





ARIZONA LAW ENFORCEMENT ACCREDITATION PROGRAM







ALEAP Standards Manual 5.0











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Contents






Chapter 1  LAW ENFORCEMENT ROLE AND AUTHORITY	11
1.1 Department Authority and Jurisdiction	12
1.2 Agency Jurisdiction	13
1.3 Use of Force	14
1.4 Use of Force; Prohibitions	15
1.5 Authorized Firearms and Ammunition	16
1.6 Reporting Use of Force	17
1.7 Annual Use of Force Analysis TIME SENSITIVE	18
1.8 Less Lethal, Less Than Lethal, or Non-Deadly Weapons TIME SENSITIVE	19
1.9 Post-Incident Administrative Leave	20
1.10 Medical Assistance	21
1.11 Search and Seizure	22
1.12 Handcuffing	23
1.13 Arrests	24
1.14 Prisoner Transports	25
1.15 Title 36 Mental Health Pick-Ups	26
1.16 Bias Based Policing	27
Chapter 2  LEGAL ADVICE AND LIABILITY	28
2.1 Legal Advice	29
2.2 Liability Insurance	30
Chapter 3  ORGANIZATION	31
3.1 Organizational Structure	32
3.2 Personnel Responsibilities	33
3.3 Division Responsibilities	34
Chapter 4  COMMAND	35
4.1 Chief Executive Officer Authority	36
4.2 Chain of Command	37
4.3 Command Protocol	38
4.4 Supervisor Accountability	39




4.5 Duty to Obey Lawful Orders	40
Chapter 5  GENERAL MANAGEMENT	41
5.1 Administrative Reporting Program TIME SENSITIVE	42
5.2 Electronic Data Storage	43
5.3 Written Directives	44
Chapter 6  PLANNING AND RESEARCH	45
6.1 Operational Planning TIME SENSITIVE	46
6.2 Multi-year Plan	47
6.3 Mission and Value Statements	48
Chapter 7  RESERVE OFFICERS.....	49
7.1 Reserve Officers	50
Chapter 8  FISCAL MANAGEMENT	51
8.1 Chief Executive Officer	52
8.2 Other Authorized Personnel	53
8.3 Budget Preparation	54
8.4 Accounting System TIME SENSITIVE	55
8.4 Audits TIME SENSITIVE	56
8.5 Cash Accounts TIME SENSITIVE	57
8.6 Inventory Control	58
Chapter 9  SPECIALITY ASSIGNMENTS.....	59
9.1 Assignment Openings	60
Chapter 10  COMPENSATION, BENEFITS AND CONDITIONS OF WORK...	61
10.1 Compensation	62
10.2 Leave	63
10.3 Off-Duty Employment	64
10.4 Insurance/Retirement	65
10.5 Uniforms/Equipment	66
10.6 Medical Examinations	67
10.7 Wellness Plan	68
10.8 Supervisory Development TIME SENSITIVE	69

Chapter 11		GRIEVANCE PROCEDURES	70
11.1		Grievance Procedure	71
Chapter 12		DISCIPLINARY PROCEDURES	72
12.1		Code of Conduct	73
12.2		Disciplinary System	74
12.3		Supervisory and Command Staff	75
12.4		Maintenance of Records	76
12.5		Personnel Complaint Procedure TIME SENSITIVE	77
12.6		Appeal Procedures	78
12.7		Early Warning System	79
12.8		Reporting Requirements	80
Chapter 13		RECRUITMENT	81
13.1		Selection Process for Applicants	82
13.2		Equal Employment Opportunity and Recruitment	83
Chapter 14		TRAINING	84
14.1		Basic Academy Training	85
14.2		Annual Policy Training TIME SENSITIVE	86
14.3		Training for New Personnel TIME SENSITIVE	87
14.3		Annual Required Training TIME SENSITIVE	88
14.4		Field Training Program Police Training Officer	89
14.5		Accreditation Manager Training TIME SENSITIVE	90
Chapter 15		PROMOTION	91
15.1		Probationary Period	92
15.2		Written Promotion Announcement	93
15.3		Promotion Administration	94
15.4		Promotion Procedures	95
Chapter 16		PERFORMANCE EVALUATIONS.....	96
16.1		Annual Performance Evaluations TIME SENSITIVE	97
16.2		Instruction for Performance Evaluating	98
16.3		Performance Evaluation Advisement	99

16.4 Probationary Employees	100
16.5 Performance Assessment	101
16.6 Acknowledgement of Performance Evaluation	102
16.7 Rated by Immediate Supervisor	103
16.8 Raters to be Evaluated	104
16.9 Utilization of Performance Evaluations	105
16.10 Contested Evaluation Reports	106
16.11 Retention Period	107
16.12 Copies of Performance Evaluations	108
Chapter 17  PATROL.....	109
17.1 Communication, Coordination & Cooperation	110
17.2 Patrol Shifts	111
17.3 Reserved	112
17.4 On-Scene Supervisor	113
17.5 Investigations	114
17.6 Public Contacts	115
17.7 Informants	116
17.8 Reserved	117
17.9 K-9 Units	118
17.10 Emergency Call Coverage	119
17.11 Eyewitness Line Ups	120
17.12 Public Recording of Police Activity	121
17.13 Video Recording Devices	122
Chapter 18  JUVENILE OPERATIONS	123
18.1 Juvenile Operations Function	124
18.2 Release of Juveniles	125
18.3 Referral to Intake	126
18.4 Citations or Summons	127
18.5 Temporary Protective Custody	128

18.6 Juveniles in Custody	129
18.7 Reserved	130
18.8 Fingerprints and Photographs	131
18.9 Records	132
18.10 Position Accountable for Records	133
Chapter 19  UNUSUAL OCCURENCES.....	134
19.1 Planning	135
19.2 Critical Incident Plan	136
19.3 Annual Review TIME SENSITIVE	137
19.4 Equipment Inspection TIME SENSITIVE	138
19.3 Jail Holding Facilities	139
19.4 Tactical Team	140
19.5 Crisis Negotiations Team	141
19.6 Active Shooter/Active Aggressor TIME SENSITIVE	142
Chapter 20  PUBLIC INFORMATION AND COMMUNITY RELATIONS	143
20.1 Public Information Function	144
20.2 Releasing Information	145
20.3 Media Access	146
20.4 Social Media	147
20.5 Community Engagement	148
Chapter 21  VEHICLES.....	149
21.1 Agency Vehicle Policy TIME SENSITIVE	150
21.2 Pursuit Driving TIME SENSITIVE	151
21.3 Special Purpose Vehicles	152
21.4 Safety Restraining Devices	153
21.5 Vehicle Equipment and Maintenance Management	154
21.6 Fire Extinguishers	155
Chapter 22  TRAFFIC ADMINISTRATION	156
22.1 Traffic Function	157
22.2 Traffic Record System	158

22.3 Traffic Law Enforcement	159
22.4 Reports	160
22.5 Contact with Violators	161
22.6 Speed Measuring Devices	162
Chapter 23  TRAFFIC CRASH INVESTIGATION.....	163
23.1 Reporting and Investigating Traffic Crashes	164
23.2 Enforcement Actions	165
23.3 Crash Scene Procedures	166
Chapter 24  TRAFFIC DIRECTION AND CONTROL.....	167
24.1 Traffic Direction and Control Function	168
24.2 Traffic Escort Services	169
24.3 Roadblocks	170
Chapter 25  TRAFFIC ANCILLARY SERVICES.....	171
25.1 Emergency Assistance	172
25.2 Hazardous Roadway Conditions	173
25.3 Hazardous Materials	174
25.4 Abandoned Vehicles	175
25.5 Towing	176
Chapter 26  RECORDS.....	177
26.1 Records Integrity	178
26.2 Personnel Files	179
26.3 ACIC and NCIC	180
26.4 Wanted, Missing and Runaway Persons	181
26.5 Crime Reporting	182
Chapter 27  COLLECTION, PRESERVATION AND STORAGE OF EVIDENCE	183
27.1 Evidentiary Items	184
27.2 Procedures Submission for Laboratory Analysis	185
27.3 Evidence Controls	186
27.4 Inspections and Audits TIME SENSITIVE	187

27.5 Storage and Security	188
27.6 High Risk Storage	189
Chapter 28  POLICE COMMUNICATIONS.....	190
28.1 Telephones	191
28.2 Communications Services	192
28.3 Misdirected Emergency Calls	193
28.4 Maps	194
28.5 Portable Radios	195
28.6 Recording	196
28.7 Release of Recorded Messages	197
28.8 Security	198
28.9 Training	199
28.10 Radio Communications	200
Chapter 29  HAZARD AND EXPOSURE CONTROL.....	201
29.1 Bloodborne Pathogen Prevention	202
29.2 Hazard Communication and Materials	203
29.3 Reserved	204
29.4 Federal and State Regulations (OSHA)	205
29.5 Fire Extinguishers TIME SENSITIVE	206
29.6 Hazardous Materials Lead Exposure (Indoor Ranges)	207
29.7 Hearing Conservation Program	208
Chapter 30  INDIAN COUNTRY JURISDICTION	209
30.1 Indian Country Training TIME SENSITIVE	210
30.2 Violence Against Women Act (VAWA)	211
30.3 Missing or Murdered Indigenous Persons (MMIP)	212
30.4 Indian Country Mutual Aid	213
30.5 Indian Country Extradition	214
30.6 Indian Country Exclusion	215
30.7 Reserved	216

30.8 Indian Country and Domestic Violence	217
30.9 Indian Country and Criminal Justice Information Systems and Public Safety Access Points	218
PROPERTY INVENTORY AUDIT CHART	219
TIME SENSITIVE STANDARDS	221
GLOSSARY OF TERMS	224

Chapter 1 LAW ENFORCEMENT ROLE AND AUTHORITY

- 1.1 Department Authority and Jurisdiction
- 1.2 Agency Jurisdiction
- 1.3 Use of Force
- 1.4 Use of Force; Prohibitions
- 1.5 Authorized Firearms and Ammunition
- 1.6 Reporting Use of Force
- 1.7 Annual Use of Force Analysis TIME SENSITIVE
- 1.8 Less Lethal, Less Than Lethal, or Non-Deadly Weapons TIME SENSITIVE
- 1.9 Post-Incident Administrative Leave
- 1.10 Medical Assistance
- 1.11 Search and Seizure
- 1.12 Handcuffing
- 1.13 Arrests
- 1.14 Prisoner Transports
- 1.15 Title 36 Mental Health Pick-Ups
- 1.16 Bias Based Policing

1.1 Department Authority and Jurisdiction

A written directive requires all sworn departmental personnel, prior to assuming their position:

- A. Take an oath of office to enforce the law, uphold the constitution of the United States and the constitution of the State of Arizona
 - B. Abide by a code or cannon of ethics adopted by the agency.
-

Clarification Statement: This standard is applicable to entry level law enforcement positions, positions of higher rank, Prosecutor's Investigators, and Special Law Enforcement Officers, Reserve Police Officers and Deputy Sheriff's Officers. The code (or cannon) 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, national law enforcement or government organization or an affiliate.

1.2 Agency Jurisdiction

A written directive delineates the jurisdiction and any concurrent jurisdiction of the agency and specifies its responsibilities and authorities therein.

Clarification Statement: A detailed official map of the agency's jurisdiction may satisfy part of this standard, but the written directive should also delineate any linkages in concurrent jurisdiction.

1.3 Use of Force

A written directive governs the use of force by agency personnel and specifies that:

- A. Only the force objectively reasonable to effect lawful objectives will be used.
- B. De-escalation techniques should be employed prior to any use of force, if practical.
- C. When a subject is under control, either through the application of physical restraint or the suspect's compliance, the degree of force used should be de-escalated accordingly.
- D. An officer may use deadly physical force only when the officer reasonably believes that the action is in defense of human life, including the officer's own life, or in defense of any person in immediate danger of serious physical injury.
- E. The use of deadly force against a fleeing felon is used only when the officer believes the person to be arrested is likely to endanger human life unless apprehended without delay.
- F. Officers have a duty to intervene when unreasonable/unlawful force is applied by another Department employee. The duty to intervene applies when an officer has a realistic opportunity to prevent or stop the use of excessive force. Officers have a duty to immediately report to a supervisor, any member of the Department who they believe, or have information that, the department employee used unreasonable/unlawful force.
- G. The directive addresses the discharge of warning shots.
- H. When practical, any use of force, other than officer presence and verbal direction, should be preceded by a verbal warning that force will be used if the suspect does not comply. The warning is unnecessary if it will endanger an officer or if the officer documents why it was not objectively reasonable to give away a tactical advantage. The officer employing force need not be the officer giving the warning.

Clarification Statement: The intent of this standard is to create clearly identified agency policy on the use of force and to provide officers with clear direction on when force, up to and including deadly force, may be used.

1.4 Use of Force; Prohibitions

A written directive governs the use of force by agency personnel and specifies that:

- A. A physical maneuver that restricts the ability to breathe for the purpose of incapacitation is prohibited except in those situations where the use of deadly force is allowed by law.
 - B. Firearms may not be discharged from or at a moving vehicle except under exigent circumstances.
 - C. Deadly force should not be used against persons whose actions are a threat solely to themselves or property unless an individual poses an imminent danger of death or serious physical injury to the officer or others in close proximity.
-

Clarification Statement: The intent of this standard is to create a clearly identified agency policy to provide officers with direction on when force is generally not authorized.

1.5 Authorized Firearms and Ammunition

A written directive requires that the use and possession of firearms and ammunition by sworn personnel, both on and off duty, are limited to those authorized by the agency CEO, consistent with Arizona Revised Statutes.

For purpose of this standard, off-duty carry refers to carry under his/her police authority, including pursuant to 18 U.S.C. 926.B.

Clarification Statement: This standard does not require the CEO to authorize weapons and/or ammunition used for recreational purposes such as hunting and target shooting with privately owned firearms. Instead, the CEO must authorize weapons and ammunition carried by officers as a result of their law enforcement authority (on-duty or off-duty) to include: agency owned firearms and ammunition.

1.6 Reporting Use of Force

A written directive establishes a use of force report, or appropriate documentation in whatever form the agency uses/requires, shall be completed and an internal process for the documentation, review and disposition of any incident wherein an officer:

- A. Discharges a firearm, for other than training or lawful recreational purposes.
- B. Applies force through the use of a lethal or less lethal (less than lethal, or non-deadly) weapon.
- C. Applies weaponless physical force at a level as defined by the agency.
- D. Any individual is injured or claims to have been injured as a result of a use or alleged use of force as defined by the agency.

Clarification Statement: The intent of this standard is to establish use of force reporting systems within the agency for effective review and analysis. Early and accurate reporting helps establish agency credibility. This reporting system may include documenting the pointing of both lethal and less lethal weapons. Documentation of these incidents may also include using a standard checklist report format or written narrative report.

The standard is not intended to document actions taken to euthanize animals.

1.7 Annual Use of Force Analysis TIME SENSITIVE

The agency shall prepare an annual Use of Force report and analysis documenting:

- A. Number of times force (as defined in 1.6 A-D) was applied
 - B. Type of force used
 - C. Whether the force used was within or outside of policy
-

Clarification Statement: The Annual Use of Force Analysis is designed to assist agency heads by helping identify trends, improve training and employee safety, and provide timely information for the agency addressing use of force issues with the public. While this analysis can be done any time of the year, it is most useful at the end or beginning of the year to help establish training goals for the next fiscal or calendar year.

1.8 Less Lethal, Less Than Lethal, or Non-Deadly Weapons

TIME SENSITIVE

A written directive governs the use, training, requalification and possession of less lethal, less than lethal or non-deadly weapons by sworn personnel and/or civilian personnel, if issued/authorized to carry such weapons by the agency, both on and off duty. A recertification of proficiency is required, at a minimum, every three (3) years. Less lethal, less than lethal and non-deadly weapons include but are not limited to:

- A. Impact weapons
 - B. Chemical weapons
 - C. Impact Projectiles
 - D. Conducted electrical weapons
 - E. Canine
 - F. Others as defined by agency policy
-

Clarification Statement: The intent of this standard is to address the carrying and use, both on and off duty, of all less-lethal, less than lethal and non-deadly weapons, such as impact weapons, chemical sprays, bean-bag projectiles, electronically conducted weapons, and canines.

Recertification proficiency must be provided/monitored by a certified weapons instructor.

1.9 Post-Incident Administrative Leave

A written directive requires the removal (for a period of time determined by the agency) of any officer from a line duty assignment, pending administrative review, when such officer has used force resulting in serious physical injury or death.

Clarification Statement: Post-Incident Administrative Leave is intended to be non-punitive in nature, rather is designed to relieve the officer of active duty for a brief period of time both for the officer's sake and to allow for a prompt and thorough investigation of the incident.

1.10 Medical Assistance

A written directive requires that officers shall immediately, when safe to do so, provide first aid, and call for medical assistance whenever an individual has been injured, claims to have been injured or requests medical attention.

Clarification Statement: 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.

1.11 Search and Seizure

A written directive specifies conditions under which searches and seizures can be made, establishes procedures for conducting and documenting announced and unannounced searches, and provides guidelines for the following search criteria:

- A. Valid Search warrant; announced and unannounced
- B. Plain view
- C. Exigent circumstances
- D. Valid consent
- E. Body searches, including concerns for privacy and search warrants

Clarification Statement: Officers must understand the conditions that exist for a search to be both legal and effective. Officers should remain abreast in all new case law regarding searches, including but not limited to conditions surrounding no-knock warrants and body cavity searches. An "exigent circumstance" is a legal term referring to an emergency situation that allows law enforcement to conduct a warrantless search or seizure, even though a warrant would normally be required.

1.12 Handcuffing

A written directive specifies the proper use and techniques for handcuffing.

Clarification Statement: The proper use of handcuffs reduces civil liability on the agency. It is incumbent on the organization to ensure that officers are trained on the proper use of handcuffs to avoid injury to the person being detained.

1.13 Arrests

A written directive which specifies the legal requirements and procedures for making a physical arrest:

- A. With a warrant
 - B. Without a warrant
-

Clarification Statement: Agencies must ensure the written directive meets all federal and state mandates and statutes

1.14 Prisoner Transports

A written directive specifies procedures for the transportation of prisoners, to include the following:

- A. Restraint devices and methods to be used
 - B. Prisoner search requirements
 - C. Vehicle search before and after transport
 - D. Transport of sick, injured, or disabled prisoners
 - E. Dispatch notification procedures for transporting prisoners
 - F. Security and control of prisoners transported to medical facilities/hospitals for treatment
 - G. Prisoner identification confirmation procedures
 - H. Actions required in event of a prisoner escape
-

Clarification Statement: Agencies should be committed to taking every reasonable measure necessary to ensure the rights and safety of each transported individual are preserved, while assuring that persons in custody do not escape, are not injured, do not injure others and that the safety of transporting officers and the general public are not endangered. Dispatch notification can include mileage, and times of departure and arrival.

1.15 Title 36 Mental Health Pick-Ups

A written directive establishes procedures for the transportation of Title 36 mental health ordered pick-ups that ensures the safety of the transporting officer and the general public and provides for the security of the person subject to the mental health pick-up order, in transport and arrival at destination.

Clarification Statement: Agencies should have procedures in place for the transportation of persons picked up on Title 36 mental health orders to ensure the safety of the person being transported, as well as the transporting officer.

1.16 Bias Based Policing

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

- A. A clear definition of bias-based policing.
 - B. A prohibition against bias-based policing in all law enforcement encounters.
 - C. A requirement that complaints of possible bias-based policing are investigated, consistent with standard 12.5.
 - D. Corrective action if bias-based policing is found to have occurred.
-

Clarification Statement: Agency policy shall prohibit a law enforcement officer/employee from relying upon a person's race, ethnic background, gender, gender identity, disability, limited English proficiency, sexual orientation, religion, economic status, age, cultural group, or national origin to any degree in making law enforcement decisions or taking law enforcement action, except in connection with a reliable and specific suspect description of a specific crime.

Chapter 2 LEGAL ADVICE AND LIABILITY

2.1 Legal Advice

2.2 Liability Insurance

2.1 Legal Advice

The agency has the availability of legal counsel through employment of a police legal advisor or the assumption/assignment of such responsibility by the office of its legal authority.

Clarification Statement: The agency, should provide each employee with availability of legal counsel through a legal counsel contracted by the agency as a result of the persons employment.

2.2 Liability Insurance

The agency carries liability insurance or indemnification for its personnel.

Clarification Statement: The agency, through the agency's liability insurance carrier, should provide each employee with liability coverage, for civil actions, including but not limited to negligence and tort, personal injury, death, property destruction, and any claims, suits and/or judgments against the employee as a result of the persons employment.

Chapter 3 ORGANIZATION

3.1 Organizational Structure

3.2 Personnel Responsibilities

3.3 Division Responsibilities

3.1 Organizational Structure

The organizational structure of the agency is described by written statement and/or current organizational chart, which is made available to all personnel.

Clarification Statement: An organizational chart and written functional description is necessary for good order of the agency. The organization chart allows agency members to observe clear lines of authority. The organizational chart should be posted in the agency whether physically or electronically. The organizational chart need not contain the names of individual employees, rather just the current authorized positions.

3.2 Personnel Responsibilities

The duties and responsibilities of each position or assignment within the agency, and minimum entry-level requirements therefore, are set forth in a written job or position description, which is current and made available to all personnel.

Clarification Statement: Job descriptions should be available for all positions (sworn and civilian).

3.3 Division Responsibilities

The responsibilities of each operational component within the agency are set forth by written statement, which is current and made available to all personnel.

Clarification Statement: This standard requires that each operational component within the agency has a clearly defined and documented statement of responsibilities.

Chapter 4 COMMAND

4.1 Chief Executive Officer Authority

4.2 Chain of Command

4.3 Command Protocol

4.4 Supervisor Accountability

4.5 Duty to Obey Lawful Orders

4.1 Chief Executive Officer Authority

The Chief Executive Officer of the agency is designated as having full authority and responsibility for the management, direction and control of the operations and administration of the agency, by written statement issued by the local government, or by law or ordinance, or by a combination of the two.

Clarification Statement: The roles and responsibilities of the Chief Executive Officer should be enumerated either in policy, law or ordinance.

4.2 Chain of Command

A written directive designates the order of command authority in the absence of the Chief Executive Officer of the agency.

Clarification Statement: Essential operational command requires clear lines of authority in the absence of the Chief Executive Officer.

4.3 Command Protocol

A written directive establishes command protocol in situations involving personnel of different organizational components of the agency engaged in a single operation.

Clarification Statement: 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 "single operation" shall be broadly construed to mean an unusual occurrence defined or addressed in Chapter 19 (Unusual Occurrences) and may include special events, dignitary protection, and similar unusual incidents or responses. Exceptions noted would apply to largescale operations with a unified command structure.

4.4 Supervisor Accountability

A written directive establishes the accountability of supervisory personnel of the agency for the performance of employees under their immediate control.

Clarification Statement: Supervisors are responsible for the actions (and inactions) of those under their command. Policy should be geared around those duties and responsibilities.

4.5 Duty to Obey Lawful Orders

A written directive requires employees to obey any lawful order of a supervisor, including any order relayed from a supervisor by an employee of the same rank, and specific procedures to be followed by an employee who receives inconsistent or conflicting orders.

Clarification Statement: The duty to obey lawful order is the cornerstone of working within a paramilitary organization and an effective chain of command; however, there should be a distinction on how employees are to address order they know are clearly unlawful.

Chapter 5 GENERAL MANAGEMENT

5.1 Administrative Reporting Program TIME SENSITIVE

5.2 Electronic Data Storage

5.3 Written Directives

5.1 Administrative Reporting Program **TIME SENSITIVE**

The agency has an administrative reporting program which requires the collection of applicable daily, monthly and annual information for reports of the agency activities and statistical summaries based upon such reports.

Clarification Statement: Agencies are encouraged to maintain statistical reports, which are made available to all employees, and the public upon request.

5.2 Electronic Data Storage

If the agency uses a service provider for electronic data storage, a written agreement is established addressing:

- A. Data ownership
 - B. Data sharing, access and security
 - C. Loss of data, irregularities and recovery
 - D. Data retention and redundancy
 - E. Required reports, if any
 - F. Special logistical requirements and financial arrangements
-

Clarification Statement: Agencies that utilize a third-party vendor and/or cloud-based software, should maintain written agreements with the service provider that inclusive of all of the enumerated items to ensure data security and proprietary information.

5.3 Written Directives

The agency adheres to an established system for the development and dissemination of written directives, including agency policies, procedures, rules and regulations, which:

- A. Provides procedures for the formatting, indexing, purging, updating and dissemination of written directives
- B. Vests in the chief executive officer of the agency the authority to issue, modify or approve written directives
- C. Identifies by position any individual, other than the chief executive officer, authorized to issue written directives
- D. Requires acknowledgment of receipt (either manually or digitally) of the directive into a manual for any subsequent reference or perusal that is immediately accessible to personnel at any time. Access may be made available through the cloud, digital storage, paper format or other means.

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.

Chapter 6 PLANNING AND RESEARCH

6.1 Operational Planning **TIME SENSITIVE**

6.2 Multi-year Plan

6.3 Mission and Value Statements

6.1 Operational Planning **TIME SENSITIVE**

The planning and research function of the agency is established and described by a written directive which requires reports of operational activities, and the dissemination of these reports to affected personnel and/or operational components, on at least an annual basis by:

- A. Type of activity
 - B. Location
 - C. Time / Date
-

Clarification Statement: The planning function is critical to effective management of the agency. The operational reports from crime statistics, crime mapping and other records management processes should be updated at least annually. The intent of this standard is to ensure that crime statistics, trends, hot spot locations and other data is being shared with affected personnel and/or operational components to be used to reduce crime, traffic complaints, and other quality of life issues in the community. This standard is not intended to compel agencies to adopt a specific model of policing or develop a crime analysis program, rather to use the statistical information available to them and to provide such information to officers at briefing or other meetings to proactively reduce crime and other quality of life issues in their community.

6.2 Multi-year Plan

The agency has a multi-year plan, which includes:

- A. Goals and operational objectives
 - B. Anticipated workloads and population trends
 - C. Anticipated personnel levels
 - D. Anticipated capital improvement and equipment needs
-

Clarification Statement: The agency should have clear goals and objectives which articulate future needs and a plan to meet those anticipated needs. The term "Multi-Year" means more than one.

6.3 Mission and Value Statements

The agency has written mission and value statements.

Clarification Statement: The Mission, Vision and Value statements are the agency's commitment to their community and the public at large. These statements should be judged by the agencies progress toward achieving those goals.

Chapter 7 RESERVE OFFICERS

7.1 Reserve Officers

7.1 Reserve Officers

If the agency has Reserve Officers, a written directive requires that Reserve Officers:

- A. Have full police officer authority consistent with applicable laws.
- B. Meet the same selection criteria as those for regular officers of the agency.
- C. Are commissioned only after successful completion of a basic training program approved by the Arizona Peace Officer Standards and Training (AZPOST) Board.
- D. Wear the same uniform as full authority peace officers.
- E. Are equipped the same as full authority peace officer performing like functions.
- F. Are tested and evaluated for AZPOST mandated training with the same frequency and in the same manner as regular officers performing like functions.
- G. Are provided industrial insurance protection in the same manner as full authority peace officers performing like functions.

Clarification Statement: Reserve officers serve as a force multiplier for agencies, however, with that benefit, comes challenges that must be addressed by the agency that employs them. These standards relate to both paid and unpaid Reserve Officers but does not apply to citizen volunteers serving in a non-law enforcement capacity.

Chapter 8 FISCAL MANAGEMENT

- 8.1 Chief Executive Officer
- 8.2 Other Authorized Personnel
- 8.3 Budget Preparation
- 8.4 Accounting System **TIME SENSITIVE**
- 8.5 Audits **TIME SENSITIVE**
- 8.6 Cash Accounts **TIME SENSITIVE**
- 8.7 Inventory Control

8.1 Chief Executive Officer

The Chief Executive Officer of the agency is designated as having the authority and responsibility for the fiscal management of the agency through a written statement issued by the local government, or by law or ordinance, or by a combination of the two.

Clarification Statement: Even though fiscal management functions may be delegated, the CEO has final authority and responsibility over agency fiscal matters.

8.2 Other Authorized Personnel

If the Chief Executive Officer of the agency does not personally perform the fiscal management function, a written directive designates the position or component having the responsibility for fiscal management functions.

Clarification Statement: Even though fiscal management functions may be delegated, the CEO has final authority and responsibility over agency fiscal matters.

8.3 Budget Preparation

The heads of major organizational components within the agency participate in the budget preparation, including the preparation of written recommendations based on operational and activity analysis.

Clarification Statement: For purposes of this standard, "Major Organizational Components" include Bureaus, Teams, Divisions or other components identified on the organizational chart under the CEO level.

8.4 Accounting System **TIME SENSITIVE**

The agency has an accounting system, which includes the preparation and provision for at least quarterly status reports showing:

- A. Initial appropriation for each account or program
 - B. Balances at the commencement of each period
 - C. Expenditures and encumbrances made during the period
 - D. Unencumbered balances
-

Clarification Statement: The quarterly status reports may be routinely exceeded (monthly, weekly, daily, etc.) in lieu of the quarterly requirement.

8.4 Audits **TIME SENSITIVE**

A written directive establishes procedures for both the internal monitoring and auditing of the agency's internal budgets.

Clarification Statement: The agency fiscal activity should be audited at least annually to ensure fiscal integrity.

8.5 Cash Accounts TIME SENSITIVE

A written directive establishes procedures for collecting, safeguarding and dispensing cash maintained by the agency, to include, at least:

- A. Maintenance of an allotment system or alternatively, records and receipts of appropriations among organizational components
 - B. Preparation of financial statements
 - C. Conduct quarterly internal audits
 - D. Identification of position authorized to accept or dispense funds
-

Clarification Statement: Cash accounts include, but are not limited to, the following purposes: petty cash fund, confidential funds (buy money), records and permits, etc. The method may be a ledger, spreadsheet, or other electronic database. The quarterly status reports 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.

8.6 Inventory Control

A written directive establishes procedures for inventory control of agency property, equipment and other assets.

Clarification Statement: Agency-owned weapons, equipment and other assigned assets.

Chapter 9 SPECIALITY ASSIGNMENTS

9.1 Assignment Openings

9.1 Assignment Openings

A written directive requires that specialized assignments or unit openings within the agency be advertised by written agency-wide announcement and all qualified individuals will be allowed to apply and compete for positions.

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

Chapter 10 COMPENSATION, BENEFITS AND CONDITIONS OF WORK

- 10.1 Compensation
- 10.2 Leave
- 10.3 Off-Duty Employment
- 10.4 Insurance/Retirement
- 10.5 Uniforms/Equipment
- 10.6 Medical Examinations
- 10.7 Wellness Plan
- 10.8 Supervisory Development TIME SENSITIVE

10.1 Compensation

Complete and current information is available to all personnel regarding:

- A. Entry-level salary range
- B. Salary differential and range within ranks
- C. Salary levels for personnel with special skills
- D. Compensatory time policy
- E. Overtime policy
- F. Other employment benefits, if applicable:

Clarification Statement: Making complete and current compensation information available to all personnel is critical to ensuring all employees are aware of compensation due to them, as well as opportunities for future development.

10.2 Leave

Complete and current information is provided to all personnel regarding:

- A. Administrative leave
 - B. Holiday leave
 - C. Sick leave and FMLA
 - D. Bereavement leave
 - E. Vacation leave
-

Clarification Statement: Along with compensation information, employers should make available to their employees current and complete information on the various leave policies available to them.

10.3 Off-Duty Employment

If the agency permits employees to engage in extra/off-duty and secondary employment, a written directive addressing the following:

- A. Employees must receive agency permission to engage in off-duty employment.
 - B. Types of employment in which the employee may not work.
 - C. Approval, review and revocation process regarding employee's off-duty employment.
 - D. Establishes position responsible/overseeing off-duty employment.
-

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

10.4 Insurance/Retirement

Complete and updated information is available to all personnel regarding:

- A. Applicable retirement program(s)
 - B. Applicable health insurance program(s)
 - C. Applicable disability and death benefits
-

Clarification Statement: None.

10.5 Uniforms/Equipment

A written directive governs the use of agency issued uniforms and equipment to include:

- A. Uniforms and equipment used by employees in performing law enforcement functions
 - B. Each officer will be furnished ballistic vests, consistent with current NIJ standards
 - C. Each Officer will be equipped with a reflective traffic control vest that will be worn during agency-defined situations.
-

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

10.6 Medical Examinations

Any physical, medical and psychological examinations required by the agency are provided at no cost to the employee.

Clarification Statement: This standard includes any agency required examinations, including but not limited to Pre-employment exams, fitness for duty evaluations, tests required as a result of professional standards investigations.

10.7 Wellness Plan

The agency has a written directive to encourage employee wellness, which shall at a minimum address compliance with the Craig Tiger Act.

Clarification Statement: The Craig Tiger Act, codified in Arizona Revised Statutes (A.R.S.) sections 38-672 and 38-673, provides up to 12 visits of licensed counseling for public safety employees and 911 dispatchers exposed to specific traumatic events while on duty, paid for by their employer. This includes support for officers experiencing substance use disorders, mental health issues, or trauma from their duties, as well as suicide prevention.

10.8 Supervisory Development TIME SENSITIVE

All newly promoted supervisors, both sworn and professional staff, receive job-specific training relevant to their new roles, either before promotion or within the first year after promotion.

Clarification Statement: The agency should develop a career development strategy for its personnel that encourages mentorship, promotes retention, and provides leadership development opportunities.

Chapter 11 GRIEVANCE PROCEDURES

11.1 Grievance Procedure

11.1 Grievance Procedure

A written directive establishes a grievance procedure, including:

- A. Identifying matters that meet grievance criteria.
- B. Establishing time limitations for filing or presenting the grievance.
- C. Establishing procedural steps and time limitation at each step in the grievance procedure.
- D. Establishing criteria for employee representation.
- E. Identifies the position or component within the agency responsible for coordination of grievance procedures.
- F. A written statement of the grievance and the information upon which it is based and written specification of the alleged wrongful act and resultant harm.
- G. A written description of the remedy, adjustment or other corrective action sought.

Clarification Statement: Formal grievance procedures are designed to settle disagreements between employers and employees. As such, this formal process needs to be memorialized in a written directive so each party to the dispute understands the access and limitations of the grievance process. As with all personnel issues, the sensitive nature of the records requires additional security measures in the safeguarding of access to these records.

Chapter 12 DISCIPLINARY PROCEDURES

- 12.1 Code of Conduct
- 12.2 Disciplinary System
- 12.3 Supervisory and Command Staff
- 12.4 Maintenance of Records
- 12.5 Personnel Complaint Procedure **TIME SENSITIVE**
- 12.6 Appeal Procedures
- 12.7 Early Warning System
- 12.8 Reporting Requirements

12.1 Code of Conduct

A written directive is provided to employees which specifies:

- A. Code of conduct
 - B. Appearance for agency employees
-

Clarification Statement: Employee notification is a critical step in the disciplinary system. Without proper notice, it is difficult, if not impossible to hold employees accountable to a set of standards set by the agency, which reflects the expectation of the agency and community.

12.2 Disciplinary System

A written directive establishes a disciplinary system which is consistent with Arizona Revised Statutes, Title 38, Chapter 8, Article 1, The Police Officer Bill of Rights or the Tribal Government Constitution. The system should include:

- A. Procedures and criteria for using counseling as a function of the disciplinary system.
 - B. Procedures and criteria for punitive actions in the interest of discipline.
 - C. Recognition of employment rights and procedural safeguards provided by applicable statutory and case law.
-

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 Arizona and applicable case law. Punitive disciplinary action includes dismissal, demotion, suspension, 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.

12.3 Supervisory and Command Staff

A written directive specifies the role of supervisory and command staff in the disciplinary process and the authority of each level thereof relative to disciplinary actions.

Clarification Statement: Procedures, criteria, and authority should clearly define which levels of supervision and management can administer specific corrective actions. For example, first-line supervisors may only issue training and counseling, while recommending punitive discipline to higher authority. Alternatively, first-line supervisors may provide counseling or training only with approval from higher-ranking personnel.

12.4 Maintenance of Records

A written directive specifies the procedures for maintenance and retention of records of disciplinary actions, consistent with state retention schedules.

Clarification Statement: Maintenance and retention of disciplinary records ensures accountability and transparency for not only the agency, but the employee as well. Records kept outside of the retention period, or destroyed prior to the end of the retention period for such records can leave the agency exposed to civil liability.

12.5 Personnel Complaint Procedure **TIME SENSITIVE**

A written directive establishes procedures for the reporting, investigation and disposition of complaints received against the employee of the agency. At a minimum it should include:

- A. Categories of complaints
- B. Acceptance of complaints
- C. Anonymous complaints
- D. Complaint documentation and report format
- E. Person/position responsible for investigation
- F. Investigation process and timeline
- G. Employee notification and rights
- H. Procedures for notifying complainant
- I. Administrative leave
- J. Disposition
- K. Annual analysis of complaints, which is made available to the general public, upon request
- L. Confidentiality of records

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. While the Annual Analysis does not need to be voluntarily placed on a website or publicly posted, it must be released to the public, if requested, as part of an open records request.

12.6 Appeal Procedures

A written directive specifies appeal procedures in disciplinary actions.

Clarification Statement: Appeal procedures must be in compliance with applicable statutory and case law

12.7 Early Warning System

A written directive establishes procedures for the reporting, investigation and disposition of complaints received against the employee of the agency. At a minimum it should include:

- A. The actions or behaviors that should be monitored and documented;
 - B. Protocols for fitness-for-duty evaluations based on identified early warning behaviors and state law;
 - C. Supervisory responsibilities;
 - D. Employee notification requirements;
 - E. Supervisory intervention to correct behavior.
 - F. Referral to the employee assistance program or counseling, when warranted, if available.
-

Clarification Statement: Personnel early warning systems are used to identify personnel that would benefit from early intervention prior to an internal affairs review or implementation of disciplinary action. Agencies should establish criteria for invoking a review. 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, and any other agency-defined problematic conduct.

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.

12.8 Reporting Requirements

The agency shall prove compliance with each of the following reporting requirements, as applicable:

- A. Rule 15.1 | Brady Standards
 - B. Arizona Administrative Code R13-4-108 | Reporting to AZPOST
 - C. ARS 41-1828.01 | Required law enforcement agency reporting
-

Clarification Statement: Agency reporting must be in compliance with applicable statutory, rule and case law requirements.

Chapter 13 RECRUITMENT

13.1 Selection Process for Applicants

13.2 Equal Employment Opportunity and Recruitment

13.1 Selection Process for Applicants

The agency utilizes a formal process for the selection of qualified officer applicants to include:

- A. Written Test
- B. Oral Interview
- C. Physical agility or physical proficiency battery
- D. Psychological examination
- E. Polygraph examination
- F. Medical examination
- G. Comprehensive background investigation, to include an audit of publicly-available social media.

Clarification Statement: Comprehensive background investigations shall comply with the requirements set forth by AZPOST Rule R13-4-106. Electronic media audits shall abide by applicable laws and protected civil rights, and should audit for support of unlawful violence and/or bias against persons. Prohibited bias against persons include bias against race, ethnicity, national origin, religion, gender, gender identity, sexual orientation, and disability.

13.2 Equal Employment Opportunity and Recruitment

The agency enhances its recruiting and hiring practices by:

- A. Participating in Equal Employment Opportunity (EEO)
 - B. Maintaining a recruitment plan.
-

Clarification Statement: Recruiting and hiring a diverse workforce that best reflects the community is encouraged. Agencies are encouraged to advertise on their website and other printed recruiting material the agency participates in, and supports equal employment opportunity.

Chapter 14 TRAINING

- 14.1 Basic Academy Training
- 14.2 Annual Policy Training **TIME SENSITIVE**
- 14.3 Training for New Personnel **TIME SENSITIVE**
- 14.4 Annual Required Training **TIME SENSITIVE**
- 14.5 Field Training Program/Police Training Officer
- 14.6 Accreditation Manager Training **TIME SENSITIVE**

14.1 Basic Academy Training

Each officer having responsibility for the enforcement of criminal laws shall graduate from a basic training program certified by AZPOST prior to the exercise of such authority. Equivalent training will be accepted; and the officer must successfully complete the AZPOST waiver testing process.

Clarification Statement: Certification by AZPOST is a necessary step toward being licensed to enforce State Law in Arizona. Some Tribal agencies may choose to not allow their officers to enforce State Law and bypass the AZPOST certification requirements. This is drastic and should be done under very limited circumstances.

14.2 Annual Policy Training **TIME SENSITIVE**

A written directive requires all applicable personnel to annually review and understand policy through training, to include the following:

- A. Use of force written directives, including the duty to render aid.
 - B. De-escalation techniques.
 - C. Revisions in agency policy/procedures, rules and regulations, if any.
-

Clarification Statement: None.

14.3 Training for New Personnel TIME SENSITIVE

A written directive requiring agency personnel to complete training applicable to their role upon initial assignment, including::

- A. Receive and demonstrate understanding of the use of force procedure before being authorized to carry any firearm.
 - B. Prior to any use or possession of a firearm, sworn personnel shall be qualified in the use of that firearm.
 - C. Bloodborne pathogens.
 - D. Hazardous materials at awareness level.
 - E. If the agency has and utilizes specialized medical equipment, training has been provided.
-

Clarification Statement: Medical equipment can include AEDs, Naloxone, etc. Required training should be provided to staff who use specialized equipment or may encounter situations needing specific knowledge. For example, all employees (sworn and civilian) might complete bloodborne pathogen training, but only sworn employees must complete use-of-force training before carrying a firearm.

14.3 Annual Required Training TIME SENSITIVE

A written directive that requires all sworn personnel complete annual retraining as applicable, to include:

- A. Legal update.
- B. The impropriety of bias-based policing, including legal requirements and sanctions.
- C. Weapons qualification and any applicable remediation for all firearms carried by an officer, which shall be conducted by a AZPOST certified firearms instructor and records maintained.
- D. Remedial training, if any.
- E. Bloodborne pathogens.
- F. Hazardous Communication.
- G. If the agency has and utilizes specialized medical equipment, training has been provided.

Clarification Statement: The agency training coordinator is responsible for ensuring that annual 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.

14.4 Field Training Program | Police Training Officer

A written directive establishes a field training program/police training officer program as defined by the agency for sworn members, which includes at a minimum:

- A. Selection criteria for Field Training Officers/Police Training Officers
 - B. Training requirements for Field Training Officers/Police Training Officers
 - C. Supervision of Field Training Officers/Police Training Officers
 - D. Reporting responsibilities of Field Training Officers/Police Training Officers
 - E. Guidelines for Field Training Officers/Police Training Officers evaluation of recruits
 - F. Rotation of recruit field assignments
-

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. Concerning Bullet (f), 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.

14.5 Accreditation Manager Training TIME SENSITIVE

The agency Accreditation Manager receives appropriate training prior to or within one year of placement into the role.

Clarification Statement: This requirement is to be met once upon initial hire. It is recommended that ongoing training be sought out by the Accreditation Manager, however, for the purposes of this standard, a single initial training is required to meet the standard. If the Accreditation Manager has not changed over multiple years, and training was received initially, the standard may be marked as no occurrences. The CEO recognizes that the stability of the agency's accredited status is affected by the readiness of the employee who assumes the duties of the role.

Chapter 15 PROMOTION

15.1 Probationary Period

15.2 Written Promotion Announcement

15.3 Promotion Administration

15.4 Promotion Procedures

15.1 Probationary Period

A written directive requires a performance-based evaluative probationary period upon all newly promoted personnel.

Clarification Statement: Newly promoted supervisors should be assigned to a period of probation to ensure they are able to successfully adapt to their new responsibilities.

15.2 Written Promotion Announcement

The agency provides a written promotion announcement that includes:

- A. Identification and description of the position or job classification that is intended to be filled through promotion
- B. A proposed schedule of dates, times, and locations for all aspects of the promotional process, which may be provided after the initial announcement.
- C. Specification of the requirements for participation in the promotional process
- D. Description of the process to be used for the testing, evaluation and selection of personnel within the promotional process

Clarification Statement: It is recognized that an agency that follows identified guidelines in the promotional process will meet the guidelines of this standard. The agency's testing processes (written and oral) should be administered, scored, evaluated and interpreted in a uniform, non-discriminatory manner.

15.3 Promotion Administration

The responsibility and authority for administering the promotional process for the agency is vested in published identified position(s) within the agency or government.

Clarification Statement: Agencies should identify if the police agency or other department is responsible for the administration of the promotional process.

15.4 Promotion Procedures

The procedures used by the agency for promotion are job-related, nondiscriminatory and as transparent as legally and procedurally permissible.

Clarification Statement: None.

Chapter 16 PERFORMANCE EVALUATIONS

- 16.1 Annual Performance Evaluations **TIME SENSITIVE**
- 16.2 Instruction for Performance Evaluating
- 16.3 Performance Evaluation Advisement
- 16.4 Probationary Employees
- 16.5 Performance Assessment
- 16.6 Acknowledgement of Performance Evaluation
- 16.7 Rated by Immediate Supervisor
- 16.8 Raters to be Evaluated
- 16.9 Utilization of Performance Evaluations
- 16.10 Contested Evaluation Reports
- 16.11 Retention Period
- 16.12 Copies of Performance Evaluations

16.1 Annual Performance Evaluations TIME SENSITIVE

A written directive establishes and describes an annual personnel evaluation system for all agency personnel, including measurement and standard definitions.

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, to include an assessment of the employee's adherence to policies.

16.2 Instruction for Performance Evaluating

The agency requires that every rater involved with the personnel evaluation systems receive instruction regarding rating procedures and responsibilities prior to such involvement.

Clarification Statement: Training should occur prior to responsibility.

16.3 Performance Evaluation Advisement

At the start of the rating period, the evaluator advises each employee about their duties, performance expectations, and evaluation criteria, which align with the department's mission and standards.

Clarification Statement: None.

16.4 Probationary Employees

The agency has a written directive requiring written performance evaluations on all probationary employees prior to the end of the probationary period.

Clarification Statement: ALL probationary employees include both sworn and professional staff.

16.5 Performance Assessment

A written directive requires that performance evaluations assess how well supervisors handle misconduct by the employees they oversee.

Clarification Statement: None

16.6 Acknowledgement of Performance Evaluation

A written directive specifies that the employee has been given the opportunity to review, comment and sign the completed performance evaluation report to indicate the employee has read it.

Clarification Statement: None.

16.7 Rated by Immediate Supervisor

A written directive specifies that employees are rated by their immediate supervisor based only on performance during that specific rating period.

Clarification Statement: None.

16.8 Raters to be Evaluated

The agency shall have a written directive that ensures all employee performance evaluations are reviewed by the evaluator's supervisor to verify the quality, accuracy, and adherence to agency standards.

Clarification Statement: The purpose of this requirement is to ensure that employee performance evaluations are conducted fairly, accurately, and consistently across the agency. By having the evaluator's supervisor review the evaluations, the agency promotes accountability, enhances the quality of feedback, and ensures that evaluations align with established performance standards and expectations. This standard can be met by providing evidence of both the employee's direct supervisor's signature and the subsequent review by the evaluator's supervisor.

16.9 1 Utilization of Performance Evaluations

A written directive governs the agency's utilization of results of the performance evaluations.

Clarification Statement: Some agencies may utilize performance evaluations solely to improve performance while others may utilize such a system in determining promotional potential or determining suitability for specialized assignments. Agencies should clearly inform its personnel in what manner such a system will be used.

16.10 Contested Evaluation Reports

A written directive requires a process for contested evaluation reports.

Clarification Statement: None.

16.11 Retention Period

A written directive establishes the retention period of the performance evaluation report.

Clarification Statement: Performance evaluations must be maintained in accordance with applicable Arizona records retention schedules.

16.12 Copies of Performance Evaluations

A written directive requires that a copy of the completed and finalized evaluation report be made accessible to the employee or provided if requested.

Clarification Statement: Employees should be provided with a copy of their completed evaluations, if requested, so the process is open and fair.

Chapter 17 PATROL

- 17.1 Communication, Coordination & Cooperation
- 17.2 Patrol Shifts
- 17.3 Reserved
- 17.4 On-Scene Supervisor
- 17.5 Investigations
- 17.6 Public Contacts
- 17.7 Informants
- 17.8 Reserved
- 17.9 K-9 Units
- 17.10 Emergency Call Coverage
- 17.11 Eyewitness Line Ups
- 17.12 Public Recording of Police Activity
- 17.13 Video Recording Devices

17.1 Communication, Coordination & Cooperation

A written directive establishes procedures for communication, coordination and cooperation between patrol shifts, the patrol unit and other organizational components.

Clarification Statement: Agencies should have a system in place to share information such as unusual occurrences, potential and actual hazards, wanted persons and vehicles, major investigations, changes in schedules and assignments and changes in (or new) agency written directives. How this information is communicated is the prerogative of the agency.

17.2 Patrol Shifts

A written directive establishes the procedures for assigning officers to patrol shifts, including the applicable criteria and frequency of rotation, and outlines the process for determining days off for patrol officers and first-line patrol supervisors.

Clarification Statement: A shift is used to designate work between certain hours and/or on certain days.

17.4 On-Scene Supervisor

A written directive describes the circumstances requiring the on-scene presence of a patrol supervisor for the purposes of assuming command after a briefing and size-up of the incident.

Clarification Statement: None.

17.5 Investigations

A written directive prescribes the categories of crimes and incidents wherein patrol officers are responsible for conduct of preliminary investigation and/or follow-up investigation.

Clarification Statement: None.

17.6 Public Contacts

A written directive governs conduct during contacts with the public.

Clarification Statement: Field Interviews, consensual contacts.

17.7 Informants

A written directive establishes procedures for the identification and use of informants by sworn personnel.

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 8.6.

17.9 K-9 Units

If police K-9 units are utilized, the agency has a written directive describing:

- A. The purpose, use, control, training and certification of the canine and handler.
 - B. Injury or damage caused as a result of a canine deployment.
 - C. Procedures to ensure accountability and security of controlled substances, weapons, or explosives used for K-9 training purposes.
-

Clarification Statement: None.

17.10 Emergency Call Coverage

A written directive describes the agency's law enforcement response to emergencies 24 hours per day, every day of the week, within the agency's service area.

Clarification Statement: None.

17.11 Eyewitness Line Ups

A written directive outlines the procedures for conducting a physical or photographic line-up in eyewitness identifications, including the following:

- A. Compelling reasons under which a line-up may occur
 - B. Manner of transportation to the show-up
 - C. Situations where more than one eyewitness is available
 - D. Instructing witnesses prior to viewing
 - E. Prohibiting feedback by the administrator
 - F. Documenting line-up and the results
-

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 encouraged to consider the use of the "Double-Blind" identification technique for eyewitness identification.

17.12 Public Recording of Police Activity

A written directive establishing guidelines for reacting to and interacting with individuals who are using an audio/video recording device to take sound and/or pictures of on-duty department employees and/or police activity, including members of the media.

Clarification Statement: None.

17.13 Video Recording Devices

A written directive addresses the use of video recording devices by employees and includes the following at a minimum:

- A. Employee responsibilities
- B. Criteria for activation and deactivation
- C. Documentation, access and review
- D. Retention
- E. Storage

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 systems. 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. The term "Employee" does not apply to volunteers, unless they are unpaid Reserve or Auxiliary Officers assigned a recording device to use in the course of their assignments.

Chapter 18 JUVENILE OPERATIONS

- 18.1 Juvenile Operations Function
- 18.2 Release of Juveniles
- 18.3 Referral to Intake
- 18.4 Citations or Summons
- 18.5 Temporary | Protective Custody
- 18.6 Juveniles in Custody
- 18.7 Reserved
- 18.8 Fingerprints and Photographs
- 18.9 Records
- 18.10 Position Accountable for Records

18.1 Juvenile Operations Function

A written directive governs the agency's assignment of its juvenile operations function.

Clarification Statement: The purpose of this standard is to develop agency accountability for the juvenile operations function. Agencies should focus on building trust between youth and police by creating programs that encourage positive, consistent, and ongoing interactions. The juvenile function should be designed to effectively meet the agency's needs, and compliance with this standard can be demonstrated through a series of documents or a single comprehensive directive.

18.2 Release of Juveniles

A written directive establishes procedures for the release of juveniles.

Clarification Statement: The intent of this standard is to determine which categories of offenses (i.e. status offenses) can best be remedied by releasing the juvenile to the custody of their parent/guardian or if the juvenile should be referred to intake.

18.3 Referral to Intake

A written directive establishes criteria governing referral of juvenile offenders to intake.

Clarification Statement: None.

18.4 Citations or Summons

A written directive establishes criteria and procedures for issuing written citations or summons to juvenile offenders to appear in juvenile court.

Clarification Statement: None.

18.5 Temporary | Protective Custody

The agency has a written procedure for taking a juvenile into temporary/protective custody when:

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

Clarification Statement: Juvenile custody is governed by federal and state standards. Jurisdictions may handle the detention and release of juveniles differently. It is recommended that the County Attorney's Office be contacted to outline the practice in your area.

18.6 Juveniles in Custody

A written directive establishes procedures for juveniles that have been taken into custody, including:

- A. Immediately advising the juvenile of his/her constitutional rights and juvenile justice system procedures prior to custodial interview or interrogation.
 - B. Taking the juvenile to the intake facility or juvenile component without delay unless emergency medical treatment is required
 - C. Notification procedures to a parent or legal guardian
 - D. Sight and sound separation from adults
 - E. Provisions for strip searches
-

Clarification Statement: This standard creates procedures to provide guidance to agency personnel with regards to taking juveniles into custody, including "protective custody."

18.8 Fingerprints and Photographs

A written directive establishes procedures for the collection, dissemination and retention of fingerprints, photographs and other forms of identification pertaining to juveniles.

Clarification Statement: None.

18.9 Records

A written directive establishes procedures for the collection, dissemination and retention of agency records pertaining to juveniles, including:

- A. Separation of adult and juvenile arrest and identification records
 - B. Provisions relating to court-ordered expungement of records
 - C. Provisions governing disposition of records when juveniles reach adult age
 - D. Provision for access to records on a need-to-know basis only.
-

Clarification Statement: Security and expungement of juvenile records requires additional safeguards than that of an adult record. Agencies may separate juvenile records into separate file cabinets, use of different colored case file folders of other methods of identifying juvenile records versus adult records.

18.10 Position Accountable for Records

A written directive designates identifiable person or positions as accountable for the collection, dissemination and retention of juvenile records.

Clarification Statement: None.

Chapter 19 UNUSUAL OCCURENCES

- 19.1 Planning
- 19.2 Critical Incident Plan
- 19.3 Annual Review **TIME SENSITIVE**
- 19.4 Equipment Inspection **TIME SENSITIVE**
- 19.5 Jail | Holding Facilities
- 19.6 Tactical Team
- 19.7 Crisis Negotiations Team
- 19.8 Active Shooter/Active Aggressor **TIME SENSITIVE**

19.1 Planning

A written directive specifies the position in the agency responsible for planning the agency's response to unusual occurrences.

Clarification Statement: None

19.2 Critical Incident Plan

The agency or governing body has a written plan for critical incidents to include:

- A. First Responder responsibilities
 - B. Supervisor responsibilities
 - C. Implementation of applicable ICS structure
-

Clarification Statement: Each agency should have its own plan in order to know its responsibilities, authority, and purpose. Subordinate to this plan should 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. All terminology should be consistent with National Incident Management System and Incident Command System terms, except where otherwise required.

19.3 Annual Review TIME SENSITIVE

The agency's critical incident response plans are reviewed annually and updated as necessary.

Clarification Statement: A critical incident plan, or critical incident response plan (CIRP), is a set of procedures, policies, and checklists designed to help organizations prepare for and respond to accidents and emergency situations, ensuring a timely and coordinated response.

19.4 Equipment Inspection TIME SENSITIVE

Agency equipment designated for use in unusual occurrence situations is inspected at least twice a year for operational readiness.

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

19.3 Jail | Holding Facilities

If the agency has a jail or holding facility, a written directive outlines a contingency plan which covers emergency situations.

Clarification Statement: None

19.4 Tactical Team

If the agency has a full or part-time tactical team, or participates in a multi-jurisdictional team, a written directive establishes procedures for:

- A. Selection of members
 - B. Providing specialized equipment for its operations
 - C. Regularly scheduled training/readiness exercises
 - D. Coordination
 - E. Deployment
-

Clarification Statement: The tactical team may be an agency subcomponent or a regional (multi-jurisdictional) team and may be referred to as ESU, ERT, CERT, SWAT, 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 should be maintained.

19.5 Crisis Negotiations Team

If the agency has a full or part-time crisis negotiations team, or participates in a multi-jurisdictional team, a written directive establishes procedure for:

- A. Selection of members
 - B. Providing specialized equipment for its operations
 - C. Regularly scheduled training/readiness exercises
 - D. Coordination
 - E. Deployment
-

Clarification Statement: The crisis negotiations team may be an agency subcomponent or a regional (multi-jurisdictional) team and may be referred to as crisis negotiators, hostage negotiations, 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 should be maintained.

19.6 Active Shooter/Active Aggressor TIME SENSITIVE

The agency has a written directive that outlines their response to an active shooter/active aggressor and conducts a documented annual review of their policy and training needs.

Clarification Statement: None

Chapter 20 PUBLIC INFORMATION AND COMMUNITY RELATIONS

20.1 Public Information Function

20.2 Releasing Information

20.3 Media Access

20.4 Social Media

20.5 Community Engagement

20.1 Public Information Function

A written directive specifies the position in the agency responsible for the public information function.

Clarification Statement: A Public Information Officer/Media Relations Officer (sworn or non-sworn) may be designated as a single point of contact to minimize unauthorized release of sensitive or privileged information.

20.2 Releasing Information

A written directive identifies by name or positions those individuals within the agency who may release information to the news media.

- A. At the scene of an incident
 - B. From the agency files
 - C. Concerning an ongoing investigation
 - D. At any time the public information officer is not available
-

Clarification Statement: The release of information shall be in accordance with applicable law. Information concerning deaths or major crimes may be coordinated with the appropriate prosecuting authority, when applicable.

20.3 Media Access

A written directive governs the access of media representatives, including photographers, to:

- A. Scenes of major fires, natural disasters, or other catastrophic events
 - B. Perimeters
-

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.

20.4 Social Media

A written directive governs the on-duty and off-duty use of social media by agency personnel and, at a minimum:

- A. Requires the Chief or his or her designee's approval of agency information released on social media outlets or clearly defined written guidelines of approved and prohibited content
 - B. Prohibits the revelation of agency-sensitive information.
 - C. Prohibits the revelation of information which has the effect of damaging the agency's reputation or credibility, or is detrimental to the agency's mission
-

Clarification Statement: None.

20.5 Community Engagement

A written directive describes the agency's community engagement program and programs that encourage the agency's involvement with the community.

Clarification Statement: The agency should develop programs, if not already in existence, which have a positive impact on the community. Examples of programs may include Block or neighborhood watch, citizen police academies, crime free multi-housing programs, crime prevention through environmental design, crisis intervention teams, Getting Arizona Involved in Neighborhoods (G.A.I.N.), School Resource Officers or other such community engagement programs.

Chapter 21 VEHICLES

- 21.1 Agency Vehicle Policy **TIME SENSITIVE**
- 21.2 Pursuit Driving **TIME SENSITIVE**
- 21.3 Special Purpose Vehicles
- 21.4 Safety Restraining Devices
- 21.5 Vehicle Equipment and Maintenance Management
- 21.6 Fire Extinguishers

21.1 Agency Vehicle Policy TIME SENSITIVE

The agency has a written directive regarding the proper use and operation of police vehicles to include:

- A. Defining emergency calls
 - B. Defining non-emergency calls
 - C. Prioritization of call types
 - D. Annual review of emergency vehicle operation procedures
-

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 as

21.2 Pursuit Driving TIME SENSITIVE

A written directive governs pursuit of motor vehicles to include:

- A. Evaluation of circumstances
- B. Responsibilities of initiating officer
- C. Responsibilities of secondary units
- D. Responsibility of communications personnel
- E. Responsibilities of supervisory personnel
- F. Forced stopping
- G. Termination of pursuit
- H. Inter and intra jurisdictional pursuits
- I. Roadblocks
- J. Annual review of vehicle pursuit procedure
- K. Annual pursuit analysis

Clarification Statement: For purposes of this standard, 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. Agencies utilizing a regional communications center must still comply with bullet (d). The regional communication center's procedures relating to pursuits shall satisfy this requirement. The annual pursuit analysis should be designed to help identify trends, improve training and employee safety, and provide timely information for the agency addressing vehicle pursuits issues with the public.

21.3 Special Purpose Vehicles

If the agency utilizes special purpose vehicles or aircraft, the training is governed by an appropriate written directive, which establishes control, accountability and prescribes proper usage thereof.

- A. ATVs
 - B. SWAT or Tactical vehicles
 - C. Boats
 - D. Bicycles
 - E. Motorcycles
 - F. Mobile Command Center
 - G. Side-by-side | UTVs
 - H. Aircraft (i.e. drones, fixed wing aircraft, helicopters)
 - I. Other specialty vehicles
-

Clarification Statement: For purposes of this standard, Special purpose vehicles are any vehicle that requires special training or authorization such as mobile command posts, motorcycles, bicycles, ATV's, aircraft, boats, SWAT trucks, Segway's, UVA and other vehicles as defined by the agency.

21.4 Safety Restraining Devices

A written directive requires the use of safety restraining devices in agency vehicles for employees, and when appropriate, passengers including prisoners.

Clarification Statement: The purpose of this standard is to ensure the safety of both law enforcement personnel and individuals being transported by requiring the use of safety restraining devices in agency vehicles. Proper use of restraining devices minimizes the risk of injury during transport, enhances officer safety, and demonstrates the agency's commitment to responsible and professional practices. Compliance with this standard promotes consistency in vehicle safety procedures and helps mitigate liability related to transportation incidents.

21.5 Vehicle Equipment and Maintenance Management

The agency maintains a written directive that outlines:

- A. Required equipment for every patrol vehicle
 - B. System to ensure supplies are consistently replenished for operational readiness
 - C. Formal process for reporting and maintaining vehicles to ensure they remain in safe and serviceable condition at all times
-

Clarification Statement: This standard ensures that patrol vehicles are properly equipped and maintained to support effective law enforcement operations. By establishing clear procedures for equipment management and vehicle maintenance, the agency promotes operational efficiency, officer safety, and readiness for emergencies. Consistent replenishment of supplies and regular maintenance checks help maintain the reliability and functionality of patrol vehicles, minimizing downtime and promoting accountability.

21.6 Fire Extinguishers

The agency shall ensure that fire extinguishers are available in all marked fleet vehicles.

Clarification Statement: In the event of a vehicle fire, having readily accessible fire suppression equipment can help prevent injury, reduce property damage, and minimize potential hazards. This standard reflects the agency's commitment to maintaining a safe and prepared operating environment.

Chapter 22 TRAFFIC ADMINISTRATION

- 22.1 Traffic Function
- 22.2 Traffic Record System
- 22.3 Traffic Law Enforcement
- 22.4 Reports
- 22.5 Contact with Violators
- 22.6 Speed Measuring Devices

22.1 Traffic Function

A written directive governs the agency's assignment of the responsibility for its traffic function.

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.

22.2 Traffic Record System

The agency has a traffic record system containing traffic accident data and traffic enforcement data.

Clarification Statement: Maintaining a comprehensive traffic record system that includes both accident data and enforcement data allows the agency to analyze traffic trends, identify problem areas, and assess the impact of enforcement efforts. Accurate and up-to-date records support data-driven decision-making, helping to improve public safety and optimize resource allocation for traffic safety initiatives.

22.3 Traffic Law Enforcement

A written directive establishes uniform procedures for taking enforcement action related to traffic law violation, including physical arrests, notices of infractions and warnings.

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 the agency's 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.

22.4 Reports

A written directive governs preparation, accountability, and processing of traffic reports to include:

- A. Citations
 - B. Arrests
 - C. Reports
 - D. Supplemental reports
-

Clarification Statement: Clear guidelines help maintain accurate records, streamline reporting procedures, and support data integrity, while also promoting transparency and accountability within the agency's law enforcement operations.

22.5 Contact with Violators

A written directive establishes procedures for officers for stopping, approaching and contacting traffic law violators.

Clarification Statement: Clear and consistent procedures for officers to follow when stopping, approaching, and contacting traffic law violators ensure officer safety, protect the rights of individuals, and promote professionalism during traffic stops. By standardizing these procedures, the agency enhances accountability, reduces risk, and fosters public trust in law enforcement practices.

22.6 Speed Measuring Devices

A written directive governs the use of speed measuring devices in traffic law enforcement, including:

- A. Operational procedures
 - B. Equipment care, maintenance, and calibration
 - C. Operator training and certification
-

Clarification Statement: The intent of this standard is for agencies to have clear operational procedures for personnel that utilize speed measurements (radar, laser, etc.). The directive should outline that officers utilizing such devices are fully trained and maintain such certification.

Chapter 23 TRAFFIC CRASH INVESTIGATION

23.1 Reporting and Investigating Traffic Crashes

23.2 Enforcement Actions

23.3 Crash Scene Procedures

23.1 Reporting and Investigating Traffic Crashes

A written directive establishes procedures and assigns responsibility and accountability for reporting and investigating traffic crashes generally, and specifically involving:

- A. Death or injury
 - B. Property damage
 - C. Hit and run
 - D. Impairment due to alcohol or drugs
 - E. Hazardous materials
 - F. Private property
 - G. Government
-

Clarification Statement: The purpose of this standard is to specify which types of collisions require extensive investigation and which require a report. The agency response to more complex investigations of traffic collisions may include a multi-jurisdictional response with DPS, assistance from Fire Department and EMS services, ADOT or other highway related services. Agencies should identify and communicate to all personnel, the response and reporting requirements of this standard.

23.2 Enforcement Actions

A written directive establishes guidelines for taking enforcement action for violations resulting in traffic crashes.

Clarification Statement: This standard ensures that the agency has clear and consistent guidelines for taking enforcement action when traffic violations result in crashes. Establishing these procedures promotes fairness, accountability, and uniformity in handling traffic-related incidents. It also helps officers make informed decisions based on the circumstances of each crash, while maintaining transparency and public trust in the enforcement process.

23.3 Crash Scene Procedures

A written directive establishes collision scene procedures for handling deaths, injuries, fire hazards, hazardous materials and road obstructions.

Clarification Statement: This standard ensures that officers have clear and consistent procedures for managing collision scenes involving deaths, injuries, fire hazards, hazardous materials, and road obstructions. By providing structured guidelines, the agency promotes effective and safe scene management, minimizing risks to responders and the public.

Standardized procedures help ensure that critical tasks are handled systematically, preserving evidence, protecting lives, and restoring traffic flow as efficiently as possible.

Chapter 24 TRAFFIC DIRECTION AND CONTROL

24.1 Traffic Direction and Control Function

24.2 Traffic Escort Services

24.3 Roadblocks

24.1 Traffic Direction and Control Function

A written directive governs the agency's traffic direction and control functions.

Clarification Statement: This standard ensures that the agency has clear and consistent guidelines for directing and controlling traffic to maintain public safety and efficient traffic flow. By establishing written procedures, the agency promotes uniformity in how officers manage intersections, traffic congestion, special events, and emergencies. Standardized traffic direction and control practices help reduce the risk of accidents, enhance officer safety, and ensure a professional approach to managing vehicular and pedestrian movement.

24.2 Traffic Escort Services

A written directive governs the practice of police escorts of civilian and/or commercial vehicles to include funeral escorts, medical emergencies, dignitary motorcades, parades, etc.

Clarification Statement: The intent of this standard is to specify the circumstances, both routine and emergency, under which escort services may or may not be authorized. Agencies should consider the danger of escorting vehicles in the event of funeral escorts, medical emergencies and dignitary motorcades. The directive should give personnel clear direction on how to most safely handle such duties.

24.3 Roadblocks

A written directive describes circumstances warranting the use of sobriety and traffic safety roadblocks and specifies procedures for implementation.

Clarification Statement: By defining the circumstances that warrant their implementation and establishing proper procedures, the agency promotes legality, safety, and effectiveness. Standardized practices help protect the rights of individuals while enhancing public safety by deterring impaired or unsafe driving behaviors.

Chapter 25 TRAFFIC ANCILLARY SERVICES

- 25.1 Emergency Assistance
- 25.2 Hazardous Roadway Conditions
- 25.3 Hazardous Materials
- 25.4 Abandoned Vehicles
- 25.5 Towing

25.1 Emergency Assistance

A written directive governs the provision of emergency assistance to needful roadway users.

Clarification Statement: The purpose of this standard is to identify and set procedures for assisting motorists with emergency assistance such as stranded or disabled motorists, providing or obtaining fuel, changing tires, etc.

25.2 Hazardous Roadway Conditions

A written directive specifies procedures for taking action to correct hazardous roadway conditions.

Clarification Statement: Agencies are encouraged to partner with ADOT or local traffic engineering officials in the identification and corrective action for hazardous roadway conditions. This may include the use of temporary traffic control devices (barricades, temporary stop signs or other devices).

25.3 Hazardous Materials

A written directive specifies procedures for hazardous material control or removal from roadways.

Clarification Statement: Agencies should identify in the written directive the role of local fire departments, state DEQ and other hazardous materials mitigation and abatement organizations.

25.4 Abandoned Vehicles

A written directive specifies procedures for the handling of abandoned vehicles in accordance with A.R.S. 28- 4834

Clarification Statement: This standard ensures that the agency has clear and consistent procedures for handling abandoned vehicles in compliance with Arizona Revised Statutes (A.R.S.) 28-4834. By establishing written guidelines, the agency promotes legal and efficient processing of abandoned vehicles, including identification, documentation, removal, and disposal. This helps maintain public safety, reduces roadway obstructions, and ensures proper adherence to state laws.

25.5 Towing

A written directive governs the removal, storage and towing of vehicles and requires that a record be maintained of all vehicles removed, stored or towed at the direction of agency personnel.

Clarification Statement: Maintaining accurate records of all vehicles involved helps promote accountability, transparency, and efficient tracking of vehicle disposition. By implementing standardized guidelines, the agency reduces the risk of liability, enhances public trust, and ensures compliance with legal and procedural requirements.

Chapter 26 RECORDS

26.1 Records Integrity

26.2 Personnel Files

26.3 ACIC and NCIC

26.4 Wanted, Missing and Runaway Persons

26.5 Crime Reporting

26.1 Records Integrity

The agency has a written directive that:

- A. Establishes security and privacy precautions for all agency records
 - B. Outlines security and access
 - C. Establishes procedures for the release of records
 - D. Maintains a records retention schedule
 - E. Procedures for redaction
-

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. Release of records must be made in accordance with the Arizona FOIA and applicable Court Rules pertaining to Discovery. Internal affairs records are not included in this standard.

26.2 Personnel Files

A written directive regulates the maintenance, retention, access and release of personnel files in accordance with established law.

Clarification Statement: By establishing written guidelines, the agency promotes transparency, accountability, and the protection of employee privacy. Proper management of personnel files helps safeguard sensitive information while ensuring that records are accurate, secure, and accessible only to authorized individuals.

26.3 ACIC and NCIC

The agency maintains full participation in Arizona Crime Information Center (ACIC) and the National Crime Information Center (NCIC) when applicable.

Clarification Statement: Participation in these systems enhances the agency's ability to access critical information related to criminal activity, wanted persons, stolen property, and other law enforcement data. By maintaining full participation, the agency supports effective investigations, promotes officer safety, and contributes to the nationwide sharing of essential criminal justice information.

26.4 Wanted, Missing and Runaway Persons

The agency ensures ACIC and/or NCIC entries of wanted persons, missing persons and runaway juveniles within the period of time as required by statutes, following issuance or notification.

Clarification Statement: A.R.S. 41-5105 mandates that high risk missing persons be entered immediately into ACIC/NCIC by the agency receiving the report.

26.5 Crime Reporting

A written directive outlines the agency's procedures for collection and submitting crime data Uniform Crime Reporting (UCR) or National Incident Based Reporting System (NIBRS)

Clarification Statement: By establishing written guidelines, the agency promotes accurate and standardized crime reporting, which supports data integrity and contributes to national crime statistics. Adhering to these procedures enhances the agency's ability to analyze crime trends, allocate resources effectively, and maintain transparency with the community and other law enforcement partners.

Chapter 27 COLLECTION, PRESERVATION AND STORAGE OF EVIDENCE

- 27.1 Evidentiary Items
- 27.2 Procedures | Submission for Laboratory Analysis
- 27.3 Evidence Controls
- 27.4 Inspections and Audits **TIME SENSITIVE**
- 27.5 Storage and Security
- 27.6 High Risk Storage

27.1 Evidentiary Items

The agency has written procedures for the collection, identification, preservation, storage and documented transfer of physical evidence.

Clarification Statement: This standard applies to all persons involved with the collection, preservation, processing, and collection of evidence. The procedures must meet those requirements of the forensic crime lab that the agency utilizes and maintains chain of custody of evidence.

27.2 Procedures | Submission for Laboratory Analysis

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

- A. Identification of the person(s) responsible for the submittal of evidence to the laboratory
 - B. Packaging and transmitted requirements of evidence being submitted
 - C. All documentation required to accompany evidence upon submittal
 - D. Obtaining receipts that document the chain of custody
-

Clarification Statement: The submission to the forensic laboratory shall be in accordance with the lab's policies and guidelines. Agency policy should identify the most current evidence submission requirements of the laboratory.

27.3 Evidence Controls

The agency has established and maintains a property system for the secure and proper recording, storage, classification, retrieval and disposition of all property under the protective custody of the agency.

Clarification Statement: 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. In-custody property can refer to arrestee, ~~detainee~~ and/or prisoner property for safe-keeping. Property refers to evidentiary, recovered, in-custody and found property.

27.4 Inspections and Audits TIME SENSITIVE

Personnel not charged with the custody of property or evidence perform inspections and audits of both properties owned and used by the agency and property/evidence placed within the protective custody of the agency.

- A. Semi-annually conduct an unannounced inspection of the property and evidence function. Prepared report is submitted via the chain of command to the agency CEO.
- B. Annually conduct a documented audit of the property and evidence function (at a minimum, 100 high risk items and 150 other items for a total of 250 items). Prepared report is submitted via the chain of command to the agency CEO.
- C. Complete an audit of all high-risk items as specified by Appendix E, to include an additional 150 other items of property and evidence, whenever there is a change of Property and Evidence Custodian or CEO. Prepared report is submitted via the chain of command to the agency CEO.

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.

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 (item A) does not require an audit of property and/or evidence but must be a separate incident from B and C.

27.5 Storage and Security

All property designated as evidence is stored within designated secure areas with access limited to authorized personnel only. A secure facility is available for officers during periods when the agency's property room is closed.

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. 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 subcontractor 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 procedures.

27.6 High Risk Storage

The property system of the agency incorporates additional special security and control measures to safeguard all high-risk items (money, firearms, controlled substances and high value items) within the protective custody of the agency.

Clarification Statement: 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.

Chapter 28 POLICE COMMUNICATIONS

- 28.1 Telephones
- 28.2 Communications Services
- 28.3 Misdirected Emergency Calls
- 28.4 Maps
- 28.5 Portable Radios
- 28.6 Recording
- 28.7 Release of Recorded Messages
- 28.8 Security
- 28.9 Training
- 28.10 Radio Communications

28.1 Telephones

The agency participates in a single-access telephone system utilizing 911 or other area-wide single police emergency number.

Clarification Statement: Utilizing a single emergency number enhances public safety by reducing response times and minimizing confusion during emergencies. It also ensures consistency and reliability in connecting individuals with appropriate emergency personnel, fostering community trust and confidence in the agency's responsiveness.

28.2 Communications Services

The agency maintains full-time operation communications service either independently or through a centralized communications system.

Clarification Statement: Maintaining full-time communications capability is essential for prompt response to emergencies, effective coordination of field units, and maintaining situational awareness. Reliable and uninterrupted communications enhance public safety, officer safety, and operational efficiency by ensuring that assistance and support are always accessible when needed.

28.3 Misdirected Emergency Calls

The agency has established procedures for the prompt and effective routing of misdirected emergency calls.

Clarification Statement: None

28.4 Maps

Maps of the primary service area and surrounding jurisdictions are visually available to the communications personnel.

Clarification Statement: This standard ensures that communications personnel have immediate visual access to maps of the primary service area and surrounding jurisdictions. Having accurate and up-to-date maps readily available enhances the ability to quickly identify locations, coordinate responses, and provide precise directions to field personnel. This practice improves situational awareness, reduces response times, and supports effective communication and coordination during emergencies and routine operations.

28.5 Portable Radios

Each on-duty officer is furnished with a two-way hand-carried portable radio.

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

28.6 Recording

The agency possesses the capability for recording and immediate playback of all radio transmissions and all incoming telephone calls.

Clarification Statement: This capability enhances accuracy in communication, supports incident documentation, and allows for quick verification of critical information during emergencies. Immediate playback aids in clarifying details, improving situational awareness, and maintaining accountability, while recorded transmissions serve as valuable evidence and reference for investigations and quality assurance.

28.7 Release of Recorded Messages

A written directive establishes the criteria and procedures for the review and release of information recorded within the agency's communication system.

Clarification Statement: By establishing written procedures, the agency promotes accountability and transparency while safeguarding sensitive data. These guidelines help ensure that information is released in compliance with legal requirements and agency policies, protecting both the integrity of the data and the privacy of individuals involved.

28.8 Security

If the agency operates a full-time telephone service and/or radio communications center, it provides such service from facilities designed to be reasonably secure from physical attack or sabotage.

Clarification Statement: By implementing robust security measures, the agency helps safeguard critical communication infrastructure, ensuring the continuous and reliable operation of essential services. This practice enhances the safety of communications personnel and protects the integrity of emergency response capabilities, maintaining operational readiness at all times.

28.9 Training

All communications personnel have successfully completed a Communications Training Officer program and/or other accepted training.

Clarification Statement: This standard ensures that all communications personnel receive comprehensive and standardized training through a Communications Training Officer (CTO) program or other approved training methods. Proper training equips personnel with the necessary skills and knowledge to effectively manage emergency calls, dispatch resources, and maintain clear communication during critical incidents. Meeting this standard enhances the professionalism and competence of communications staff, promoting efficient and reliable service to the community and supporting officer safety.

28.10 Radio Communications

A written directive establishes procedures for radio communications to and from patrol officers and specifies those circumstances requiring such communication by patrol officers.

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.

Chapter 29 HAZARD AND EXPOSURE CONTROL

- 29.1 Bloodborne Pathogen Prevention
- 29.2 Hazard Communication and Materials
- 29.3 Reserved
- 29.4 Federal and State Regulations (OSHA)
- 29.5 Fire Extinguishers **TIME SENSITIVE**
- 29.6 Hazardous Materials Lead Exposure (Indoor Ranges) **TIME SENSITIVE**
- 29.7 Hearing Conservation Program

29.1 Bloodborne Pathogen Prevention

The agency shall have a written bloodborne pathogen "Exposure Control Plan" that addresses the following:

- A. Eating, drinking, smoking, applying cosmetics or lip balm and handling contact lenses is prohibited in work areas where there is reasonable likelihood of occupational exposure.
 - B. Contaminated work surfaces (i.e. evidence processing areas) will be decontaminated with an appropriate disinfectant after contamination.
 - C. If blood or other potentially infectious materials penetrate clothing, the garment shall be removed immediately or as soon as possible. Contaminated laundry will be bagged or placed in a container immediately or as soon as possible.
-

Clarification Statement: This standard ensures that the agency has a comprehensive written "Exposure Control Plan" to minimize the risk of occupational exposure to bloodborne pathogens. The plan outlines safe practices, including prohibiting eating, drinking, smoking, and personal grooming in exposure-prone areas, proper decontamination of contaminated surfaces, and immediate handling and removal of contaminated clothing and laundry.

29.2 Hazard Communication and Materials

The agency has a written directive for personnel who are exposed to hazardous materials and respond to potential hazardous material incidents that includes:

- A. Container labeling
 - B. Safety Data Sheets (SDS)
 - C. Other forms of warning
 - D. Access to North American Emergency Response Guidebook
 - E. Ability to observe hazardous material incidents from safe distance
-

Clarification Statement: This standard ensures that the agency has a clear and comprehensive written directive for personnel who may be exposed to hazardous materials or respond to potential hazardous material incidents. It ensures that personnel maintain a safe distance while observing hazardous material incidents. These measures help protect the safety of responders and the public while ensuring effective and informed incident management. Methods of observing can include binoculars, drones or other distance-observing devices.

29.3 Reserved

29.4 Federal and State Regulations (OSHA)

At no cost to the employee, the agency provides OSHA-required Personal Protective Equipment that will be readily available in areas of the building where hazardous and/or biohazard materials may be encountered.

Clarification Statement: May include disposable gloves, masks, eye protection and/or face shields, and antiseptic hand cleaner/sanitizer.

29.5 Fire Extinguishers TIME SENSITIVE

Fire extinguishers provided by the agency are maintained at regular intervals.

Clarification Statement: None

29.6 Hazardous Materials Lead Exposure (Indoor Ranges)

TIME SENSITIVE

If an agency has an indoor firing range that is not lead-free, an annual area survey is conducted for airborne lead and residual lead, to ensure safety of personnel.

Clarification Statement: None

29.7 Hearing Conservation Program

The agency has a hearing conservation program that requires the use of hearing protection when exposed to excessive noise levels for extended periods of times, or at scenes of other loud events as defined by the agency.

Clarification Statement: This standard ensures that the agency has a comprehensive hearing conservation program in place to protect personnel from potential hearing damage caused by prolonged exposure to excessive noise levels or loud events. By requiring the use of hearing protection in defined situations, the agency promotes the long-term health and safety of its employees, reduces the risk of occupational hearing loss, and demonstrates a commitment to maintaining a safe working environment.

Chapter 30 INDIAN COUNTRY JURISDICTION

- 30.1 Indian Country Training **TIME SENSITIVE**
- 30.2 Violence Against Women Act (VAWA)
- 30.3 Missing or Murdered Indigenous Persons (MMIP)
- 30.4 Indian Country Mutual Aid
- 30.5 Indian Country Extradition
- 30.6 Indian Country Exclusion
- 30.7 Reserved
- 30.8 Indian Country and Domestic Violence
- 30.9 Indian Country and Criminal Justice Information Systems and Public Safety Access Points

30.1 Indian Country Training TIME SENSITIVE

The agency has a written directive for initial training of all new sworn and pertinent professional staff, and retraining for all sworn and pertinent professional staff every 4-years, which addresses the following about Indian Country:

- A. Jurisdiction
- B. Sovereignty
- C. Law Enforcement Powers
- D. Judicial System including Court Orders and Warrants
- E. Indian Country Operating Parameters for Non-Tribal Law Enforcement Personnel, if applicable.

Clarification Statement: References: 18 U.S.CODE 1151; 25 U.S.CODE 2803.2/3/7; ARS13-3871; ARS13-3874.A; 25 U.S. Code 2803.2/3/7. Each tribe has its own sovereignty. Tribes may have Tribal, State, and/or Federal law enforcement powers.

30.2 Violence Against Women Act (VAWA)

The agency has a written directive identifying the Violence Against Women Act (VAWA) expands tribal criminal jurisdiction over non-Native American offenders.

Clarification Statement: This directive promotes awareness and understanding of the legal authority granted to tribal law enforcement, enabling them to effectively address crimes related to domestic violence, dating violence, and violations of protection orders committed by non-Native individuals. By establishing clear guidelines, the agency enhances its ability to protect victims and uphold justice within the tribal community.

30.3 Missing or Murdered Indigenous Persons (MMIP)

The agency has a written directive recognizing and identifying operations regarding Missing or Murdered Indigenous Persons (MMIP) and the Savanna Act.

Clarification Statement: Savanna's Act is an effort to improve response to MMIP, increasing coordination among Federal, State, Tribal, and local law enforcement agencies.

30.4 Indian Country Mutual Aid

Law enforcement agencies that operate adjacent to, or with, Indian Country law enforcement agencies should have a mutual aid agreement. Additionally, Indian Country law enforcement agencies operating in conjunction with non-tribal agencies, should have mutual aid agreements with these non-tribal agencies.

Clarification Statement: Types of Mutual Aid agreements can include Memorandums of Agreements (MOA), Memorandums of Understanding (MOU), and Inter-governmental Agreements (IGA). These agreements provide guidelines for operations, staffing, and resources.

30.5 Indian Country Extradition

The agency has a written directive that identifies Tribal Governments have an extradition process from Indian Country Jurisdiction to State Jurisdiction and from State Jurisdiction to Indian Country Jurisdiction.

Clarification Statement: None

30.6 Indian Country Exclusion

A written directive identifies that many Tribal Governments have Exclusion Processes from Indian Country Jurisdiction for persons whose presence is detrimental to the peace, health or morals of their community, or who violate the laws of the community.

Clarification Statement: This standard ensures that the agency has a written directive acknowledging that many Tribal Governments have established Exclusion Processes to remove individuals whose presence is considered detrimental to the peace, health, morals, or legal integrity of the community. These processes allow Tribal Governments to protect their communities by excluding individuals who violate community laws or pose a threat to public safety and well-being. By clearly identifying and understanding these processes, the agency can better support tribal sovereignty and maintain positive community relations.

30.7 Reserved

30.8 Indian Country and Domestic Violence

The agency has a written directive identifying the Federal Statute regarding Interstate Domestic Violence (18 USC 2261). Persons, who enter or leave Indian Country, and commit crimes found under that Statute, are subject to Federal prosecution.

Clarification Statement: This standard ensures that the agency has a written directive clearly outlining the Federal Statute regarding Interstate Domestic Violence (18 USC 2261). The directive specifies that individuals who cross into or out of Indian Country and commit crimes falling under this statute are subject to Federal prosecution. By establishing clear guidelines, the agency promotes an understanding of federal jurisdiction in domestic violence cases involving interstate or cross-jurisdictional activity, thereby enhancing coordination with federal authorities and ensuring accountability for offenders.

30.9 Indian Country and Criminal Justice Information Systems and Public Safety Access Points

The agency has a written directive stating Tribal Governments, who have their own police agency, provide their own:

- A. Criminal Justice Information System (CJIS) portal
 - B. Public Safety Access Point (PSAP) Communications Center
 - C. Sex Offender Registration and Notification System (SORNA) that provides data to the National Sex Offender Registration System (NSORS).
-

Clarification Statement: This standard ensures that the agency has a written directive recognizing that Tribal Governments operating their own police agencies are responsible for maintaining their own Criminal Justice Information System (CJIS) portal, Public Safety Access Point (PSAP) Communications Center, and Sex Offender Registration and Notification System (SORNA). These systems are essential for effectively managing criminal justice data, coordinating emergency communications, and maintaining compliance with federal requirements by providing data to the National Sex Offender Registration System (NSORS). Clearly defining these responsibilities promotes effective law enforcement operations, supports public safety, and builds collaboration between tribal and federal agencies.

PROPERTY INVENTORY AUDIT CHART

When your agency is required to conduct an audit of high-risk items—such as when a Chief Executive Officer or Property and Evidence Custodian changes, you must review a sample of those items based on the total number of high-risk items in your inventory. Use the chart below to determine how many items you need to audit.

How to Use This Chart

Total High-Risk Inventory	Number to Audit
Less than 200 items	Audit all items
200 – 1,000	Audit 200 items, plus 50% of the remaining items over 200
1,001 – 5,000	Audit 600 items, plus 20% of the remaining items over 600
5,001 – 25,000	Audit 1,400 items, plus 10% of the remaining items over 1,400
25,001 – 100,000	Audit 3,900 items, plus 5% of the remaining items over 3,900
More than 100,000	Audit 7,700 items, plus 2.5% of the remaining items over 7,700

Example 1:

Total High-Risk Items: 4,500

Audit Requirement:

600 + (20% of the remainder)

= 600 + (4,500 - 600 = 3,900 → 20% of 3,900 = 780)

Total to Audit: 1,380 items

Example 2:

Total High-Risk Items: 45,000

Audit Requirement:

3,900 + (5% of the remainder)

= 3,900 + (45,000 - 3,900 = 41,100 → 5% of 41,100 = 2,055)

Total to Audit: 5,955 items

Example 3:

Total High-Risk Items: 450

Audit Requirement:

200 + (50% of the remainder)

= 200 + (450 - 200 = 250 → 50% of 250 = 125)

Total to Audit: 325 items

TIME SENSITIVE STANDARDS

■ Daily / Monthly / Quarterly

<u>Frequency</u>	<u>ALEAP Standard</u>	<u>Requirement Description</u>
Daily	5.1	Administrative Reporting
Monthly	5.1	Administrative Reporting
Quarterly	8.4	Accounting System Review
Quarterly	8.6	Cash Accounts Audit

■ Bi-Annually (Twice a Year)

<u>ALEAP Standard</u>	<u>Requirement Description</u>
19.4	Unusual Occurrence Equipment Inspection
27.4	Unannounced Property & Evidence Audit

■ Annually

<u>ALEAP Standard</u>	<u>Requirement Description</u>
1.7	Use of Force Analysis
5.1	Administrative Reporting
6.1	Operational Planning
8.5	Finance Department Audit

12.5	Personnel Complaints
14.2	De-Escalation Training
14.2	Policy/Procedure Updates
14.4	Legal Updates
14.4	Bias-Based Policing
14.4	Bloodborne Pathogen Training
14.4	Weapons Qualification
14.4	Remedial Training
14.4	Hazard Communication
14.4	Specialized Medical Equipment
16.1	Performance Evaluations
19.3	Unusual Occurrence Plan Review
19.8	Active Shooter Policy Review
21.1	Emergency Vehicle Policy Review
21.2	Pursuit Policy Review
21.2	Pursuit Analysis
27.4	Property & Evidence Audit (100/150 items)
29.5	Fire Extinguisher Inspection
29.6	Lead Exposure - Indoor Range

■ Every 3 Years

<u>ALEAP Standard</u>	<u>Requirement Description</u>
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1.8	Less Lethal / Less Than Lethal Weapons Review
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■ Every 4 Years

<u>ALEAP Standard</u>	<u>Requirement Description</u>
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30.1	Indian Country Training
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GLOSSARY OF TERMS

Disclaimer

This Arizona 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 Arizona. Those standards have been developed and approved by the Arizona 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 Arizona.

The Arizona Law Enforcement Accreditation Commission recognizes that federal, state, tribal and local law, collective bargaining agreements, administrative regulations and local ordinances take precedence over these standards.

A

AACOP: Arizona Association of Chiefs of Police

ACIC: Arizona Crime Information Center

ALEAC: Arizona Law Enforcement Accreditation Commission

ALEAP: Arizona Law Enforcement Accreditation Program

ALP: Arizona Leadership Program

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).

ARS: Arizona Revised Statutes

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. 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.

AUDIT (Property and Evidence Function): A documented accounting of high-risk items and other evidence and non-agency property to establish that all property is accounted for and records can be reasonably assumed to be correct.

AZMAC: Arizona Mutual Aid Compact

AZPOST: Arizona Peace Officer Standards and Training

B

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

CAD: Computer Aided Dispatch

CEO: The highest-ranking individual in the agency.

Traditional Law Enforcement CEO:

A Traditional Law Enforcement CEO is the highest-ranking executive officer within a law enforcement agency that primarily performs typical law enforcement functions such as patrol, investigations, traffic enforcement, and emergency response. These agencies typically include municipal police departments, county sheriff's offices, state police or highway patrol agencies, and tribal police departments.

The CEO of such agencies typically holds the title of **Chief of Police, Sheriff, or Director of Public Safety** and is responsible for overseeing daily operations, policy implementation, and strategic planning within the agency.

Non-Traditional Law Enforcement CEO:

A Non-Traditional Law Enforcement CEO is the executive officer of an agency or department that possesses law enforcement authority or sworn officers but does not primarily perform traditional law enforcement functions. These agencies may focus on specialized areas such as investigations, regulatory enforcement, public safety within a specific jurisdiction (e.g., campus police or transportation enforcement), or compliance oversight.

Examples include CEOs of state regulatory agencies, transportation departments with certified officers, attorney general's offices with investigative functions, and financial or insurance fraud divisions with law enforcement powers. The CEO may hold titles such as **Director, Superintendent, Commissioner, or Chief Investigator**.

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.

CJIS: Criminal Justice Information System

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.

CONCURRENT JURISDICTION: Having equal or overlapping jurisdiction or authority.

CRITICAL INCIDENT / UNUSUAL OCCURRENCE: 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 custody of agency personnel and whose freedom of movement is at the will of agency personnel.

E

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.

FMLA: Family Medical Leave Act

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.



IGA: Intergovernmental Agreement

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.

INSPECTION: A critical examination; a formal review of all components of a particular requirement and an examination of their application.

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: A detailed list of agency owned or controlled property in possession of the agency, which includes a definition (or value) of what is to be

itemized, and a written certification by the person conducting the listing.

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

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.

M

MAY: Permissible

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.

MOU: Memorandum of Understanding

N

NCIC: National Crime Information Center

NIBRS: National Incident Based Reporting System

NSORS: National Sex Offender Registration System

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, measurable, 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

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, as designated by the agency.

PSAP: Public Safety Access Point

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.

RESERVE OFFICER: A 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.

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.

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.

SHALL: Mandatory

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.

SORNA: Sex Offender Registration and Notification System

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 Team (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.

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

UCR: Uniform Crime Report

UNANNOUNCED: For the purposes of manual, this term is used in the context of a “no-knock” entry.

UNITY OF COMMAND: The concept that each individual in the organization has one, and only one, immediate supervisor.

UNUSAL OCCURANCE: An unusual occurrence is either caused by human or natural phenomena and requires response actions to prevent or minimize loss of life, or damage to property and/or the 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.

W

WILL: Conditions permitting

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.