuit incidents in the aggregate.**

Clarification Statement: *The purpose of this written directive is to establish a balance between protecting the safety of the public and police officers during police pursuits on foot and law enforcement's duty to enforce the law and apprehend suspects.*

Foot pursuits are inherently dangerous police actions. The safety of department members and the public should be the primary consideration when determining whether a foot pursuit should be initiated or continued. Officers must be mindful that immediate apprehension of a suspect is rarely more important than the safety of the public and department members. Foot pursuits occur in a

wide variety of circumstances. No officer or supervisor should be criticized or disciplined for a decision not to engage in a foot pursuit if, in the officer's assessment, the risk exceeds that reasonably acceptable under the provisions of this and related department policy and training.

Agencies utilizing a regional communications center must still comply with Bullet (g). The regional communication center's procedures relating to pursuits shall satisfy this requirement.

3.6 - TRAFFIC SAFETY AND ENFORCEMENT

3.6.1 Conducting Motor Vehicle Stops

A written directive establishes procedures to conduct motor vehicle stops including stops where the risk to the officer is high or unknown.

Clarification Statement: *Due to the fact that this is one of the most frequent types of contacts made between law enforcement officers and the public, there are two separate but equally important issues that must be addressed. First, this is a stressful time for citizens. The courtesy and positive image that is shown by the officer will not only make this contact less confrontational but will also enhance the image of the officer and the agency. The second issue involves safety. Both the safety of the officer and the safety of the motoring public must be considered when establishing these procedures.*

3.6.2 Uniform Enforcement of Violations

A written directive establishes the agency's traffic enforcement practices in accordance with applicable Michigan State Statutes or Municipal/County Ordinances to include:

- a. Driving under the influence of alcohol/drugs;***
- b. Operating with a suspended driver's license or registration;***
- c. Operating in excess of the posted or statutory speed;***
- d. Hazardous moving violations;***
- e. Off-road or off-road vehicle violations;***
- f. Equipment and inspection violations;***
- g. Public carrier or commercial vehicle violations;***
- h. Licensing, registration or insurance violations;***
- i. Parking violations;***
- j. Newly enacted traffic laws (state, county, or local);***
- k. Enforcement at the scenes of traffic collisions;***
- l. Pedestrian violations; and***
- m. Bicycle and motorized bicycle violations.***

Clarification Statement: *The agency should establish traffic enforcement guidelines to aid officers in exercising discretion. While the short-term goal of traffic enforcement is to deter the potential violator, consistent traffic enforcement policies aid in achieving the long-term goal of traffic enforcement, which is to gain voluntary compliance with the law. Complaints of differential treatment can be mitigated with such consistent policies.*

Hazardous moving violations include, but are not limited to: reckless driving, careless driving, passing a stopped school bus or frozen dessert truck, improper passing, etc. Off-road violations include vehicles being driven off-road, or off-road vehicles being driven on public lands and highways. Newly enacted traffic laws also include local ordinance changes or enactments (parking or moving). Agencies may wish to establish a grace period or warning period for newly enacted or revised traffic laws.

3.6.3 Enforcement Options

A written directive establishes criteria and procedures to ensure uniform action is taken in regards to the following traffic law violation options:

- a. Warnings (verbal and/or written);***
- b. Uniform Traffic Ticket issuance; and***

c. Arrest of the violator.

Clarification Statement: *Equal and uniform treatment of traffic law violators is critical in not only the public's perception of the agency but also in its ability to properly prosecute a violation and to make sure all state and local requirements are met. The severity of the violation or multiple violations should be taken into account in enforcement options that the officer has available. Physical arrests should be restricted to only the most serious of violations as provided for in Michigan State law and/or constitutional interpretation by the courts.*

3.6.4 Special Classes of Offenders

A written directive establishes traffic enforcement protocols for the following situations:

- a. Persons who are not residents of Michigan;**
- b. Juvenile operators;**
- c. Criteria for referral to the Michigan Secretary of State for reexamination;**
- d. Government officials including members of the legislature and judiciary;**
- e. Foreign diplomats or consular officials; and**
- f. Personnel of the United States Armed Forces or reserve component.**

Clarification Statement: *Non-residents can include out-of-state operators or non-residents of the agency's jurisdiction. Refer to US Department of State Publication 10969, "Consular Notification and Access" for requirements if foreign diplomats or consular officials are detained longer than required for a normal traffic stop. Refer to US Department of State Publication "Diplomatic and Consular Immunity: Guidance for Law Enforcement and Judicial Authorities" for immunity guidelines.*

3.6.5 Direction and Control of Traffic

A written directive establishes procedures for traffic direction and/or control, minimally:

- a. With hand signals/gestures/whistle for personnel directing and/or controlling traffic;**
- b. At the scenes of traffic collisions;**
- c. At the scene of fires, utility emergencies, or other events;**
- d. During weather emergencies, road collapses, etc.;**
- e. When manually operating traffic control signals, if authorized;**
- f. When using flares, cones, barricades or other temporary traffic control devices; and**
- g. A requirement that all personnel directing or controlling traffic must wear reflective clothing or reflective vests at all times.**

Clarification Statement: *None.*

3.7 - HOMELAND SECURITY/CRITICAL INCIDENTS

3.7.1 Critical Incident Response Plan

A written directive establishes procedures that complement its parent jurisdiction's Office of Emergency Management's Basic Plan. The plan will use the established protocols for Incident Command and the National Incident Management System as a model by covering, at a minimum, the five (5) following functional areas: command, operations, planning, logistics, and administration.

Clarification Statement: *State law establishes the statutory authority to create Local Emergency Management Councils (LEMC) and Emergency Management Coordinators (EMC) to provide for the health, safety, and welfare of the people. A law enforcement agency falls under its local comprehensive basic plan maintained by the jurisdiction's Office of Emergency Management. Each agency needs to have its own plan in order to know its responsibilities, authority, and purpose within the basic plan. Subordinate to this basic plan shall be procedures in order to deal with the plethora of issues that face a law enforcement agency that are considered unusual in nature. These include, but are not limited to: homeland security matters, natural and man-made disasters, barricaded persons, bomb threats, terrorist acts, and other matters requiring a coordinated response from different components of the agency or coordination with other law enforcement or support agencies. Essentially, this law enforcement plan needs to establish the duties and responsibilities of the agency and its personnel. The requirements in Section 3.7 should be binding on the agency and its personnel and not on non-agency personnel. All terminology should be consistent with National Incident Management System and Incident Command System terms, except where otherwise required.*

3.7.2 Command Responsibilities

The Command Section shall account for the following functional areas or responsibilities:

- a. Establishing an incident commander;***
- b. Establishing a field command post;***
- c. Mustering additional agency personnel;***
- d. Requesting mutual aid, when necessary;***
- e. Establishing a public information officer (official) or function;***
- f. Establishing a safety officer (official) or function;***
- g. Establishing a liaison officer (official) or function; and***
- h. Ensuring that the incident is documented, reviewed, and forwarded to the CEO.***

Clarification Statement: *The command function is a mandated ICS protocol. The first officer on the scene of any incident is typically the incident commander until relieved by competent authority. The field command post can be any identifiable location, structure, or vehicle. Mutual aid is a viable option to obtain immediate assistance. The appointments in Bullets (f), (g), and (h) may be assumed by the incident commander, delegated to one person or position, delegated to multiple persons or positions, or may be pre-established in other written directives. The incident should be documented to memorialize the incident and to provide a mechanism for post-incident critique.*

3.7.3 Operations Responsibilities

The Operations Section shall account for the following functional areas or responsibilities:

- a. Organization, assignment, and supervision of tactical field resources;***
- b. Establishment and supervision of staging area(s), when necessary;***
- c. Establishment of inner and outer perimeters;***

- d. **Maintain a manageable span of control;**
- e. **Managing evacuation(s) of affected area, when necessary; and**
- f. **Traffic management.**

Clarification Statement: *The operations function is a mandated ICS protocol. Depending on the magnitude of the incident, the Operations Section Chief (OSC) may be the incident commander him/herself. The OSC is responsible for all tactical field resources. The OSC must establish a staging area for arriving personnel, when necessary. The staging area should have well defined ingress and egress routes to facilitate movement of personnel, equipment, and resources. Managing an effective span of control will usually involve delegating tasks and responsibilities to others in the form of task forces, strike teams, and single resources. Traffic management may include detour plans, signage, temporary traffic control devices, etc.*

3.7.4 Planning Responsibilities

The Planning Section shall account for the following functional areas or responsibilities:

- a. **Gathering, analyzing, and disseminating information and intelligence;**
- b. **Managing the planning process;**
- c. **Compiling the incident action plan;**
- d. **Managing technical specialists; and**
- e. **Preparing a demobilization plan.**

Clarification Statement: *The planning function is a mandated ICS protocol. The planning section maintains resource status, develops alternative strategies, and provides documentation services. The planning section plays a significant role in preparing the written incident action plan. The planning section can be staffed further with a resource unit, situation unit, demobilization unit, and documentation unit, all depending on the magnitude of the incident. For large-scale incidents, a situation unit can be helpful. The demobilization plan can assist in ensuring that resources are released from the incident in an orderly, safe, and cost-effective manner.*

3.7.5 Logistics Responsibilities

The Logistics Section shall account for the following functional areas or responsibilities:

- a. **Communications;**
- b. **Medical support to incident personnel;**
- c. **Food for incident personnel;**
- d. **Supplies;**
- e. **Facilities; and**
- f. **Ground support.**

Clarification Statement: *The logistics function is a mandated ICS protocol. Communications can include portable radios or agency/personal cellular telephones and electronic devices. Ground support can include transportation services for personnel, detainees, and evacuees.*

3.7.6 Fiscal Responsibilities

The Finance/Administration Section shall account for the following functional areas or responsibilities:

- a. **Financial and cost summaries and/or analyses;**
- b. **Overseeing contract negotiations, when required;**
- c. **Tracking personnel and equipment time;**
- d. **Tracking costs of equipment and consumable supplies; and**
- e. **Processing of claims for accidents, injuries, and liability issues.**

Clarification Statement: *The administration function is a mandated ICS protocol. Contractual negotiations do not include collective bargaining agreements. Contractual negotiations include the procurement of resources requiring contracts for items such as supplies, equipment, vendors, leases, etc. Large magnitude incidents may require a time unit, procurement unit, compensation/claims unit, and a cost unit.*

CHAPTER 4

THE INVESTIGATIVE FUNCTION

This chapter does not specifically require a full-time or separate detective or investigative bureau, division, or unit. Rather, this chapter addresses the criminal investigation function. The criminal investigation function is typically used when conducting follow-up investigations or functions not routinely handled by a typical patrol function. In smaller agencies, patrol officers may be assigned to conduct follow-up investigations when necessary.

Although the property and evidence function is included in this chapter, there is no requirement that the property and evidence process must be a duty and responsibility of the criminal investigation function. Some agencies may have a separate property & evidence function, an identification unit, or the function may be the responsibility of patrol or central records. The Chief Executive Officer or Official of the agency is free to decide upon the placement of each function within the organizational structure.

4.1 - CRIMINAL INVESTIGATION

4.1.1 Investigation Management

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

- a. A case screening system;***
- b. A system for managing case status by using case designations/classifications;***
- c. Types of records or exemplars to be maintained in criminal case files;***
- d. Restricting access to active case information/files; and***
- e. Procedures for the internal disposition of the criminal case files.***

Clarification Statement: *Case screening helps to determine what cases require a follow-up investigation and what cases are subject to early case closure. A management system for cases should specify information that should be recorded for each case to allow the supervisor to monitor the progress with each case and determine case status. The types and format for records maintained whether electronic or paper format shall be established. Access to the case files or information should be protected through a computer password or restricting access to files/information to operationally necessary personnel. Closed cases should also be restricted and be maintained in central records. If a paper system is used by the agency, working copies should be used in the case files and all originals stored in records. Bullet (e) applies to the internal disposition of criminal case files by the investigative function (detective bureau) and not the general disposal of agency records required by records retention requirements. Criminal intelligence is not addressed in this standard.*

4.1.2 Eyewitness Identification

A written directive establishes procedures for eyewitness identification, to include:

- a. Show-up identification procedures;***
- b. Photographic lineup presentations;***
- c. Live lineup presentations;***
- d. Instructions to witnesses;***
- e. Post-presentation interview; and***
- f. Law enforcement official documentation and reporting requirements during eyewitness identifications.***

Clarification Statement: *There has been a large body of research concerning eyewitness identification and the care that must be taken to prevent any bias being introduced by the police agency. Agencies are urged to use the MACP/MCOLES model policy on "Double-Blind" identification technique for eyewitness identification. The policy can be found on both websites and represents the current state-of-the-art identification techniques.*

4.2 – CRIME SCENE PROCESSING

4.2.1 Personnel Qualifications and Availability

The agency has access to qualified personnel capable of processing a crime scene and/or traffic crash scene on a 24-hour basis.

Clarification Statement: *If a crime/traffic crash scene occurs that requires the collection of physical evidence, the agency must have the ability to ensure the prompt collection and preservation of evidence on a 24-hour basis. Qualified personnel shall mean the person(s) responsible for the collection and preservation of evidence has the skills to accomplish the task. Agencies may have skilled personnel on call or may have the ability to acquire such personnel from another agency.*

4.2.2 Evidence Collection

A written directive establishes guidelines regarding evidence found at crime scenes and crash investigations, to include:

- a. Identifying physical evidence;***
- b. Preserving physical evidence;***
- c. Processing physical evidence;***
- d. Collection of physical evidence; and***
- e. Documenting any transfer of custody while in the field.***

Clarification Statement: *This standard applies to all persons involved with the collection, preservation, processing, and collection of evidence. The guidelines must meet those requirements of the Michigan State Police and their crime labs.*

4.2.3 Submission to Lab

A written directive establishes procedures for the submission of evidence to a forensic laboratory, which include:

- a. The identification of person(s) responsible for evidence submissions;***
- b. Transmitting and packaging of evidence;***
- c. Documentation or web-based transactions needed for transmitting and receiving evidence; and***
- d. Requirement that laboratory results are documented and submitted in writing.***

Clarification Statement: *The submission to the forensic laboratory shall be in accordance with the Michigan State Police guidelines or other similar publication on the subject.*

4.3 – STORAGE OF EVIDENCE AND PROPERTY

4.3.1 Documentation

A written directive establishes procedures for receiving into the agency's custody all evidence/property obtained by employees, to include:

- a. Requiring all evidence/property to be recorded into the agency reporting system and placed under the control of the evidence/property function prior to the conclusion of the employee's tour of duty (shift), with exceptions defined by the directive;*
- b. Requiring documentation explaining how the evidence/property came into the officer's/agency's possession;*
- c. Requiring guidelines for packaging and labeling evidence/property prior to submission to the property/evidence control function for storage;*
- d. Requiring extra precautionary/verification measures for handling exceptional, valuable, or sensitive evidence/property items;*
- e. Notifying the rightful owner that the agency has custody of the evidence/property;*
- f. Establishing a documented chain of custody up to and including release of evidence/property; and*
- g. Meet Michigan standards for disposal.*

Clarification Statement: *Packaging procedures may be in accordance with the Michigan State Police Evidence guidelines or other similar publication on the subject. Extra precautionary measures can include, but are not limited to: refrigeration of perishable evidence, safeguards for handling firearm evidence, safeguards for handling evidence with the potential for contamination (blood and other body fluids, etc.), supervisory or secondary employee verification of cash/currency evidence, supervisory or secondary employee verification of jewelry and precious metals evidence/property, etc. This standard does not apply to arrestee, detainee, or prisoner property.*

4.3.2 Permanent Storage

A written directive requires that all evidence/property in the agency's custody is stored in designated secure area(s), to include:

- a. Designation of a primary property/evidence custodian;*
- b. Designation of alternate property/evidence custodian(s), if applicable;*
- c. Restricting access to stored evidence/property to authorized personnel; and*
- d. Establishing enhanced security or storage measures for exceptional, sensitive, or valuable evidence/property.*

Clarification Statement: *The agency has a legal obligation to maintain the integrity and security of evidence and property in its possession. Access to designated storage areas must be controlled to mitigate the potential for theft, alternation, or contamination to maintain the chain of custody.*

The law enforcement agency must provide adequate space to organize and maintain a property vault/repository that will facilitate the storage, auditing and retrieval of property and evidence. In addition, the storage facility must provide adequate security and control. The design of a property vault will be unique for every law enforcement agency.

The three primary considerations are (1) the volume and type of property held, (2) the overall security of the agency facility, and (3) the total available space.

Some items of evidence/property require enhanced security measures including, but not limited to:

currency, jewelry and precious metals, controlled substances, firearms, ammunition, explosives (including fireworks), flammables, vehicles, etc. The agency may set its own guidelines and determine the degree of extra security required. Some examples of extra levels of security are locked containers/areas within the evidence repository, cameras, motion sensors, etc. Restrictions on access of additional locked storage areas may also be used to satisfy the standard. The standard does not require or imply that each evidence/property item classified as requiring an extra level of security, have its own separate secure area.

The agency should have refrigerated storage for perishable items, such as blood, urine, DNA and other perishables. Use of this refrigerated storage shall be restricted to the property/evidence custodian(s). There is no requirement to lock the refrigerated storage appliance if the device is already in a secured area.

The agency needs to provide secure storage for large bulk items such as vehicles, bicycles, and other large items, etc. Designated areas and/or special procedures should be provided. Examples: the agency may not have its own secured facility for vehicle storage and may rely on a sub-contractor to provide a secured facility. Security provisions should be built in to any quote or bid for such services. Vehicles may be stored in a public works facility with restricted access. Frequent directed and documented patrols of such a facility may satisfy the requirement for security-by-procedures.

4.3.3 Temporary Storage

Secure storage lockers/areas/cabinets/facilities are provided for the temporary storage of evidence/property when the evidence/property room is closed or otherwise unavailable. A written directive establishes procedures for the temporary storage of evidence and property, to minimally include:

- a. **Key or access control; and**
- b. **A requirement to notify the property/evidence custodian if temporary lockers, areas, cabinets, or facilities are at capacity or if the size or composition of the evidence/property makes it impossible to adequately secure the evidence/property.**

Clarification Statement: Temporary evidence/property storage is required to maintain the chain of custody and integrity of property/evidence when the main evidence/property facility is closed or unattended. The agency is free to determine the methods used. The agency needs to establish provisions for the temporary storage of perishable evidence. The key provision is that no one should have access to property and evidence that has been temporarily stored until claimed by the property/evidence custodian, with exceptions noted.

Keys to the lockers must be a type that cannot be reproduced without proper written authorization. Procedures for temporary storage of property should require the officer to place the property into a locker compartment, lock the locker and secure the key from reuse until released by the property/evidence custodian. The property officer, upon coming on duty, would remove the property from the sealed locker by using a master key. The property officer would then place the property items in the vault after following proper inventory and logging procedures.

At times, the storage capacity of temporary lockers, cabinets, etc., is at capacity. At times, property or evidence may be too large to secure in the lockers, cabinets, or areas provided for temporary storage. The agency should provide procedures to summon the property/evidence custodian in these cases.

4.3.4 Security

A written directive establishes procedures to ensure the security and accountability of any

evidentiary item or in-custody property used by the agency for investigative or training purposes, to minimally include:

- a. Written permission of the Chief Executive Officer;**
- b. Assurance that any item of evidence is from a final adjudicated case with exceptions noted, if any;**
- c. Assurance that any item of in-custody property has exceeded the required retention period and owner notification requirement with exceptions noted, if any; and**
- d. Written permission of the County Prosecutor's Office when using contraband items.**

Clarification Statement: *It is important that the agency maintains the security and integrity of these items. Although property and evidence should be returned to the rightful owner when legal requirements have been met, some evidence and property may be useful for training or investigative purposes, such as canine scent training, sting/decoy operations, etc. Found property must be returned to the rightful owners or finder in accordance with State Statute. Adjudication of a case shall include any mandatory appeal period.*

4.3.5 Quality Control

A written directive establishes quality control protocols and procedures for evidence/property while in the agency's custody, to minimally include:

- a. A semi-annual inspection of evidence/property storage areas by the person responsible for the evidence/property control function or his/her designee to ensure adherence to agency procedures governing storage of evidence/property;**
- b. An inventory of evidence/property occurs whenever there is a change of the evidence/property custodian, evidence/property function supervisor, or chief law enforcement officer;**
- c. An inventory of evidence/property occurs whenever there is any indication or suspicion of a breach of the property/evidence repository;**
- d. An annual representative audit of evidence/property held by the agency is conducted by a supervisor outside of the chain of command for the evidence/property control function; and**
- e. An annual unannounced inspection of evidence/property storage areas, as directed by the agency's chief executive officer.**

Clarification Statement: *Inspection and audit processes are essential to maintaining the integrity of the property function. There should be a complete audit of stored property as well as selected or random audits of completed transactions on a routine basis. To provide a completely independent source of verification, a representative of the county Prosecutor's Office could assist the property officer during the audit.*

The inventory of the property vault should then be used to verify the accuracy of the central filing system. An audit of completed transactions should be conducted by examining the case files to verify that required notifications and release authorizations have been properly submitted. In addition, a legitimate basis for the release decision should be clearly apparent in the file. Inventories in Bullet (b) and Bullet (c) must account for all items designated by the agency's written directive as 'high-risk' (e.g. cash, precious metals, jewelry, firearms, perishable, DNA, and CDS). For non- high-risk evidence and property, a representative sampling is sufficient.

The semi-annual inspection is conducted to determine if the evidence/property storage areas are being maintained in a neat and organized manner that protects the integrity of the evidence/property and in accordance with the agency written directive. The inspection does not require an audit of property and/or evidence.

The term “representative audit” will vary depending on the total number of items held by the agency. The representative audit shall be meaningful, but not a specific amount or percentage of the total number of items in storage. The sampling may include evidence/property from different years, different types of cases, different shelves/cabinets, or different rooms, areas, etc. Some agencies may not have the fiscal or human resources to conduct an audit of such a large magnitude on an annual basis.

The unannounced inspection is conducted to determine if the evidence/property storage areas are being maintained in a neat and organized manner that protects the integrity of the evidence/property and is directed by the agency’s Chief Executive Officer.

Inspections and audits should be documented and maintained in agency files.

4.4 – JUVENILE MATTERS

4.4.1 Juvenile Delinquency

A written directive establishes procedures for taking juveniles into custody for delinquency, status offenses, or a warrant (pick-up order) to include, at a minimum:

- a. Definition of juvenile delinquency, status offenses, and other relevant terms;*
- b. Restriction on secure detention;*
- c. Fingerprint & photograph requirements;*
- d. Use of holding or temporary detention;*
- e. Ensuring that the juvenile's constitutional rights are protected;*
- f. Bringing the juvenile directly to processing or other approved location;*
- g. Notifying their parents or guardians when applicable;*
- h. Release of the juvenile to appropriate person;*
- i. Custodial time limits; and*
- j. Reporting requirements.*

Clarification Statement: *Juvenile custody is governed by federal and state standards. Jurisdictions handle the detention and release of juveniles differently. It is recommended that the County Prosecutor and the Family Division of Circuit Court be contacted to outline the practice in your area. The information contained in this section is specific to the Michigan Juvenile Code (§712A.2b & §712A.14.)*

4.5 – SPECIAL INVESTIGATIONS AND OPERATIONS

4.5.1 Special Investigations

A written directive establishes procedures for special investigations involving criminal activity associated with organized crime, narcotics, and vice crimes to minimally include:

- a. Reporting procedures or processes;**
- b. Procedures for processing the complaint/information;**
- c. Maintaining a record of complaints/information and/or investigations;**
- d. Maintaining a record of information shared with or received from another agency;**
- e. De-confliction procedures; and**
- f. Procedures for informing the CEO of activities related to this function.**

Clarification Statement: *Special criminal investigations, such as crimes that involve sensitive information, require policy and procedure that may differ from other types of criminal investigations due to their very nature. Crimes involving organized crime, narcotics, and vice-related offenses are typically handled by specially trained investigators, who are experienced and equipped to handle such investigations. Because of its very nature, these types of crimes often involve special investigative techniques such as covert surveillance, decoy, undercover, or raid operations.*

Reporting procedures can vary from agency to agency. Reporting processes should include procedures for receiving intelligence data from agency personnel, other law enforcement or governmental entities (e.g., code enforcement, Child Protective Services, Prosecutor's Offices, etc.), or citizens at large (e.g., emails, letters, tip lines, public forums, etc.).

4.5.2 Special Investigative Operations

A written directive establishes guidelines for conducting surveillance, decoy, raid and or undercover operations, if applicable.

Clarification Statement: *Special investigative operations such as surveillance, decoy, raid and undercover missions have a degree of uncertainty and danger that routine law enforcement operations don't have. Special procedures focusing on officer safety and operational security should be developed and followed. Supervisory oversight and control should be built into the procedures to allow for support and guidance to reduce risk and agency liability. De-confliction should be considered.*

4.5.3 Using Confidential Sources

A written directive governs confidential informants/sources. The written directive shall minimally include:

- a. Definition and/or classification of informants;**
- b. Maintenance of criminal informants in a master log or protected database;**
- c. Records to be maintained in each informant file, to include biographical information, background information, criminal history record, if any, and code name or number of each informant;**
- d. Security of the confidential informant files including related codes;**
- e. Protection of the identity of informants as allowed by law;**
- f. De-confliction procedures for informants/sources, when required;**
- g. If a confidential fund exists and informant payments are allowed by the agency, the criteria for allowing informant payments;**
- h. Mitigating risks when dealing with informants; and**

i. Mitigating risks when dealing with juvenile informants, if used.

Clarification Statement: *The use of confidential informants shall be controlled by the agency to prevent the potential for abuse including meeting places, the sex of informants, number of officers required for meetings, etc. The written directive should be comprehensive to address the requisite areas above. Agencies that do not use confidential informants/sources may transfer the informant to another law enforcement entity for control, (e.g., county prosecutor, state police, or DEA). Once transferred, the informant becomes the responsibility of and is governed by the controlling entity. Cash funds used with confidential informants must be addressed in accordance with Standard 1.2.1.*

4.5.4 Investigating Adult Missing Persons

A written directive establishes protocols for accepting complaints of and investigating adult missing persons to include, at a minimum:

- a. A requirement to accept missing person complaints without any waiting period;**
- b. A listing of potential resources to aid in the investigation;**
- c. Obtaining an initial description of the missing person;**
- d. Obtaining information related to possible reason(s), abductor(s), destination(s), etc.;**
- e. Immediate entry or without delay of the information in LEIN/NCIC/CJIS;**
- f. Clear or cancellation of located missing persons through LEIN/NCIC/CJIS;**
- g. Procedures for latent investigations;**
- h. Search procedures, where applicable; and**
- i. A definition of and additional procedures applicable to high-risk missing persons.**

Clarification Statement: *Agencies should be guided by the applicable statutory provisions and missing person protocols. The purpose of this standard is to provide guidance for handling missing persons and unidentified persons. Often the most challenging task at hand upon receipt of a missing person complaint is determining whether the person was abducted. Or, was there an accident, or are the allegations false? A crucial assessment of the initial facts may serve to eliminate some of the possibilities. Experience has demonstrated the importance of a thorough neighborhood canvass and a well-planned and properly executed search effort. Also, Act 204, P.A. 1985 mandates that missing persons shall be entered immediately into LEIN by the agency receiving the report under specific circumstances.*

4.5.5 Investigating Juvenile Missing Persons

A written directive establishes procedures for investigating missing juveniles, to include, at a minimum:

- a. Circumstances when to notify a supervisor;**
- b. Circumstances when to invoke immediate inter- and intra-agency assistance;**
- c. Criteria and procedures for activation of AMBER Alert Systems or other public notification systems;**
- d. Search procedures, where applicable;**
- e. Duties of call takers, first responders, supervisors, and investigators; and**
- f. Procedures for latent investigations.**

Clarification Statement: *The procedures required in this standard do not need to be in a directive separate from adult missing persons. Agencies should consider Suzanne's Law and Amber Alert programs, which utilize the resources of the media to notify the public when it appears a person has been abducted.*

4.5.6 Unidentified Persons Investigations

A written directive establishes procedures for investigating unidentified persons, adult and/or juvenile, alive or dead.

Clarification Statement: *None*

4.5.7 Michigan Safe Delivery of Newborns Law

A written directive establishes procedures to comply with the Michigan Safe Delivery of Newborns Law.

Clarification Statement: *None*

CHAPTER 5

THE ARRESTEE/DETAINEE/PRISONER FUNCTION

Persons arrested or detained fall under the care and control of the agency until their release. Once a person is arrested, he/she must be controlled through the use of restraining devices and searched for weapons, evidence, and possible implements of escape. Transportation to a processing or detention facility must be accomplished safely and as soon as practicable. Vehicles used for arrestee/prisoner transportation should be modified to retard unauthorized egress or access.

Smaller agencies may not have a temporary holding facility. County and State agencies may not have separate booking/processing facilities. This function may be performed by a County Jail.

Security and control should be in compliance with current criminal procedure and applicable law and administrative code.

5.1 – TRANSPORTING ARRESTEES/DETAINEES/PRISONERS

5.1.1 Arrestees/Detainees/Prisoner Transportation

A written directive establishes procedures for transporting arrestees, detainees, and/or prisoners to minimally include:

- a. All vehicles used for arrestee, detainee, prisoner transportation must be searched at the beginning of each shift;*
- b. Prior to and following transportation of arrestees, detainees, and prisoners, the vehicle must be inspected;*
- c. The arrestee, detainee, prisoner must be searched before being transported;*
- d. The arrestee, detainee, prisoner must be secured in handcuffs or other restraining device during transportation, with exceptions noted;*
- e. Use of seat belts and child safety seats; and*
- f. Identification and authorization of restraining devices other than standard handcuffs used during transportation.*

Clarification Statement: *None*

5.1.2 Vehicle Modifications

If detainees 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, deactivating power to windows and/or removal of window cranks and door handles from the rear compartment are modifications that should be considered by the agency to minimize unauthorized exit from the vehicle. The agency may also have a written directive that requires a secondary officer to be seated with the detainee if and when there are no physical barriers to minimize unauthorized exit. If Prosecutor's Offices utilize local law enforcement agencies to transport arrestees, that local agency needs to conform to this standard.*

5.2 – PROCESSING OF ARRESTEES/DETAINEES/PRISONERS

5.2.1 Processing Procedures

A written directive addresses the processing of arrestees including:

- a. Designation of a processing area/room;*
- b. Supervision of arrestees;*
- c. Control of weapons in the processing environment;*
- d. Restraining detainees to fixed objects, if authorized;*
- e. Emergency alarm activation and response;*
- f. Equipment or items authorized in the processing area/room;*
- g. Storage of communications devices during a Breathalyzer test, when applicable; and*
- h. Escape prevention control measures.*

Clarification Statement: *This standard does not apply to detention or holding areas within court facilities or jails, or if the agency has no authorized temporary detention rooms, areas, or location. This standard is also not applicable to agencies that do not have processing rooms or areas.*

Processing is defined as a room or area where a detainee is fingerprinted, photographed, or tested such as Drug Recognition Expert examinations and Breathalyzer instrument tests.

Processing areas should contain only those items of equipment and consumable supplies necessary to process an arrestee.

5.3 – HOLDING OF ARRESTEES/DETAINEEES/PRISONERS

5.3.1 Temporary Detention Defined

A written directive addresses the temporary detention of arrestees, detainees, and/or prisoners and minimally includes:

- a. Designation of specific rooms, locations, cells, and/or areas for temporary detention;***
- b. Search requirements;***
- c. Securing detainees in locked spaces, if any;***
- d. Restraining detainees to fixed objects, if authorized;***
- e. A requirement that male and female detainees shall be separated from each other;***
- f. Recording the person's name, sex, reason for custody, date and time in and out of temporary detention, date and time of each face-to-face check with checking staff member's signature or ID, and any meals provided;***
- g. Considerations of medical and mental health needs, including medications; and***
- h. Retention of temporary detention records.***

Clarification Statement: *This Standard, as well as Standards 5.3.2 through 5.3.6, do not apply to detention or holding areas within court facilities or jails or if the agency has no authorized temporary detention rooms, areas, or locations and keep their detainees under constant supervision while being processed. A temporary detention room or area is defined as a location where detainees are locked in and left unattended.*

5.3.2 Security Protocols

A written directive establishes security protocols in a temporary detention facility:

- a. Weapons restrictions, with exceptions noted;***
- b. Emergency alarm activation;***
- c. Medical emergency response;***
- d. Access to detainees;***
- e. Detainee escape prevention measures;***
- f. Suicide screening measures;***
- g. A determination whether 30-minute face-to-face checks, 15-minute face-to-face checks, or constant face-to-face observation is to be instituted;***
- h. Use of an audio and/or video surveillance system, if so equipped, to monitor detainees in between the face-to-face observations.***

Clarification Statement: *This standard is not applicable to agencies that do not have temporary detention rooms or areas. Medical emergency response protocols should include use of AED's, blood borne pathogens, and infectious disease control.*

5.3.3 Training

A written directive requires personnel assigned to supervise detainees shall receive training in the supervision and care of detainees, including initial and refresher training at least once every three years.

Clarification Statement: *None.*

5.3.4 Evacuation/Hazard Protocols

A written directive establishes a written plan for fire prevention, fire suppression and for the evacuation of the temporary detention locations if a fire or other emergency occurs.

Clarification Statement: *This standard is not applicable to agencies that do not have temporary detention rooms or areas.*

5.3.5 Inspections

A written directive requires that sanitation inspections and security inspections be conducted of the temporary detention rooms or areas and reported in writing to the officer in charge of the function.

Clarification Statement: *This standard is not applicable to agencies that do not have temporary detention rooms or areas. The frequency of the inspections will be determined by the agency.*

GLOSSARY

Disclaimer

This Michigan Association of Chiefs of Police Glossary of Terms is part of the Law Enforcement Accreditation Program which includes voluntary standards for law enforcement agencies within the State of Michigan. Those standards and the Glossary of Terms have been developed and approved by the Michigan Law Enforcement Accreditation Commission. The standards are not intended as a substitute or replacement for any legal requirement that may apply to agencies involved in law enforcement services in the State of Michigan. The Michigan Law Enforcement Accreditation Commission recognizes that federal, state and local law, collective bargaining agreements, administrative regulations and local ordinances take precedence over these standards.

A

ALL HAZARD PLAN: Also known as an Emergency Operations Plan (EOP), the All Hazard Plan 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.

ANALYSIS: A systematic, structured process for dissecting an event into its basic parts to identify any patterns or trends. Analysis should reveal patterns or trends that could be predictive or could indicate program effectiveness, training needs, equipment upgrade needs and/or policy modification needs.

ANNUAL: Happening once a year.

ARREST: To deprive a person of his/her liberty by legal authority; (see Custody; Full-Custody Arrest; Physical Arrest).

ASSESSED PROFICIENCY: Attaining and assessing someone's knowledge of the laws concerning the use of authorized weapons and knowledge of agency policy(s) on the use of force and deadly force; and being familiar with recognized safe-handling procedures for the use of these weapons. A certified weapons instructor or armorer shall provide instruction in and qualification with all weapon systems. Assessed proficiency for firearms includes qualifying on a prescribed course. Assessed proficiency for electronic control weapons includes successfully loading, unloading, deploying and discharging the prongs of the weapon on an annual basis. Assessed proficiency with less lethal weapons may be satisfied with following the manufacturer's guidelines or training program, or by following any guidelines or training program(s) conducted or approved by the Police Training Commission or other legitimate law enforcement entity. Synonymous terms include: demonstrated proficiency, proficiency testing, assessment, etc.)

ASSESSMENT: An analysis conducted by a trained assessor or assessors that determines an agency's ability to meet best practice standards through a process of reviewing policy, reports, interviews with agency personnel and observation of the agency's facilities and operations.

AUDIT: A formal periodic examination and verification of financial or agency records, inventory, processes, policies and procedures to substantiate their accuracy and reliability in accordance with Generally Accepted Accounting Principles (GAAP) or generally accepted standards as prescribed by law or local legislation.

REPRESENTATIVE AUDIT (Property and Evidence Function): Consists of a significant sampling of high-risk items, and a documented sampling of a sufficient number of items within the evidence/property function that can show that Policy and Procedures are being followed and that the evidence/property selected can be followed accurately through the process.

AUXILIARY POLICE OFFICER: Used interchangeably with Reserve Officer.

AVAILABLE WORK FORCE: The largest potential group or number of individuals eligible, qualified, and capable of assuming specific activities and responsibilities.

B

Biased Policing: Discrimination in the performance of law enforcement duties or delivery of police services, based on personal prejudices or partiality of officers toward classes of individuals or persons based on individual demographics (IACP “Unbiased Policing”).

BOOKING: A procedure for admitting to a temporary holding facility a person charged with an offense; includes searching, fingerprinting, photographing, medical screening, collecting personal history data, and inventorying and storing a person's property.

C

CEO: The highest ranking individual in the agency.

CHAIN OF COMMAND: Formal lines of communication within the organizational hierarchy through each successive level of command.

CIVILIAN: A non-sworn employee having no arrest authority. 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.

CLARIFICATION STATEMENT: The clarification statement supports the standard statement, but is *not binding*. The clarification statement can serve as guidance to clarify the intent of the standard, or as an example of *one* possible way to comply with the standard.

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; discussions between the rated employee and rater leading to advice to the former concerning performance or career development.

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, land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response, such as major planned events and law enforcement incidents.

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; (see Arrest; Full-Custody Arrest; Physical Arrest).

D

DETAINEE: A person in the custody of agency personnel and whose freedom of movement is at the will of agency personnel.

E

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, sex, religion, national origin, or physical impairment. Where a recruitment plan focuses on additional recruitment steps to be taken to increase the likelihood of hiring a member of an underrepresented group, EEO focuses on ensuring that applicants are treated fairly in the selection process (and in other personnel activities) by giving them the same opportunities for employment. The role of equal opportunity is to create a "level playing field" for all applicants and employees. An equal employment opportunity plan is 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 hired, 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.

EVIDENCE: Any substance or material found or recovered that can verifiably prove or disprove a material fact in a criminal or civil case.

EXTRA-DUTY EMPLOYMENT: Any employment that is conditioned on the actual or potential use of law enforcement powers by the police officer employee when the officer is employed and compensated by outside organizations.

F

FIELD TRAINING: A structured and closely supervised program provided to new/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 selected and trained to deliver the field training program to new/recruit officers.

FOLLOW-UP INVESTIGATION: An extension of the preliminary investigation. The purpose is to provide additional investigation in order to close a case, arrest an offender, and/or recover stolen property. Synonymous terms include: latent investigation, subsequent investigations, etc.

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

G

GOAL: A relatively broad statement of the end or result that one intends ultimately 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.

I

INCIDENT: An event that requires law enforcement action, documentation, or the dispatching of agency personnel in response to citizen requests for law enforcement services. This includes any incident, whether criminal or non-criminal, which involves 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; (See Full-Custody Arrest.)

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 training.

INTAKE: The point at which a juvenile offender enters the juvenile justice system. Intake may be 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.

INVENTORY: An accounting of all property or evidence that is in the possession of an agency.
IN WRITING: Documented communication in a readable format either on paper or by electronic communication, and is capable of being printed onto paper.

J

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: The hiring of new employees at advanced ranks or salary based on prior experience elsewhere and/or other job credentials.

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.

M

MEANINGFUL REVIEW: A documented review of an incident or occurrence, regardless of the outcome, prepared by or for the CEO or his/her designee. The review should indicate whether policy, training, equipment, or disciplinary issues should be addressed. Synonymous terms include: administrative review, command review, meaningful command review, critical review, etc.

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.

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.

O

OBJECTIVE: An objective is an end or result that one intends to attain in order to achieve partial fulfillment of a goal. An objective is a means to attain a goal, and therefore, requires a shorter time to accomplish than does a goal. Objectives should be simple, reasonable, attainable, measureable, and time restricted.

OFF-DUTY EMPLOYMENT: Any employment that will not require the use or potential use of law enforcement powers by the off-duty employee.

ORGANIZATIONAL CHART: A flow chart that graphically illustrates the components of an agency such as the chain of command and the lines of communications that can be followed by members of the agency.

ORGANIZATIONAL COMPONENT: A subdivision of the agency, such as a bureau, division, section, unit, or position that is established to provide a specific function.

ORGANIZATIONAL CULTURE: Is an agency's unique philosophy and values that is seen in its self- image, interactions within the agency and with the public. It is based on shared customs, beliefs and attitudes, history, and written/unwritten rules that have been developed over time within the agency. It is the way the agency conducts itself with their employees and the public.

P

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.

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.

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 (see Arrest; Custody.)

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 set procedures for conduct of a particular activity but rather provide a framework for development of procedures and rules and regulations.

PRELIMINARY INVESTIGATION: Generally, the activity that begins when personnel arrive at the scene of an incident. The activity should continue until such time as a postponement of the investigation or transfer of responsibility will not jeopardize the successful completion of the investigation. Synonymous terms include: initial investigation, first-office investigations, etc.

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.

PROPERTY: Any item that is owned by the agency or an item owned by an individual or entity that is in the possession of the agency that has no evidentiary value.

PROPERTY AND EVIDENCE CUSTODIAN: The person who holds authority for the day-to-day supervision and operation of the property and evidence function.

R

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.

RECRUITMENT ACTIVITIES: A systematic method of seeking potentially qualified job applicants.

RECRUITMENT LITERATURE: Written materials or brochures (tangible or electronic) 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 testing or other evaluation during training or supervisory evaluation during routine job performance.

RESERVE OFFICER: An unlicensed civilian volunteer, paid or unpaid, sworn as a Reserve Officer, whose function is to augment the police officers of the department in the performance of their duties. Reserve Officers have no police authority and may only take enforcement action

when they are working in conjunction with and are under the direct on-site supervision of a police officer of this department.

RESTRAINING DEVICES: Equipment used to restrain the movement of the prisoner, such as handcuffs, flex-cuffs, waist chains, ankle chains, restraining straps, straight jackets, or tie-down stretchers.

REVIEW: To examine or study; less formal than an analysis.

ROADBLOCK: A restriction, obstruction, or device used or intended for the purpose of preventing free passage of motor vehicles on a roadway in order to effect the apprehension of a suspect.

RULES AND REGULATIONS: A set of specific guidelines to which all employees must adhere.

S

SAMPLING SIZE: A pre-determined number of items based upon the total number of items found. It is based upon specific criteria, using a chart, formula or some other basis that can be documented to show that the size is substantive enough to verify that the process or procedure is being accomplished properly.

SEARCH AND RESCUE: A coordinated effort to locate individuals missing in wilderness areas, 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 a judgment or decision concerning employment can be based.

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, performance tests, oral exams, 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, 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.

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) submission 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 unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

SKILLS, KNOWLEDGE, AND ABILITIES: 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.

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.

STATUS OFFENSE: An act or conduct declared by statute to be an offense only when committed or engaged in by a juvenile, and adjudicated only by a juvenile court.

SWORN OFFICER: A person who is granted peace officer powers prescribed by constitution, statute, or ordinance in the jurisdiction, including those persons who possess authority to make a custodial arrest for limited or specific violations of law within the same jurisdiction.

T

TACTICAL TEAM: A group of 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. Synonymous terms include: Special Weapons and Tactics (SWAT), Emergency Response Team (ERT), Emergency Services Unit (ESU), Sheriff's Emergency Response Term (SERT), etc.

TASK: A unit of work performed by an individual to accomplish the goal of a job.

TASK FORCE: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

TEMPORARY DETENTION: Temporary detention is measured in hours and does not involve housing or feeding detainees except in extenuating circumstances.

TIME BOUNDED: An activity or event that is to be completed within a given period of time.

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: A person who is responsible for transporting a prisoner from one point to another. This may be the arresting officer or another agency employee who is assigned to the responsibility for transport.

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

VICTIM: A person who suffers physical, financial, or emotional harm as the direct result of a specified crime committed upon his or her person or property.

VOLUNTEER: A non-sworn, unarmed, uniformed or non-uniformed affiliate whose duties contribute to the mission of the agency in a support capacity. Included are law enforcement cadets, law enforcement explorers, senior citizen groups, and other volunteers.

W

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, collective bargaining agreements, governmental administrative orders, training bulletins, memoranda, Attorney General or County Prosecutor's Guidelines or Directives, and instructional materials.

Y

YEAR: Is a period of time that is equal to a calendar year but may start on a different day.