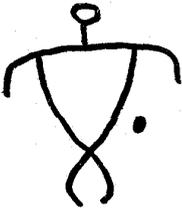
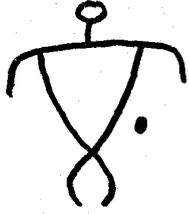


X **HAWAII  
CRIMINAL  
JUSTICE  
STANDARDS  
AND  
GOALS**



MICROFICHE



56762

**POLICE**

STATE LAW ENFORCEMENT AND JUVENILE DELINQUENCY  
PLANNING AGENCY. HONOLULU, HAWAII.

HAWAII  
CRIMINAL  
JUSTICE  
STANDARDS  
AND  
GOALS

POLICE

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This endeavor was made possible by a Federal Grant from the Law Enforcement Assistance Administration of the U.S. Department of Justice, authorized under the Omnibus Crime Control and Safe Streets Act.

**STATE OF HAWAII**

**CRIMINAL JUSTICE**

**STANDARDS**

**AND**

**GOALS**

NCJRS

APR 10 1979

ACQUISITIONS

**POLICE**

State Law Enforcement and Juvenile Delinquency Planning Agency  
Honolulu, Hawaii  
May, 1977



STATE OF HAWAII  
STATE LAW ENFORCEMENT AND JUVENILE DELINQUENCY PLANNING AGENCY  
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F O R E W O R D

Acknowledgment is extended to the members of the task forces for Police, Courts, Adult Corrections, Juvenile Justice, and Criminal Justice Information Systems who assisted in the development of the standards and goals for Hawaii's criminal justice system. Many hours were spent in reviewing model standards as developed by various national organizations and in accepting, rejecting or modifying those standards to fit the current criminal justice practices, and to address the needs and problems in the State of Hawaii.

The result is a comprehensive range of interrelated standards to combat crime and to improve on criminal justice efficacy and efficiency. These standards should aid greatly in guiding, shaping and influencing Hawaii's formal criminal justice system for many years to come.

However, as important as the standards are, it must be remembered that the standards and goals developmental process is a dynamic, on-going one. These reports from the 5 areas really mark only the beginning of a detailed, long-term proceeding.

A handwritten signature in black ink, appearing to read "H. Lum".

---

Judge Herman Lum  
Chairman, Supervisory Board  
State Law Enforcement & Juvenile  
Delinquency Planning Agency

May, 1977

## PREFACE

This report on the Police Standards and Goals for the State of Hawaii was completed as part of the statewide project for the Analysis and Development of the National Advisory Commission on Criminal Justice Standards and Goals.

The principal objective of this project was to develop and adopt a set of goals, standards, and priorities in law enforcement for the Police throughout the State. This initial task of developing a comprehensive plan of goals, standards, and priorities was accomplished primarily through analysis and modification of the NAC Model Standards and Goals on Police, as well as the ABA Standards relating to the Urban Police Function and other model standards which were applicable.

A Police and Public Protection Task Force was established to act as an advisory committee to help identify problems and develop the goals and standards for the Police. The members of the Task Force were chosen from a broad spectrum of the criminal justice system. This included high ranking officers of the four County Police Departments, as well as people from other State, Federal and private criminal justice agencies and institutions.

The views and recommendations in this report are those of the majority of the Task Force. There were some minority views held in opposition to certain standards and an objection was made to the clarity of the standards of Chapter 19.

There may be Police Departments in the State which have equaled or surpassed some standards in this report. Therefore, since each Police Department functions independently, the Chiefs of Police of each of the four counties were asked to set priorities for the goals and standards according to the individual needs of their particular department.

It is hoped that this report will serve its purpose of becoming a blueprint for planning, guidance, and allocation of resources in the implementation of changes which will contribute towards the reduction of crime and improvement of the criminal justice system.

## ACKNOWLEDGEMENTS

We wish to make a special acknowledgement to those persons who contributed much of their time and effort in making the completion of this report possible.

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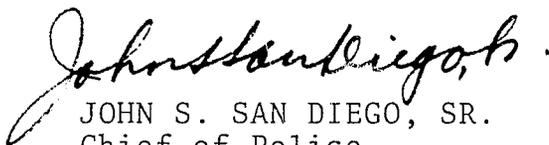
We would also like to thank the numerous people of the various Police Departments of the State of Hawaii for their invaluable help and cooperation, and especially:

*Chief Francis Keala  
Honolulu Police Department*

*Chief Roy K. Hiram  
Kauai Police Department*

*Chief Ernest J. Fengerstrom  
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Acknowledgement is also extended to Stanley Burden and Dayton Nakanelua of the State of Hawaii Organization of Police Officers who provided specialized assistance.



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## INTRODUCTION

The State of Hawaii is truly unique among the fifty states by virtue of its geographical location. It is situated on widely separated volcanic islands over 2,400 miles from the mainland.

The extraordinary beauty of the islands and the year-round semi-tropical climate and outstanding beaches attract almost 3 million visitors each year.

The State has been divided into four counties. The resident population of the State is approximately 865,000. Of that total population, about 704,000 live on the Island of Oahu, which is designated the City and County of Honolulu. Included in the 704,000 figure are 58,000 Armed Forces personnel and their dependents. The largest island, Hawaii, which is the County of Hawaii, has 75,000 residents. The County of Maui encompasses three islands having a total county resident population of about 54,000; the Island of Maui has 47,000, Molokai, 5,000, and Lanai, 2,000. The County of Kauai is composed of two islands, Kauai and Niihau, with a total of 32,000 residents, 200 of which are persons of Hawaiian ancestry occupying Niihau, a privately owned island.

Each of the four County Police Departments has different problems stemming from the various conditions within its locale. The Honolulu Police Department's jurisdiction covers one of the 10 largest cities in the United States, Honolulu, as well as agricultural, rural, and suburban areas. Each of the other three Police Departments

covers small urban, town, agricultural, and rural areas of varying population densities. All departments have to deal with a great transient and military population which includes tourists, long and short time visitors, and persons with no real homes or roots who find the warm climate of Hawaii most amenable to casual living.

Travel between the islands is accomplished primarily by air with some heavy freight carried by ship and self-propelled barge and limited passenger service on a new tourist-oriented hydrofoil system.

Each of the four Police Departments is independent under the jurisdiction of each county. Each county has a Police Commission, established under State law. The Commissions are responsible for the overseeing of the operation of the Police Departments.

There is no State Police or State Highway Patrol in Hawaii.

The Standards and Goals stated herein will have to be read within the framework of the present structure of four police departments who will have to implement the Standards and Goals in different manners depending on the size of the departments, the population of the counties and the resident distribution within the Counties and the local conditions in each jurisdiction.

CHAPTER 1  
THE POLICE ROLE

GOAL: --

Public trust in the Police should be fostered through an understanding and awareness of the functions performed by the Police, their duties, their aims, and their position in the governmental structure and the community as a whole. This can only be accomplished after the Police, themselves, understand their role, their functions, and their involvement in community affairs. There then must be communication between the Police and the other elements of government and the public so that thorough understanding and cooperation can be established.

Standard 1.1: --

The Police Function

Each Police Chief should develop a comprehensive written policy, based on policies set forth in the applicable laws, ordinances, County Charters and on the policies of the governing body which provides formal authority for the police function, and should set forth the objectives and goals that will guide the Department's delivery of Police services.

Police policy should articulate its role in the protection of Constitutional guarantees, the enforcement of the law, and the provision of services necessary to reduce crime, to maintain public order, and to respond to the needs of the community.

Standard 1.1, cont'd: --

To accomplish this, it is necessary to:

- a. Identify clearly the principal objectives and responsibilities of police and establish priorities between the several and sometimes conflicting objectives;
- b. Provide for adequate methods and confer sufficient authority to discharge the responsibility given them;
- c. Provide adequate mechanisms and incentives so that attention is given to the development of law enforcement policies to guide the exercise of administrative discretion by police;
- d. Provide for the proper use of police authority;
- e. Develop an appropriate professional role for and constraints upon individual police officers in policy-making and political activity;
- f. Provide Police Departments with human and other resources necessary for effective performance;
- g. Improve the criminal justice, juvenile justice and mental health systems of which the police are an important part;
- h. Gain the understanding and support of the community;  
and
- i. Provide adequate means for continually evaluating the effectiveness of police services.

Standard 1.1, cont'd: --

1. Each Police Chief should strive to relieve police officers from performing non-police functions in order to maximize the department's efforts and properly utilize its resources to accomplish those standards enumerated herein.

a. In recommending transfer to other governmental agencies of non-criminal activities now performed by the Police, the Police Chief should seriously consider the following:

1. Crime Prevention - where social conditions exist which may foster crime, but where there are no indications of a crime being planned or in progress. e.g., Juveniles.
2. Driver Licensing -- Should be State function.
3. Periodic Motor Vehicle Inspection.
4. Process Serving - Civil Papers.
5. Regulatory functions and investigations -- e.g., Noise pollution, camping permits, open fires, patrolling camp areas, licenses, dog wardens (Maui), etc.
6. Transportation of V.I.P.'s.
7. Coroner's functions.
8. Family counseling.
9. Insurance investigations; e.g., lost or misplaced valuables.

Standard 1.1, cont'd: --

10. Parking tickets.
  11. Traffic control.
  12. School crossings.
  13. Jail.
2. The need for local objectives and priorities, however, should not be sacrificed. For while the scope and objectives of the exercise of the government's police power are properly determined by state and local legislative bodies within the limits fixed by the Constitution and by court decisions, it should be recognized that there is considerable latitude remaining with local government to develop overall direction for police services. Within these limits, each local jurisdiction should decide upon objectives and priorities. Decisions regarding police resources, police personnel needs, police organization, and relations with other government agencies should then be made in a way which will best achieve the objectives and priorities of the particular locality.

Standard 1.2: --

Limits of Authority

Each Police Chief should establish written policy acknowledging:

1. That the limits of Police authority are strictly prescribed by law and that there can be no situation which justifies extra-legal Police practices.
2. That there are times when force must be used in the performance of Police tasks, but that there can be no situation which justifies the use of unreasonable force.
3. That, in the exercise of authority, the Police must be accountable to the community by providing formal procedures for receiving both commendations and complaints from the public regarding individual Officer performance. These procedures at least should stipulate that:
  - a. There will be appropriate publicity to inform the public that complaints and commendations will be received and acted upon by the Police Department.
  - b. Every person who commends the performance of an individual Officer in writing will receive a personal letter of acknowledgement; and

Standard 1.2, cont'd: --

- c. Every allegation of misconduct will be investigated fully and impartially by the Police Department and/or the Police Commission and Ethics Commission where appropriate, and the results made known to the complainant, the alleged victim of Police misconduct, and the accused employee.
4. Should provide for adoption of formal procedures to respond to complaints, suggestions, and requests regarding Police services and formulation of policies. These procedures at least should stipulate that:
  - a. There will be appropriate notice to the public acknowledging that the Police Department desires community involvement;
  - b. The public will be involved in the development of formal procedures as well as in the policies that result from their establishment; and
  - c. Periodic published surveys will be made to elicit evaluations of Police service and to determine the law enforcement needs and expectations of the community; and
5. There should be established a formal procedure for investigations and evaluation of all internal and external complaints, including the transfer of an investigation of criminal violations to an appropriate investigative bureau. (Refer to Chapter 19)

Standard 1.3: --

Police Discretion

Each Police Chief should issue comprehensive policy statements that establish the limits of discretion, that provide guidelines for its exercise within those limits, and that eliminate discriminatory enforcement of the law.

1. Each Police Chief should establish a policy that guides the exercise of discretion by Police personnel in making arrests or in using arrest alternatives.

This policy:

- a. Should establish the limits of discretion by specifically identifying, insofar as possible, situations calling for the use of alternatives to continued physical custody;
- b. Should establish criteria for the selection of appropriate enforcement alternatives;
- c. Should require enforcement action to be taken in all situations where all elements of a crime are present and all policy criteria are satisfied;
- d. Should be jurisdiction-wide in both scope and application; and
- e. Specifically should exclude offender lack of cooperation, or disrespect toward Police personnel, as a factor in arrest determination unless such conduct constitutes a separate crime.

Standard 1.3, cont'd: --

2. Each Police Chief should establish policy that limits the exercise of discretion by Police personnel in conducting investigations, and that provides guidelines for the exercise of discretion within those limits.  
This policy:
  - a. Should be based on codified laws, judicial decisions, public policy, and Police experience in investigating criminal conduct;
  - b. Should identify situations where there can be no investigative discretion; and
  - c. Should establish guidelines for situations requiring the exercise of investigative discretion.
3. Each Police Chief should establish policy that governs the exercise of discretion by Police personnel in providing routine peacekeeping and other Police services that, because of their frequent recurrence, lend themselves to the development of a uniform Department response.
4. Each Police Chief should formalize procedures for developing and implementing the foregoing written Department policy.
5. Each Police Chief should adopt inspection and control procedures to require Officers to exercise their discretion in a manner consistent with Department policy.

Standard 1.4: --

Communicating with the Public

1. Each Police Chief should adopt policies and procedures that provide for effective communication with the public through Department employees. Those policies and procedures should provide:
  - a. That every employee with duties involving public contact has sufficient information with which to respond to questions regarding Department policies; and
  - b. That information he receives is transmitted through the chain of command and acted upon at the appropriate level.
2. Each Police Department that has racial and ethnic minority groups of significant size within its jurisdiction should recognize their Police needs and should, where appropriate, develop means to provide effective communication with such groups.
3. Each Police Department with a substantial non-English-speaking population in its jurisdiction should provide readily available bilingual employees or interpreters or bilingual resource persons in the community to answer requests for Police services. In addition, existing Department programs should be adapted to provide adequate communication between non-English-speaking groups and the Police Department.

Standard 1.4, cont'd: --

4. Each Police Department should establish channels for maintaining communication with the community.

Standard 1.5: --

Police Understanding of Their Role

Each Police Department should take steps to require that every Officer has an understanding of his role and an awareness of the culture of the community where he works.

1. Every Police employee should receive written policy defining the Police role.
2. Explicit instruction in the Police role and community culture should be provided in all recruit and in-service training.
3. The philosophy behind the defined Police role should be a part of all instruction and direction given to Officers.
4. Police Commanders and Supervisors should receive training in the Police role and thereafter continually reinforce those principles by example and by direction of those they supervise.
5. Methods of routinely evaluating individual Officer performance should take into account all activities performed within the context of the defined role. Promotion and other incentives should be based on total performance within the defined role, rather than on any isolated aspect of that role.

Standard 1.6: --

Public Understanding of the Police Role

Each Police Department should establish programs to inform the public of the Department's defined Police role. Those programs should include, but not be limited to, the following:

1. Each Police Department should arrange for at least an annual classroom presentation by a uniformed Officer at every public and private elementary school within its jurisdiction.
  - a. The content of the presentation should be tailored to the learning needs of the students; however, each presentation should include a basic description of the Police role.
  - b. Each Department should work through the school to develop a basic study unit to be presented by the teacher prior to the Officer's arrival, and every Officer assigned to a school visit should be provided with prepared subject matter to be reviewed prior to making his visit.
2. With Department resources, where available, or in cooperation with employee organizations or local civic groups, each Police Department should develop or participate in youth programs, including Scouting and other athletic or camping activities.

Standard 1.6, cont'd: --

- a. All such programs should be designed to provide Officers and young people with the opportunity to become personally acquainted with each other.
  - b. Every Officer participating in youth programs should be provided with written material describing the objectives of the program and its relationship to the Police role.
3. Each Police Department should accept invitations for Officers to speak to business and civic organizations. Efforts should be made to provide speakers in response to every reasonable request and to coordinate the speaker's ability and background with the intending audience. Every opportunity should be taken to describe the Police role and the Department's objectives and priorities.
  4. Each Police Department should publish a statement of the Police role, the Department's objectives and priorities in filling that role, and the Department's activities to implement its role. An annual report should be used for this purpose. In addition, periodic statistical reports on crime, arrests, and property loss due to crime should be disseminated to the public. These reports should include an evaluation of significant trends and other interpretations.

Standard 1.6, cont'd: --

5. Each Police Department should inquire into the availability of public service resources from advertising and communication organizations to assist in developing support for the Department and its programs.
6. Each Police Department should hold an annual open house and should provide other tours of Police facilities and demonstrations of Police equipment and tactics when appropriate to create greater public awareness of the Police role.

Standard 1.7: --

News Media Relations

Each Police Chief should acknowledge in written policy statements the important role of the news media and the needs for the Police Department to be open in its relations with the media. The Department should promote a positive policy of presenting public information rather than merely responding to occasional inquiries.

1. The news media relations policy should include:
  - a. The right of the press to obtain information for dissemination to the public;
  - b. The Department's responsibility to respond to inquiries from the media, subject to legal restraints and the necessity to preserve evidence, to prevent interference with Police investigations and other operations, and to protect the constitutional rights of persons accused of crimes;
  - c. The Department's responsibility to seek the cooperation of the media to delay publication -- rather than imposing censorship or unilateral news moratoriums -- when immediate reporting of certain information may be detrimental to the community, to victims of crime, or to an investigation; and
  - d. The mutual benefits to the Police Department and the media when relations between the two are characterized by candor, cooperation, and mutual respect.

Standard 1.7, cont'd: --

- e. Public understanding of the Police function is heavily dependent upon the coverage given by mass media to the newsworthy events in which the Police are involved.
2. The news media relations program should provide regular liaison between the Department and the media through an officer or unit, depending upon the size of the Department and the nature and frequency of local news media demands.
3. Newspaper, radio, and television reporters assigned to reporting on Police activities should have a sufficiently thorough understanding of the complexities of the Police function to enable them to cover such events (as well as other matters that now go unreported) in a manner that promotes the public's understanding of the Police role. Each Police Chief should establish a means of local, regional, or State accreditation of legitimate news media representatives or of recognizing accreditation by other Departments to assist media representatives in receiving Police cooperation.
4. Each Police Chief, in cooperation with the media, should prepare a written policy establishing the relationship between his Department and the news media during unusual occurrences.
5. The news media relations policy should be included in the Department training curricula, and copies should be provided to all Department personnel, media representatives, and the public.

CHAPTER 2  
ROLE IMPLEMENTATION

GOAL: --

Each Police Chief should establish written policy setting forth goals and objectives of the Police Department which he heads. He should then follow through the implementation of these goals and objectives by internal directives and control where possible and by seeking legislative changes where necessary.

Standard 2.1: --

Development of Goals and Objectives

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

1. Each Police Department and each unit within the Department should require that its goals and objectives are:
  - a. Consistent with the role of the Police as defined by the Department's Chief of Police;
  - b. Responsive to community needs;
  - c. Reasonably attainable;
  - d. Sufficiently flexible to permit change as needed;  
and
  - e. Quantifiable and measurable where possible.

Standard 2.1, cont'd: --

2. Each Police Department should provide for maximum input both within and outside the Department in the development of its goals and objectives. It should:
  - a. Create an atmosphere that encourages unrestricted submission of ideas by all employees regardless of rank; and
  - b. Establish methods to obtain ideas from a variety of organizations and individuals outside the Department.
3. Each Police Department and each unit within each Department should publish and disseminate its goals and objectives to provide uniform direction of employee efforts.
4. Each Police Chief should require each Unit Commander to make a periodic review of unit goals and objectives and submit a written evaluation of the progress made toward the attainment of these goals. Annually, in conjunction with the budget preparation, each Police Chief should provide for review and evaluation of all Department goals and objectives and for revisions where appropriate.

Standard 2.2: --

Establishment of Policy

Each Police Chief should establish written policies in those areas of operations in which guidance is needed to direct Department employees toward the attainment of Department goals and objectives.

1. Each Police Chief should promulgate policy that provides clear direction for employees' exercise of discretion.
2. Each Police Chief should provide for maximum participation in the policy formulation process.

This participation should include at least:

- a. Input from all levels within the Department -- from the level of execution to that of management -- through informal meetings between the Police Chief and members of the basic rank, idea incentive programs, and any other methods that will promote the upward flow of communication; and
- b. Input from outside the Department as appropriate -- from other government agencies, community organizations, and the specific community affected.

Standard 2.2, cont'd: --

3. Each Police Chief should provide written policies in those areas in which direction is needed, including:
  - a. General goals and objectives of the Department;
  - b. Administrative matters;
  - c. Community relations;
  - d. Public and press relations;
  - e. Personnel procedures and relations;
  - f. Personal conduct of employees;
  - g. Specific law enforcement operations with emphasis on such sensitive areas as the use of force, the use of lethal and nonlethal weapons, and arrest and custody; and
  - h. Use of support services.

Standard 2.3: --

Inspections

Each Police Department should establish a formal inspection system to provide the Police Chief with the information he needs to evaluate the efficiency and effectiveness of Department operations.

1. Each Police Department should require ongoing line inspections. Each Police Chief should give each Sergeant, Lieutenant, and Captain the responsibility and the authority to hold inspections and:
  - a. To conduct continual inspections of all personnel subordinate and directly responsible to him through any level of the chain of command and to inspect the equipment used and the operations performed by such subordinate personnel;
  - b. To take immediate action indicated by the results of such inspections: commendation for exemplary performance and correction of deficiencies.
2. Each Police Chief should implement routine scheduled and unscheduled inspections of all personnel, material, and operations. When the Police Chief personally cannot conduct these inspections often enough, he should provide for staff inspections to meet these needs.

. CHAPTER 3  
DEVELOPING COMMUNITY RESOURCES

GOAL: --

The Police Departments should establish programs encouraging active cooperation and joint participation between the Police and members of the public in crime problem identification and prevention.

Standard 3.1: --

Crime Problem Identification and Resource Development

Each Police Department should provide the opportunity for patrolmen and members of the public to be brought together to solve crime problems on a local basis. Each Police Department should adopt a program of joint participation in crime problem identification.

1. Each Police Department should, consistent with local Police needs and its internal organization, adopt geographic policing programs which provide stability of assignment for individual officers who are operationally deployed.
2. Every patrol officer assigned to a geographic policing program should be responsible for the control of crime in his area and, consistent with Department priorities and policies and subject to normal approval, should be granted authority to determine the immediate means he will use in fulfilling that responsibility.

Standard 3.1, cont'd: --

Each Police Department should arrange for officers assigned to geographic policing programs to meet regularly with persons who live or work in their area to discuss the identification of crime problems and the cooperative development of solutions to these problems.

3. Each Police Department should establish a specialized unit which provides support services, functional supervision, and administrative review and evaluation of the geographic policing program.

Standard 3.2: --

Crime Prevention

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

1. Each Police Department should assist actively in the establishment of volunteer neighborhood security programs that involve the public in neighborhood crime prevention and reduction.
  - a. The Police Department should provide the community with information and assistance regarding means to avoid being victimized by crime and should make every effort to inform neighborhoods of developing crime trends that may affect their areas.
  - b. The Police Department should instruct neighborhood volunteers to telephone the Police concerning suspicious situations and to identify themselves as volunteers and provide necessary information.
  - c. Participating volunteers should not take law enforcement action themselves.
  - d. Police units should respond directly to the incident rather than to the reporting volunteer.

Standard 3.2, cont'd: --

- e. If further information is required from the volunteer, the Police Department should contact him by telephone.
  - f. If an arrest results from the volunteer's information, the Police Department should immediately notify him by telephone.
  - g. The Police Department should acknowledge through personal contact, telephone call, or letter, every person who provides information.
2. Each Police Department should conduct, upon request, security inspections of businesses and residences and recommend measures to avoid being victimized by crime.
3. Each Police Department should establish a specialized unit to provide support services to, and jurisdictionwide coordination of, the Department's crime prevention programs; however, such programs should be operationally decentralized whenever possible.

CHAPTER 4  
CRIMINAL JUSTICE RELATIONS

GOALS: --

The Police Department should affirmatively develop understanding and cooperation between the Police and the other elements of the Criminal Justice System.

Standard 4.1: --

Cooperation and Coordination

Each Police Department should act to promote understanding and cooperation between the Department and all other elements of the criminal justice system, and should plan and implement appropriate coordination of its efforts with those of other elements of the criminal justice system.

1. Each Police Chief should cooperate with other elements of the criminal justice system in processing criminal cases, other than traffic violations, from arrest to trial within 60 days.
2. Each Police Department should consider and seek the formation of a Criminal Justice Coordinating Council with members representative of law enforcement, other criminal justice agencies, and local government.

The Council:

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

Standard 4.1, con't: --

- b. Should develop policy and institute planning and coordination programs that serve to achieve its objective.
3. Each Police Department should support training programs that promote understanding and cooperation through the development of unified interdisciplinary training for all elements of the criminal justice system.

Those programs:

- a. Should provide for the instruction of Police personnel in the functions of all criminal justice agencies in order to place the Police role in proper perspective;
- b. Should encourage, where appropriate, the participation of other criminal justice agencies in Police training; and
- c. Should encourage, where appropriate, Police participation in training given to members of other criminal justice agencies.

Standard 4.2: --

Police Operational Effectiveness Within the Criminal Justice System

Each Police Department should strive to improve its operational effectiveness in dealing with other elements of the criminal justice system.

1. Each Police Department should develop procedures in cooperation with local courts and prosecutors to allow on-duty officers to be on call when subpoenaed to testify in criminal matters.
2. Each Police Department should develop and maintain liaison with:
  - a. Local courts and prosecutors to facilitate the timely issuance of arrest and search warrants, issuance of criminal complaints, and arraignment of prisoners;
  - b. Family courts to divert, to appropriate circumstances, juveniles from the juvenile justice system and to preserve confidentiality of proceedings to the greatest extent possible;
  - c. Correction agencies, including probation and parole, in order to exchange information on the status and activities of released persons who are still under sentence; and

Standard 4.2, cont'd: --

- d. Other Federal, State, and County law enforcement agencies in order to arrange for the arrest and return of fugitives, to exchange information in criminal investigations, to establish joint plans for dealing with criminal conduct, and to share statistical and support services.
3. Each Police Department should cooperate in the establishment of task force efforts with other criminal justice agencies and Federal, State, and County law enforcement agencies, where appropriate, to deal with major crime problems.

Standard 4.3: --

Diversion

Each Police Department, where permitted by law, should develop written policy on the diversion from the criminal justice system to another appropriate agency, government or private, any individual who comes to the attention of the Police, and for whom the purpose of the criminal process would be inappropriate, or in whose case other resources would be more effective.

1. All diversion dispositions should be made pursuant to written Departmental policy that promotes fairness and uniformity of treatment. This policy should:
  - a. Specify the types of offenses or instances to which diversion is to apply.
  - b. Include the means to be used to evaluate the outcome of diversion decisions.
  - c. Require the official making the diversion decision to state in writing the basis for his determination denying or approving diversion in the case of each offender.
  - d. Be written and prepared in cooperation with other elements of the Criminal Justice System.
2. Each Police Department should seek the cooperation and resources of other community agencies to which persons can be diverted.

Standard 4.3, cont'd: --

3. The written policy should include at least the following special problem areas:
  - a. Juveniles - should be diverted to the juvenile justice system.
  - b. Public drunkenness - entrust care and cure to the health and social services agencies.
  - c. Drug abuse.
  - d. Mental illness - referral to mental health agencies.

Standard 4.4: --

Citation and Release on Own Recognizance

Each Police Department should make effective use of State statutes permitting Police Departments to issue written summonses and citations where feasible, in lieu of physical arrest or prearraignment confinement. Each Police Department also should cooperate in programs that permit arraigned defendants to be released on their own recognizance in lieu of money bail in appropriate cases.

1. Each Police Department should adopt policies and procedures that provide guidelines for the exercise of individual officer's discretion in the implementation of State statutes that permit issuance of citations and summonses, in lieu of physical arrest or prearraignment confinement.
2. Each Police Department should place special emphasis on expeditiously serving all outstanding arrest warrants obtained by the Department, particularly those issued due to a defendant's failure to appear at court proceedings.

Standard 4.5: --

Criminal Case Followup

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

1. Each Police Department, in cooperation with local courts and prosecuting agencies, should provide for the administrative follow up of selected criminal cases. Policies and procedure should be developed:
  - a. To identify criminal cases which, because of extenuating circumstances or the defendants' criminal histories, require special attention by the prosecuting agency; and
  - b. To require a Police representative to attend personally all open judicial proceedings related to these cases, and to maintain close personal liaison with assigned prosecutors.
2. Each Police Department should review administratively all major criminal cases in which prosecuting agencies decline to prosecute or later cause to be dismissed. That review:
  - a. Should result in a referral of each such case to the concerned officer's commanding officer for administrative action to correct any Police deficiencies which may have weakened the case; or

Standard 4.5, cont'd: --

- b. Should result in a referral of each case to the prosecuting agency for that agency's action to correct any deficiencies for which it may have been responsible.
3. Each Police Department should encourage courts and prosecuting agencies routinely to evaluate investigations, case preparation, and the courtroom demeanor and testimony of Police officers and to inform the Police Department of those evaluations.
4. Each Police Department formally should make information from its files available to other criminal justice agencies and to the courts for reference in making diversion, sentencing, probation, and parole determinations. In addition to records of past contacts with the defendant, useful information might include the effect the crime had on the victim, and the likelihood of further crime resulting from defendant's presence in the community.
5. Each complainant and the originating officer and his commanding officer should be advised of the disposition of the case.

Recommendation - 4.1: Alcohol and Drug Abuse Centers: --

It is recommended that the State of Hawaii enact legislation that provides authority for civil commitment and diversion of persons who, because of alcoholism or drug addiction, are in need of treatment and who should be dealt with outside the criminal justice system. Legislation should provide funding for treatment centers where such persons can receive both detoxification and follow up care. This is almost completed in the State of Hawaii. (See Act 130)

Recommendation - 4.2: Telephone Search Warrants: --

It is recommended that the State of Hawaii enact legislation that provides for the issuance of search warrants pursuant to telephoned petitions and affidavits from Police Officers.

Recommendation - 4.3: Court Supervised Electronic Surveillance: --

It is recommended that the State of Hawaii enact legislation:

1. Prohibiting private electronic surveillance; and
2. Authorizing court supervised electronic surveillance by law enforcement officers, consistent with the provisions of Title III of the Omnibus Crime Control and Safe Streets Act of 1968 (Public Law 90-351), as amended.

Note: Task Force minority vote in opposition as a violation of privacy rights as enumerated under Federal and State constitutions.

Recommendation - 4.4: Pre-Sentence Reports: --

It is recommended that the Police input be included in pre-sentence discussions and pre-sentence reports.

CHAPTER 5  
PLANNING AND ORGANIZING

GOAL: --

Each Police Department should provide, through planning and organization, a departmental structure that most effectively and efficiently meets its responsibility of complete and competent Police service.

Standard 5.1: --

Responsibility for Police Service

1. Each Police Department should provide for access to Police service and response to Police emergency situations 24 hours a day.
2. Each Police Chief should establish an organizational structure that will best promote effective and efficient performance of the Police functions necessary to fulfill the Department's role within the community.
3. Each Police Chief:
  - a. Should, in conjunction with the annual budget preparation, review the Department's organizational structure in view of modern management practices and provide for necessary changes.
  - b. Should require that the organizational structure facilitates the rendering of direct assistance and service to the people by line elements.

Standard 5.2: --

Combined Police Services

The cooperation which now exists among the Police Departments in the State of Hawaii, allied law enforcement agencies, and the Armed Forces Police should be maintained and fostered.

Standard 5.3: --

Commitment to Planning

Each Police Department should develop planning processes which will anticipate short- and long-term problems and suggest alternative solutions to them. Policy should be written to guide all employees toward effective administrative and operational planning decisions.

1. Each Police Department should establish written policy setting out specific goals and objectives of the planning effort; quantified and measurable where possible, which at least include the following:
  - a. To develop and suggest plans that will improve Police service in furthering the goals and objectives of the Department;
  - b. To review existing Department plans to ascertain their suitability, to determine any weaknesses, to update or devise improvement when needed, and to assure they are suitably recorded;
  - c. To gather and organize into usable format information needed for Department planning.

Standard 5.3, cont'd: --

2. Each Police Department should stress the necessity for continual planning in all areas throughout the Department, to include at least:
  - a. Within administrative planning: long-range, fiscal, and management plans;
  - b. Within operational planning: specific operational, procedural, and tactical plans;
  - c. Extradepartmental plans; and
  - d. Research and development.
3. Each Police Department should establish written qualifications for employees assigned specifically to planning activities.
4. Each Police Department should provide training necessary for all personnel to carry out their planning responsibilities.
5. If there are any planning needs that cannot be satisfied by Department personnel, the Police Department should satisfy these needs through an appropriate arrangement with another Police agency, another governmental agency, or a private consultant.

Standard 5.4: --

Agency and Jurisdictional Planning

Each Police Department should identify the types of planning necessary for effective operation, and should assign specific responsibility for research and development, and Police Department and jurisdictional planning.

1. Each Police Department should establish a unit staffed with at least one employee whose full-time responsibility will be planning and coordination of all planning activities for the Department.
  - a. The size and composition of this planning unit should be proportionate to the size of the Department and the magnitude of the present and anticipated planning task.
  - b. The employee in charge of the planning unit should have no more than one person in the chain of command between him and the Police Chief.
2. Each Police Department should delineate divisional planning responsibilities and should provide personnel accordingly.
  - a. To the extent feasible, divisional planning should be a staff activity performed by the Department's central planning unit. If centralized planning for a division is not feasible, the Department should assign planning personnel to the division.

Standard 5.4, cont'd: --

- b. The Department should assign a specialized section of the central planning unit or a separate specialized planning unit to specialized divisions or to divisions with specialized planning requirements.
    - c. The Department should provide for coordination of all Department planning efforts.
  3. Each Police Department should assign responsibility for maintaining close interdepartmental planning.
  4. Each Police Department should participate in cooperative planning with all other governmental subdivisions of the jurisdiction when such planning can have an effect on crime, public safety, or efficient Police operations.
    - a. Every local governmental entity, in all matters of mutual interest, should provide for Police planning with that of other governmental subdivisions of the jurisdiction.
    - b. Each Police Department should assign responsibility for such planning. This assignment should include at least the responsibility for joint planning, when applicable, with the County administrative office, County Attorney's Office, Finance Department, Purchasing Department, Personnel Department, Civil Service Commission, Fire Department, Department of Public Works, Utilities Department, Building Inspection Unit, Street or Highway Department, Parks and Recreation Department, Planning Unit, and Health Department.

Standard 5.5: --

Police - Community Physical Planning

Each Police Department should participate when requested, with local planning agencies and organizations, public and private, in community physical planning that affects the rate or nature of crime or the fear of crime.

Standard 5.6: --

Responsibility for Fiscal Management

The State and County governments should assign responsibility for fiscal management to the Police Chief. Where he does not personally perform the fiscal management function, this responsibility should be delegated to a Fiscal Affairs Officer with staff as needed.

1. The Police Chief's primary areas of fiscal management responsibility should include fiscal planning, budget preparation and presentation, and fiscal control.
2. Each Police Chief should delegate the fiscal management responsibilities that he does not personally perform.
  - a. Each Police Chief should provide that the responsibilities of the Fiscal Affairs Officer include annual budget development, maintenance of liaison with the jurisdictional Fiscal Affairs Officer, supervision of internal expenditures and related controls, and familiarization with recent developments in Fiscal Affairs Management.

Standard 5.7: --

Fiscal Management Procedures

Each Police Chief should use the most effective and appropriate fiscal management techniques available. He should establish policy and procedures so that budgeting is a fundamental part of the management planning process.

1. Each Police Chief should initiate annual budget planning with a detailed statement on budget preparation. This statement should reflect fiscal direction received from the Fiscal Affairs Officer of the County.
2. Every organizational element of the Police Department should be involved in budget planning and should prepare a draft budget appropriate to its needs; adequate justification should be provided as part of the budget document for all major continuing expenditures, significant changes in minor continuing expenditures, and all new budget items.
3. Each Police Chief should develop the fiscal controls necessary for the Department to stay within funding restrictions, to require that funds are being spent for authorized purposes, to account properly for monies received from the public, and to alert management to possible fiscal problems requiring remedial action. This function also should include:

Standard 5.7, cont'd: --

- a. Developing policy and procedures for highly flexible interaccount transfers as changing needs arise during budget years; and
  - b. Preparing, on a quarterly basis, summaries of expenditures, balances, and interaccount transfers.
4. Each Police Department should study and experiment with various forms of systems budgeting: budgeting based on the consolidation of functionally unrelated tasks and corresponding resources to form a system that will achieve an identified objective. If the value of systems budgeting will offset the simplicity and convenience of line item or other modified budgeting methods already in use, the Department should confer with the County Fiscal Officer or Budget Director to seek adoption of such a system.
- a. If systems budgeting is adopted, it should be under the control of the Police Department Fiscal Affairs Officer.
  - b. The Police Department Fiscal Affairs Officer should be thoroughly competent in whatever systems budgeting might be adopted, and the Police Chief and the major organizational element commander should be thoroughly oriented in it.
  - c. Preferably, systems budgeting should be adopted by the Police Department when it is adopted by all other governmental agencies of the County.

Standard 5.8: --

Funding

Each Police Chief and every Police Fiscal Affairs Officer should be thoroughly familiar with all means by which the Department can derive all the benefits possible from local funding, City-State-Federal revenue sharing, grants and grantsmanship.

1. No Police Department should enforce local ordinances for the sole or primary purpose of raising revenue, and no income arising from enforcement action should be earmarked specifically for any single enforcement agency.
2. Each Police Department should use grants under explicit conditions to fund planning and experimentation in all phases of Police service.
  - a. Functional responsibility for the procurement of grants from Federal and State agencies and foundations should be made the specific responsibility of a Police Department employee designated by the Police Chief.
  - b. Grants should not be sought to initiate long-range programs unless the County will commit itself to continued funding on successful completion of the funded portion of the project.
  - c. Any employee assigned to grant procurement should be given appropriate training.

CHAPTER 6  
TEAM POLICING

GOAL: --

Each Police Department should examine the team policing concept to determine its value in increasing coordination of patrol and specialized functions within the Department.

Standard 6.1: --

Selecting a Team Policing Plan

A team policing system should be adopted when research and testing indicate that such a system would enable the Department to use its resources more efficiently.

Standard 6.2: --

Implementation of Team Policing

Each Police Department implementing team policing should require that the system effectively facilitates the Department's efforts to reduce crime, detect and apprehend criminal offenders, improve the quality of Police service, and enhance Police-community cooperation.

CHAPTER 7  
UNUSUAL OCCURRENCES

GOAL: --

Each Police Department should develop plans for the effective command and control of Police resources during mass disorders and natural disasters. These plans should be developed and applied in cooperation with allied County, State, and Federal agencies and should be directed toward restoring normal conditions as rapidly as possible.

Standard 7.1: --

Command and Control Planning

Each Police Department should develop intraagency command and control plans to activate the resources of the Department rapidly to control any unusual occurrence that may occur within its jurisdiction.

1. These plans should provide for:
  - a. Liaison with other organizations to include the participation of those organizations in quickly restoring normal order;
  - b. Mutual assistance agreements with other local law enforcement agencies and with State and Federal authorities, where effective control resources may be limited by Department size; and
  - c. The participation of other government and private agencies.

Standard 7.1, cont'd: --

2. Each Police Department should furnish current copies of command and control plans to every organization likely to participate directly in the control effort.
3. Each Police Department should require that every employee is familiar with command and control plans that relate to any function the employee might be called upon to perform, or any function that might relate to his performance.

Standard 7.2: --

Executive Responsibility

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

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

Standard 7.2, cont'd: --

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

Standard 7.3: --

Organizing for Control

Each Police Department should develop an interim Unusual Occurrence Control Plan. This Plan should be capable of rapid and orderly activation, assembly, and deployment of all needed Department resources and should be flexible enough to permit incremental activation. It should provide the following services under the command of the Police Chief:

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

Standard 7.3, cont'd: --

- a. Field units;
  - b. A coordinating unit located at the Department control center; and
  - c. Outside agencies contributing intelligence through the coordinating unit.
3. A personnel unit should be established to:
- a. Activate a predetermined personnel call-up system;
  - b. Maintain current personnel availability information and continuous accounting of all Department personnel;
  - c. Anticipate the personnel needs of the field forces and provide for them;
  - d. Advise the Department Commanding Officer of the availability of personnel when the number of officers committed to the unusual occurrence indicates the need for partial or total mobilization, or a request for mutual aid or military assistance; and
  - e. Make proper and timely notifications of deaths and injuries of Department personnel.
4. A logistics unit should be established to:
- a. Procure the needed vehicles, maintenance, supplies, and equipment;
  - b. Account for the disruption of all vehicles, supplies, and equipment deployed in the unusual occurrence;

Standard 7.3, cont'd: --

- c. Determine appropriate staging areas and maintain a current list of them;
  - d. Receive and safeguard evidence and property for the field forces; and
  - e. Provide for feeding of field forces, when necessary.
5. A field command post should be established and staffed with personnel to support the field commander. The field command post should be staffed and organized to enable the field commander to:
- a. Direct the operations necessary to control the unusual occurrence;
  - b. Assemble and assign Department resources;
  - c. Collect, evaluate, and disseminate intelligence concerning the incident;
  - d. Communicate with concerned task force officers and units;
  - e. Apply the strategy and tactics necessary to accomplish the Police mission;
  - f. Gather, record, and preserve evidence; and
  - g. Maintain appropriate records of field operations.

Standard 7.3, cont'd: --

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

Standard 7.4: --

Mass Processing of Arrestees

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

1. The mass arrest system should require that arrestees are processed as rapidly as possible. The system should provide:
  - a. A procedure for gathering and preserving available evidence to connect the arrestee to the crime with which he is to be charged. The evidence may include photographs, recordings, videotapes, statements of witnesses, or other evidence;
  - b. A procedure for receiving each prisoner from the arresting officer and facilitating the officer's return to his field assignment as soon as possible.
  - c. Positive identification of the arrestee and the arresting officer;

Standard 7.4, cont'd: --

- d. A procedure for receiving and maintaining continuity of evidence;
- e. Rapid removal of arrestees from the affected area. Security should be provided en route to prevent attempts to free prisoners;
- f. A secure detention area to prevent escape or attempts to free prisoners. The facility should be adequate to maintain custody of a number of prisoners in safety;
- g. Prearranged interagency agreements to facilitate the assimilation of the arrestees into the jail system when the arresting agency is not the custodial agency;
- h. Defense counsel visitations after processing. These visitations should not be permitted under field conditions or at temporary detention facilities unless adequate security is provided. Prisoners should be transported to a secure detention facility without delay; and
- i. Liaison with local courts and prosecutors to determine procedures and temporary court sites for speedy arraignment of arrestees.

Standard 7.5: --

Legal Consideration

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

1. Full-time protection should be afforded every community by permanent legislation to provide for:
  - a. Federal and State reimbursement of local law enforcement agencies required to react to Federal and State events, such as conventions, campaigns, or VIP visits, and extraordinary costs incurred in responding to mutual aid requests;
  - b. Mutual aid agreements between County, Police, and the National Guard, and other Armed Forces Police units.
  - c. The prohibition of unnecessary force or violence in making arrests;
  - d. The prohibition of any sanctuary by providing Police access to any area, public or private, within the jurisdiction or close enough to constitute an immediate threat to public order within the jurisdiction;
  - e. The prohibition of interference with or attacks upon firemen or other emergency personnel;

Standard 7.5, cont'd: --

- f. The prohibition against failure to disperse any unlawful assemblies;
  - g. Prohibition of impeding pedestrian or vehicular traffic;
  - h. Strict controls on the manufacture, possession, transportation, or distribution of incendiary or explosive devices; and
  - i. Permits for parades, assemblies, and public events and regulation of the size and material used in picket signs and sign handles or any other device used in a public demonstration.
2. Emergency statutes specifically designed to cope with unusual occurrences should be enacted to provide for:
- a. The arrest powers of National Guard forces when engaged with or without the County Police Department assistance in control operations within a County jurisdiction;
  - b. Emergency Police authority enabling County Police to maintain public order by suspending due process where a clear and present danger exists that mob action will render ineffective any County Police Department's ability to maintain order;
  - c. Restrictions upon sales of gasoline, liquor, weapons, and ammunition.

Standard 7.5, cont'd: --

- d. The restriction of public access to certain geographic areas under specifically defined circumstances;
- e. Curfew, loitering, and other crowd control measures;
- f. The restriction of public use of schools, places of amusement, water, and private aircraft; and
- g. Control of the storage of firearms, firearms parts, and ammunition.

Standard 7.6: --

Training for Unusual Occurrences

Each Police Chief should establish formal training programs in unusual occurrence control administration, strategy, tactics, resources, and standard operating procedures. This training should be given to selected personnel at all levels within the Department.

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

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

Standard 7.6, cont'd: --

- b. Command post exercises for formulating strategy and evaluating existing and new procedures;
  - c. Regional exercises for familiarizing command personnel with mutual aid procedures and developing coordination between other local control agencies and nonlaw enforcement agencies; and
  - d. Criminal justice system exercises to develop coordinated participation of all interrelated criminal justice and noncriminal justice agencies.
3. The training curriculum and the subjects for practice should be directed to:
- a. Administrative level personnel to familiarize them with agency and criminal justice system emergency organizational structure and procedures for requesting additional personnel and equipment from the military or through mutual aid; and
  - b. Operational personnel to familiarize them with strategy, tactics, and standard operating procedures. The emphasis should be placed on a coordinated effort rather than individual action; use of chemical agents, communications equipment, and other specialized equipment; applicable laws; human relations training; and procedures for procuring logistical support.

CHAPTER 8  
PATROL

GOAL: --

The Police Chiefs, recognizing the Patrol Officer as the primary element in the delivery of police services and the prevention of criminal activity, should strive to foster a strong spirit of morale in the Patrol Forces by providing special training, in-service aids, longevity and merit incentives, and other Departmental encouragement.

Standard 8.1: --

Establishing the Role of the Patrol Officer

Each Police Chief should develop written policy that defines the role of the patrol officer, and should establish operational objectives and priorities that reflect the most effective use of the patrol officer in reducing crime.

1. Each Police Chief should acknowledge that the patrol officer is the Department's primary element for the deliverance of Police services and prevention of criminal activity.
2. Each Police Chief should provide maximum efficiency in the deliverance of patrol services by setting out in written policy the objectives and priorities governing these services. This policy:

Standard 8.1, cont'd: --

- a. Should require that resources are concentrated on fundamental Police duties;
  - b. Should require that patrol officers are engaged in tasks that are related to the Police function;
  - c. Should require immediate response to incidents where there is an immediate threat to the safety of an individual, a crime in progress, or a crime committed and the apprehension of the suspected offender is likely. -Urban area response time -- from the time a call is dispatched to the arrival at the scene -- under normal conditions should not exceed three (3) minutes for emergency calls, and twenty (20) minutes for nonemergency calls;
  - d. Should emphasize the need for preventive patrol to reduce the opportunity for criminal activity; and
  - e. Should provide a procedure for accepting reports of criminal incidents not requiring a field investigation.
3. Each Police Chief should require that all elements of the Department, especially the patrol and communications elements, know the priority placed upon each request for Police service.

Standard 8.1, cont'd: --

4. Each Police Chief should implement a public information program to inform the community of the Department's policies regarding the deliverance of Police service. This program should include provisions to involve citizens in crime prevention activities.

Standard 8.2: --

Enhancing the Role of the Patrol Officer

Each Police Chief, recognizing that the patrol function is the most important element of the Police Department, should adopt policies that attract and retain highly qualified personnel in the patrol force.

1. Each Police Chief should seek continually to enhance the role of the patrol officer by providing status and recognition from the Department and encouraging similar status and recognition from the community. The Police Chief should:
  - a. Provide distinctive insignia indicating demonstrated expertise in specific field activities;
  - b. Require that all elements within the Department provide maximum assistance and cooperation to the patrol officer;
  - c. Implement a community information program emphasizing the importance of the patrol officer in the life of the community and encouraging community cooperation in providing Police service;

Standard 8.2, cont'd: --

- d. Provide comprehensive initial and in-service training to thoroughly equip the patrol officer for his role;
- e. Require that field supervisory personnel possess the knowledge and skills necessary to guide the patrol officer;
- f. Implement procedures to provide Departmentwide recognition of patrol officers who have consistently performed in an efficient and commendable manner;
- g. Encourage suggestions on changes in policies, procedures, and other matters that affect the delivery of Police services and reduction of crime;
- h. Provide deployment flexibility to facilitate various approaches to individual community crime problems;
- i. Adopt policies and procedures that allow the patrol officer to conduct the complete investigation of crimes which do not require extensive followup investigation and allow them to close the investigation of those crimes; and
- j. Require that promotional oral examination boards recognize that patrol work provides valuable experience for officers seeking promotion to supervisory positions.

Standard 8.3: --

Deployment of Patrol Officers

Each Police Department should develop a patrol deployment system that is responsive to the demands for Police services and consistent with the effective use of the Department's patrol personnel. The deployment system should include collecting and analyzing required data, conducting a workload study, and allocating personnel to patrol assignments within the Department.

1. Each Police Department should establish a system for the collection and analysis of patrol deployment data according to area and time.
  - a. A census tract, reporting area, or permanent grid system should be developed to determine geographical distribution of data; and
  - b. Seasonal, daily, and hourly variations should be considered in determining chronological distribution of data.
2. Each Police Department should conduct a comprehensive workload study to determine the nature and volume of the demands for Police service and the time expended on all activities performed by patrol personnel. The workload study should be the first step in developing a deployment data base and should be conducted at least annually thereafter. Information obtained from the workload study should be used:

Standard 8.3, cont'd: --

- a. To develop operational objectives for patrol personnel;
  - b. To establish priorities on the types of activities to be performed by patrol personnel; and
  - c. To measure the efficiency and effectiveness of the patrol operation in achieving Department goals.
3. Each Police Department should implement an allocation system for the geographical and chronological proportionate need distribution of patrol personnel. The allocation system should emphasize Department efforts to reduce crime, increase criminal apprehensions, minimize response time to calls for services, and equalize patrol personnel workload. This system should provide for the allocation of personnel to:
- a. Divisions or precincts;
  - b. Shifts;
  - c. Days of the week;
  - d. Beats; and
  - e. Fixed-post and relief assignments.
4. Each Police Department should establish procedures for the implementation, operation, and periodic evaluation and revision of the Department's deployment system. These procedures should include provisions for the active participation and willing cooperation of all Department personnel.

Recommendation - 8.1: Patrol Opportunities

1. Each County government and the Police Collective Bargaining Agent should expand its classification and pay system to provide greater advancement opportunities within the patrol ranks.

The system should provide:

- a. Multiple pay grades within the basic rank;
- b. Opportunity for advancement within the basic rank to permit equality between patrol officers and investigators;
- c. Parity in top salary step between patrol officers and nonsupervisory officers assigned to other operational functions;
- d. Proficiency pay for personnel who have demonstrated expertise in specific field activities that contribute to more efficient Police service.

CHAPTER 9  
OPERATIONS SPECIALIZATION

GOAL: --

The Police Departments should improve the delivery of Police service when the use of patrol officers is not adequate by using a system of operations specialization which is consistent with the problems requiring specialization and with available resources and department priorities.

SECTION A - DEFINITION OF SPECIALIZED ASSIGNMENT

Standards -

- 9.1 - Specialized Assignment
- 9.2 - Selection for Specialized Assignment
- 9.3 - Review of Department Specialization
- 9.4 - Reserved

SECTION B - AREAS OF SPECIALIZATION

In considering areas of specialization, each Police Chief should be guided by the following list:

Standards -

- 9.5 - Juvenile Operations
- 9.6 - Traffic Operations
- 9.7 - Criminal Investigation
- 9.8 - Special Crime Tactical Forces
- 9.9 - Vice Operations
- 9.10 - Narcotics and Drug Investigations
- 9.11 - Intelligence Operations

SECTION A - DEFINITION OF SPECIALIZED ASSIGNMENT

Standard 9.1: --

Specialized Assignment

Each Police Department should establish written policy for defining the specific criteria for specialization.

1. Each Police Chief should define the specific problems in concise written terms and in doing so should consider at least:
  - a. Whether the problem requires the action of another public or private organization;
  - b. The severity of the problem;
  - c. The period of time the problem is expected to exist; and
  - d. The community's geographic, physical, and population conditions that contribute to the problem or which may affect or be affected by the specialization.
2. Each Police Chief should consider community perception of the problem: community awareness, and the attitudes based on that awareness.
3. Each Police Chief should -- based on his definition of the problem, community perception of it, and the pertinent legal requirements -- assess all resources and tactical alternatives available to the Department, and in doing so determine at least:

Standard 9.1, cont'd: --

- a. Whether the problem requires specialization;
  - b. The degree of specialization required;
  - c. The manpower and equipment resources required by specialization;
  - d. Which of the needed resources are available within the Department and which are available outside it;
  - e. The availability of necessary specialized training;
  - f. The expected duration of the need for specialization; and
  - g. The organizational changes needed as a result of specialization.
4. Each Police Chief should give special consideration to the impact of specialization on:
- a. The identified problem;
  - b. Personnel and fiscal resources;
  - c. Community attitudes toward the Department; and
  - d. The Department's delivery of general Police services.
5. Each Police Department should develop an operations effectiveness review for each new specialization. This review process should be carried out:
- a. As a goal-oriented activity analysis; and
  - b. On a specific schedule for the expected duration of the need.

Standard 9.1, cont'd: --

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

Standard 9.2: --

Selection for Specialized Assignment

Each Police Department should maintain detailed records that would facilitate management's policy defining specific criteria for the selection and placement of specialist personnel so that they are effectively matched to the requirements of each specialty.

1. Each Police Department should maintain a comprehensive personnel records system from which information is readily retrievable. This system should:
  - a. Include all pertinent data on every Department employee;
  - b. Employ a consistent format on all personnel records; and
  - c. Include procedures for continual updating.
2. Each Police Department should disseminate Departmentwide written announcements describing anticipated specialist position openings. These announcements should include:
  - a. The minimum personnel requirements for each position; and
  - b. The specialized skills or other attributes required by the position.
3. Each Police Department should establish written minimum requirements for every specialist position. These requirements should stipulate the required:

Standard 9.2, cont'd: --

- a. Length and diversity of experience;
  - b. Formal education; and
  - c. Specialized skills, knowledge, and experience.
4. Command personnel within the specialty should interview every candidate for a specialist position. Interviewers should:
- a. Review the pertinent personnel records of every candidate;
  - b. Consider the candidate's attitude toward the position as well as his objective qualifications for it; and
  - c. Conduct a special personnel investigation where the specific position or candidate requires it.
5. Each Police Department should establish written training requirements for each specialty. These requirements may include:
- a. Formal preassignment training; and
  - b. Formal on-the-job training.
6. Each Police Department should require satisfactory completion of an internally administered internship in any specialist position before regular assignment to that position.

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**1 OF 3**

Standard 9.2, cont'd: --

7. Each Police Department should establish a rotation system that requires specialists to be regularly rotated from positions where potential for officer compromise is high to positions where this potential is low or the criminal "clientele" is different.

This rotation system should include:

- a. Identification of all positions -- including vice, narcotics, and all types of undercover assignments -- where potential for officer compromise is high;
- b. Written policies that specifically limit the duration of assignment to any identified position. Because limitations may differ, these policies and procedures should stipulate those for personnel at the supervisory and administrative level and those for personnel at the level of execution.
- c. Provisions for limited extensions with the specific approval of the Police Chief; and
- d. Provisions that require the maintenance of a high level of operational competence within the specialty and throughout the Department.

Standard 9.3: --

Review of Department Specialization

Each Police Department which has established areas of specialization should periodically conduct a formal review of each specialization to determine its effectiveness in helping to achieve Department goals and objectives. In conducting this formal review:

1. Each Police Chief should examine the problem for which the specialization was created and identify any modifications that problem may have undergone in the past year;
2. Each Police Chief should assess the cost-effectiveness of the specialty over the past year and, from that assessment, determine whether the current level of resources commitment to the specialty is adequate or warranted.
3. Each Police Chief should take the action indicated by the results of the formal review of each specialization. This action may include:
  - a. Continuation of the specialization in its present form;
  - b. Adjustment of manpower and equipment allocations based on modifications in the problem or the cost-effectiveness of the specialization.

Standard 9.4: -- RESERVED.

Standard 9.5: --

Juvenile Operations

Each Police Chief should develop written policy governing his Department's involvement in the detection, deterrence, and prevention of delinquent behavior and juvenile law violations.

1. Each Police Department should provide all its Police officers with specific training in the prevention of delinquent behavior and juvenile law violations.
2. Each Police Department should cooperate actively with other agencies and organizations, public and private, in order to employ all available resources to detect and deter delinquent behavior and combat juvenile law violations.
3. Each Police Department should establish, in cooperation with courts, written policies and procedures governing Department action in juvenile matters. These policies and procedures should stipulate at least:
  - a. The specific form of Department cooperation with other governmental agencies concerned with delinquent behavior, abandonment, neglect, and juvenile law violations;
  - b. The specific form of Department cooperation with nongovernmental agencies and organizations where assistance in juvenile matters may be obtained;
  - c. The procedures for release of juveniles into parental custody; and
  - d. The procedures for the detention of juveniles.

Standard 9.5, cont'd: --

4. Each Police Department should establish juvenile aid and investigation capabilities.
  - a. The specific duties and responsibilities of these positions should be based upon the particular juvenile problems within the community.
  - b. The juvenile specialists, besides concentrating on law enforcement as related to juveniles, should provide support and coordination of all community efforts for the benefit of juveniles.
  - c. The juvenile specialists should be assigned the responsibility for conducting as many juvenile investigations as practicable, assisting field officers in juvenile matters, and maintaining liaison with other agencies and organizations interested in juvenile matters.

Standard 9.6: --

Traffic Operations

Each Police Department and every local government responsible for highway traffic safety should perform the basic functions of traffic law enforcement, traffic accident investigation and traffic direction and control.

1. Each Police Department should perform the basic function of traffic law enforcement -- the Police activity specifically directed toward controlling traffic violations through preventive patrol and enforcement, case preparation, and court testimony.

This function:

- a. Should include line patrol, area patrol, selective location patrol, and records and logistics; and
- b. Should be a fundamental responsibility of all uniformed officers.

2. Each Police Department should perform the basic function of traffic accident investigation. This function relates to Police activities connected with traffic collisions, and includes providing assistance to the injured, protecting the scene, preparing reports, taking necessary enforcement action, and conducting followup investigations. The function should include:

Standard 9.6, cont'd: --

- a. Initial traffic accident investigation, followup investigation, traffic control at the scene, injury control, enforcement action, records, reports, and notifications; and
  - b. On-scene investigations of all accidents involving a fatality, personal injury, or one or more vehicles that must be towed from the scene.
3. Every County Government should perform the basic function of traffic control and direction which has a direct and immediate effect on traffic flow. Such activities are those which have an immediate and direct effect. These activities:
- a. May include intersection control, parking control, pedestrian control, Police escort, special event control, and hazard control;
  - b. Should be transferred, wherever possible, from the Police Department to another local government agency, or be undertaken by the Police Department but assigned to nonsworn employees;
  - c. Should not be performed by employees if the need can be anticipated in advance, and electronic traffic control devices can be installed, unless employees are cost-effective.

Standard 9.6, cont'd: --

4. Each Police Department should develop and implement written policies governing the investigation of traffic accidents, enforcement of State and Local traffic laws and regulations, and traffic direction. Police Chiefs should require that these policies are regularly communicated to all supervisors and line personnel. These policies should include guidelines on:
  - a. Physical arrest, issuance of warnings and citations, and transportation of arrestees;
  - b. Investigation of traffic accidents;
  - c. Interjurisdictional responsibility and authority for traffic supervision; and
  - d. Ancillary services that have an indirect effect on traffic flow.
5. Each Police Department should employ, where necessary, specialized equipment operated by specially trained personnel to implement effective traffic programs.
6. Each Police Department should, consistent with an analysis of need and availability of personnel, establish specialized accident investigation and traffic enforcement units. These units:
  - a. Should be staffed with as few personnel as the local traffic problem will permit; and
  - b. Should be functionally decentralized to the most effective command level.

Standard 9.6, cont'd: --

7. Each Police Department should make assignments for all traffic functions on the basis of traffic volume, accident experience, violation frequency, and congestion.
  - a. Selective enforcement techniques should be implemented through assignment of men and equipment by time and location on the basis of demonstrated need.
  - b. Each Police Department should have at least one employee specially trained in highway safety management and able to plan and evaluate effective traffic safety programs.
  - c. Specialization should be limited according to need, and the major street traffic duties should be performed by patrol officers.
8. Each Police Department should be capable of performing, or arrange for the performance of, activities necessary to support traffic line functions. These activities:
  - a. May include Administration, Planning, Budgeting, Personnel Management, Research and Analysis, Public Information, Training, Communications, Transportation, Records and Identification, Property Control, Equipment Supply, and Laboratory Services; and
  - b. Should enable the Police Department to gather and analyze traffic information and to maintain records to guide the Department in the safe movement of traffic.

Standard 9.6, cont'd: --

9. Each Police Department should periodically release traffic safety information and traffic safety educational material to the general public, and should cooperate with appropriate educational institutions in the preparation and presentation of traffic safety educational programs.

Recommendation - 9.1: Motor Vehicle Regulatory Functions

It is recommended that the State of Hawaii assume complete responsibility for licensing all drivers of motor vehicles, vehicle registration, vehicle inspection, vehicle weight control, carrier and commercial regulation.

Standard 9.7: --

Criminal Investigation

Each Police Department should direct patrol officers to conduct thorough preliminary investigations and should establish in writing priorities so that investigative efforts are spent in a manner that will best achieve organizational goals.

1. Each Police Department should recognize that patrol officers are preliminary investigators; however, investigative specialists should be assigned to very serious or complex preliminary investigations when delay will not hamper the investigation.
2. Each Police Department should establish only as many specialized criminal investigative units as needed, staffed only with the number of personnel necessary to conduct timely investigations that lead to organizational objectives. The thoroughness of preliminary investigations by patrol officers should be required to reduce followup investigative efforts.
3. Each Police Department should establish investigative priorities according to the seriousness of the crime, how recently it was reported, the amount of readily available information about suspects, the availability of Department resources, and community attitudes.
4. Each Police Department should assign full-time criminal investigators.

Standard 9.7, cont'd: --

- a. Specialization within the criminal investigation unit should take place only when necessary to improve overall efficiency within the Department.
  - b. Criminal investigation operations should be decentralized to the most effective command level. However, unusual cases or types of cases may be investigated by a centralized unit.
5. Each Police Department should establish quality control procedures so that every reported crime receives the investigation it warrants. These procedures should include:
- a. A followup report of each open investigation every ten (10) days and command approval of every continuance of an investigation past thirty (30) days.
  - b. Constant inspection and review of individual, team, and unit criminal investigation reports and investigator activity summaries; and
  - c. Individual, team, and unit performance measures based at least on arrests and dispositions, crimes cleared, property recovered, and caseload.
6. Each Police Department should consider the use of a case preparation operation so that all evidence that may lead to the conviction or acquittal of defendants is systematically prepared and presented for review by the prosecuting authority. A technician should be employed to handle any or all of the functions listed, whenever a Department can improve the quality of case preparation

Standard 9.7, cont'd: --

- at the same or reduced cost.
- a. Policies and procedures should be developed in cooperation with the Office of the Prosecutor.
  - b. All Police information on each case prepared for prosecution should be in a systematically prepared, written report that contains the following documentation: copies of the incident report, followup reports, identification and laboratory reports, and any other reports necessitated by the investigation.
  - c. Every case also should contain written documentation relating to all case disposition information and notification records.
  - d. The case preparation technician may: establish and complete case files; present case files to prosecutors; present subjects in custody for arraignment, or obtain a warrant and disseminate warrant information; notify witnesses; document final dispositions of cases; and return the case report file to the originating unit for retention.

Standard 9.7, cont'd: --

7. Each Police Department should coordinate criminal investigations with all other Department operations.

This coordination should be supported by:

- a. Clearly defined procedures for the exchange of information between investigative specialists and between those specialists and uniformed patrol officers; and
- b. Systematic rotation of patrol officers into investigative specialties.

Standard 9.8: --

Special Crime Tactical Forces

Each Police Department should have available, consistent with an analysis of its need, a flexible and highly mobile tactical force for rapid deployment against special crime problems.

1. Every Police Department should establish written policies and procedures that govern deployment of the tactical force against any problem. These policies and procedures should stipulate at least:
  - a. That the tactical force will be deployed on the basis of current crime pattern analysis or validated current information on expected crime activity;
  - b. That the tactical force will be deployed against a problem only when the regularly assigned patrol force is not adequate to be effective against that problem; and
  - c. That tactical force deployment strategy will be based on an objective analysis of the problem: overt saturation as a highly visible preventive strategy, and covert saturation as a low visibility detection and apprehension operation.

Standard 9.8, cont'd: --

2. Each Police Department should consider maintaining a full- or part-time tactical force, depending on local problems.
  - a. The numerical strength of the tactical force should depend on Department needs and local problems.
  - b. A full-time tactical force should include an analytical staff element.
  - c. A part-time tactical force should use qualified personnel from anywhere within the Department.
  - d. Every tactical force should have a central headquarters and should operate from that headquarters when deployed against a problem.
  - e. Field commanders should be informed of tactical force activities within their area of responsibility. Tactical force activities should be consistent with the policies of the field commander of the area in which they are working.
  - f. Every tactical force should be equipped with necessary specialized equipment, vehicles, radios, vision devices, and weapons and should be adequately trained in their use.

Standard 9.9: --

Vice Operations

Each Police Department should strengthen its capability to combat vice activities to reduce the incidence of vice crimes and related criminal activity.

1. Each Police Chief should establish written policies governing vice control operations. These policies, consistent with existing statutes:
  - a. Should reflect community attitudes toward vice crimes, the severity of the local vice problem, and the effect of the vice problem on other local crime problems.
  - b. Should acknowledge that the patrol force is responsible for taking enforcement action against all vice violations they see.
2. Each Police Department should have a full-time vice investigation capability.
3. Each Police Chief should foster close coordination and continual exchange of information among operational elements of the department, and close liaison with other Police Departments and agencies conducting similar operations.

Standard 9.9, cont'd: --

4. Each Police Department should provide operational units with special funds, specialized equipment and training, vehicles, vision devices, and any other physical support necessary to conduct effective vice control operations.
5. Each Police Chief should require that every field commander reports in writing every thirty (30) days to the Chief or his designee, the form and extent of the current vice problem in his area and the effort of vice operations on that problem. This report should contain:
  - a. The number of vice arrests by type of offense and location;
  - b. Information received on vice problems; and
  - c. Current vice operations directed against area vice problems.
6. Each Police Chief should require, through written policies and procedures, that every vice complaint received by his Department will be reduced to writing and investigated as thoroughly as possible. Vice complaint policies and procedures should provide that:
  - a. All vice complaints be distributed to the Police Chief or his designee, and to the vice unit;

Standard 9.9, cont'd: --

- b. Every ten (10) days a written followup report on each vice complaint be made to indicate the progress of the investigation; and
- c. Every vice complaint investigation not completed within thirty (30) days of its receipt be reviewed, and that all necessary steps be taken to expedite the investigation.

Standard 9.10: --

Narcotic and Drug Investigations

Each Police Department should acknowledge the direct relationship between narcotic and drug offenses and other criminal activity, and should have available a narcotic and drug investigation capability based on that acknowledgement.

1. Each Police Department should provide fundamental narcotic and drug investigation training to every officer during basic training.
2. Each Police Department should cooperate in and, where necessary, establish narcotic and drug abuse public awareness programs such as school system educational programs, civic group programs, multiagency community programs, and Analysis Anonymous programs.

Standard 9.10, cont'd: --

3. Each Police Department should have a full-time narcotic and drug investigation capability:
  - a. The number of personnel assigned to the narcotic and drug operation should be determined by the local problem.
  - b. Where appropriate, drug and narcotic operations may be consolidated with vice operations.
  - c. Drug and narcotic operations should be decentralized to the extent that the Department is; however, a central drug and narcotic unit should be maintained to coordinate the decentralized operations.
4. Each Police Department should foster coordination and the continual exchange of information between officers assigned to operational elements of the department.
5. Each Police Department should establish written policies and procedures requiring that every narcotic and drug complaint will be reported in writing and thoroughly investigated. These policies and procedures should provide that:
  - a. All narcotic and drug complaints be distributed to the Police Chief or his delegate, and to the central narcotic and drug unit;

Standard 9.10, cont'd: --

- b. A written followup report of every open drug or narcotic investigation be prepared every thirty (30) days to indicate the progress of the investigation;
  - c. Individual, team, and unit drug and narcotic investigation reports and activity summaries be inspected and reviewed continually;
  - d. Individual, team, and unit performance measures continually be applied to drug and narcotic control operations. These measures should include arrests and dispositions; number of purchases by type of drug or narcotic, quantity and quality of seized drugs and narcotics, other crimes cleared, and working caseload.
6. Each Police Department should provide narcotic control operations with special funds and specialized equipment and training necessary to conduct effective drug and narcotic control operations.

Standard 9.11: --

Intelligence Operations

Each Police Department should establish and maintain the capability to gather and evaluate information and to disseminate intelligence in a manner which protects every individual's right to privacy while it curtails organized crime and public disorder.

1. There should be established a central gathering, analysis, and storage capability, and intelligence dissemination system.
  - a. Each Police Department should actively participate in providing information and receiving intelligence from this system and from other law enforcement agencies.
  - b. Each Police Department should designate at least one person to be responsible for liaison with this central system and other law enforcement agencies.
  - c. A central intelligence system should disseminate specific intelligence to local Departments according to local needs and should disseminate general information throughout the State.
2. Each Police Department should have a full-time intelligence capability.
  - a. The number of personnel assigned to this operation should be based on local conditions.

Standard 9.11, cont'd: --

- b. The intelligence operation should be centralized; however, intelligence personnel may be assigned, where appropriate, to major transportation centers.
  - c. When the size of the intelligence operation permits, organized crime intelligence should be separate from civil disorder intelligence.
  - d. In smaller Departments, the intelligence personnel should be required to take direct enforcement action only where limited agency resources make it absolutely necessary. In larger Departments, the intelligence personnel should be required to take direct enforcement action only where a serious threat to life or property makes it absolutely necessary.
  - e. The intelligence operation should include an independent and well-secured reporting and record system.
3. Each Police Department should foster exchange of information and coordination among the various intelligence operational elements of the Department and with other government agencies.
4. Each Police Department should supply its intelligence operation with the funds, vehicles, vision devices, and other specialized equipment and training necessary to implement an effective intelligence operation.

CHAPTER 10  
MANPOWER ALTERNATIVES

GOAL: --

Each Police Department should assign civilian personnel to positions that do not require the exercise of Police authority or the application of the special knowledge, skills, and aptitudes of the professional police officer, and should make use of trained uniformed sworn reserves when available.

Standard 10.1: --

Assignment of Civilian Police Personnel

To determine the proper deployment of civilian and sworn personnel, each Department:

1. Should identify those sworn positions which:
  - a. Do not require that the incumbent have peace officer status under County, State, or Federal statute;
  - b. Do not require that the incumbent exercise the full Police power and authority normally exercised by a Police officer;
  - c. Do not require that the incumbent possess expertise which can be acquired only through actual field experience as a sworn Police officer; and
  - d. Do not contribute significantly to the professional development of sworn personnel.

Standard 10.1, cont'd: --

2. Should designate as civilian those positions that can be filled by a civilian employee according to the foregoing criteria;
3. Should staff with qualified civilian personnel all positions designated for civilians;
4. Should provide a continuing audit of all existing and future positions to determine the feasibility of staffing with civilian personnel;
5. Should develop a salary and benefit structure for civilian personnel commensurate with their position classification;
6. Should provide that an opportunity for career development exists within each civilian position classification where the nature of the position does not limit or bar such opportunity;
7. Should conduct indepth personal background investigations of civilian applicants for confidential or sensitive positions. These background investigations should be as thorough as those of regular sworn Police officers;
8. Should provide civilian training programs that raise the level of proficiency necessary to perform the duties of each assignment;

Standard 10.1, cont'd: --

9. Should inform all civilian employees of the requirements for sworn Police status and interview them to determine their interest or desire to seek such status subsequently, and should record all information obtained during such interviews;
10. Should assign those civilian employees who express a desire to seek sworn status later to positions that will contribute to their professional development as Police officers.

Standard 10.2: --

Selection and Assignment of Reserve Police Officers

Each Police Department should consider employment of Police reserve officers to supplement the regular force of sworn personnel and increase community involvement in local Police service.

1. Each Police Department should establish minimum standards for reserve Police officer selection and training according to the following criteria:
  - a. Reserve officer selection standards should be equivalent to those for regular sworn personnel except that the reserve specialist may be selected on the basis of those limited duties to be performed. Reserve officer requirements may differ from those for regular sworn personnel.
  - b. Reserve officer training standards should be equivalent to those standards required for the specific duties to be performed.

Standard 10.2, cont'd: --

2. Each Police Department that has identified a specific need to augment its regular force of sworn personnel to alleviate manpower shortages or to cope with unique deployment problems, should establish a Police reserve program. To realize the maximum benefit from such a program, each Department:
  - a. Should establish recruitment and selection criteria equivalent to those for regular sworn personnel;
  - b. Should assign the reserve officer to supplement regular Police personnel in the day-to-day delivery of Police services and assign the reserve officer to perform services within a particular field of expertise;
  - c. Should furnish the reserve officer with the same uniform and equipment as a regular sworn officer only upon his completion of all training requirements. Until he has completed all training requirements, he should be readily identifiable as a reserve officer, and he should perform his duties only under the direct supervision of a regular sworn officer.

CHAPTER 11  
PROFESSIONAL ASSISTANCE

GOAL: --

Each Police Department should establish liaison with professionals outside the Police service who have expertise that can contribute to effective and efficient performance beyond the capabilities of Department employees.

Standard 11.1: --

Use of Professional Expertise

Each Police Department should establish working relationships, for professional employment, on a "when needed" basis with:

1. Medical professionals, particularly those with specific expertise in:
  - a. Pathology;
  - b. Gynecology;
  - c. Psychiatry;
  - d. Dentistry and orthodontics;
  - e. Traumatic injuries;
  - f. Medical laboratory technology; and
  - g. Pharmacology.
2. Business, trade, and industrial professionals, particularly those knowledgeable in:
  - a. Banking;
  - b. Bookkeeping and accounting;
  - c. Labor relations;
  - d. The local economy; and
  - e. Local industry, business, and trades.

Standard 11.1, cont'd: --

3. Educational professionals, particularly those with expertise in:
  - a. Elementary, secondary, and vocational education;
  - b. The physical, natural, and behavioral sciences;
  - c. Research; and
  - d. Archeology.
4. Behavioral science resources with expertise in:
  - a. Personnel selection, vocational assessment, and career counseling;
  - b. Teaching, training, and educational programming;
  - c. Research;
  - d. Management consultation;
  - e. Personal problem counseling; and
  - f. Specialist consultation.
5. Members of the clergy.

Standard 11.2: --

Legal Assistance

Each Police Department should acquire the legal assistance necessary to provide maximum effectiveness and efficiency in all its operations.

1. Each Police Department should make maximum use of offices of its Corporation Counsel or County Attorney, the County Prosecutor, and the State Attorney General, to acquire the legal assistance it needs. If it is necessary to provide legal assistance supplementary to these sources, a Police Legal Advisor should be employed.
2. Each Department should obtain legal assistance in Department operations where needed. This assistance may include:
  - a. Provision of legal counsel to the Police Chief in all phases of administration and operations;
  - b. Liaison with the Corporation Counsel or County Attorney, the County Prosecutor, the State Attorney General, the United States Attorney, the Courts, and the State and local Bar Associations.
  - c. Review of general orders, training bulletins, and other directives as to legal sufficiency;

Standard 11.2, cont'd: --

- d. Case consultation with arresting officers and review of affidavits in support of arrest and search warrants in cooperation with the County Attorney or Prosecutor's office;
  - e. Advisory participation in operations where difficult legal problems can be anticipated;
  - f. Attendance at major disturbances -- and an oncall status for minor ones -- to permit rapid consultation regarding legal aspects of the incident;
  - g. Participation in training to provide continuing legal training at all levels within the Department;
  - h. Drafting of procedural guides for the implementation of recent court decisions and newly enacted legislation; and
  - i. Provision of legal counsel for ad hoc projects, grant proposal development, and special enforcement problems.
3. Each Police Department, where feasible, should establish a Police legal unit with at least one attorney as a full-time legal advisor.
- a. The size and composition of the legal unit should be proportionate to the size of the Department and the complexity of the legal assistance task.

Standard 11.2, cont'd: --

- b. One attorney should be designated as the director or administrative head when two or more attorneys are employed.
  - c. Adequate secretarial and clerical help should be provided, as well as Police officers or law student interns for paralegal work.
  - d. Organizationally, the legal unit should be a separate entity, similar to the house counsel of a corporation, reporting directly to the Police Chief and readily available to him.
  - e. Legal advisers should be civilian attorneys who serve at the request of the Police Chief.
4. Each Police Department should set firm minimum qualifications for the position of Police Legal Adviser. These qualifications should require that each candidate for this position:
- a. Be a qualified Attorney eligible, except for residence requirement, for admission to the State bar in the State of Hawaii, and either licensed in the State or licensed in a State where licensing requires examination. He should become licensed in the State as soon as possible.
  - b. Have a wide breadth of professional and practical experience in criminal justice, preferably in criminal trial work; and
  - c. Have attitudes and personality conducive to the development of trust and acceptance by Police personnel.

Standard 11.2, cont'd: --

5. Each Police Department employing a legal adviser should provide in the assignment of his duties that he not:
  - a. Prosecute criminal cases;
  - b. Decide what cases are to be prosecuted or what charges are to be brought except by agreement with the Prosecutor;
  - c. Be assigned tasks unrelated to the legal assistance function that would interfere with performance of that function; nor
  - d. Either prosecute or defend infractions of discipline before internal disciplinary review boards, or serve as a member of any such board.
  
6. Each Police Department employing a legal adviser who also engages in private practice should require that he does not represent criminal defendants, bring a claim against a governmental agency he represents, lend his name to or have a financial interest in any law firm that represents criminal defendants, accept private employment that necessitates procuring Police officers as witnesses or using Police information, conduct private business in an office located in a Police Station, or represent any Police Union or agency employee organization.

CHAPTER 12  
SUPPORT SERVICES

GOAL: --

Each Police Department should organize and maintain support services to provide the most modern and efficient means for the collection of evidence, the forensic analysis of evidence in modern, fully equipped crime laboratories, the proper handling and retention of evidence and other property, and the humane and secure detention of prisoners.

Standard 12.1: --

The Evidence Technician

Each Police Department should acknowledge the importance of efficient identification, collection, and preservation of physical evidence; its accurate and speedy analysis; and its proper presentation in criminal court proceedings. These are essential to professional criminal investigations, increased clearance of criminal cases, and ultimately, the reduction of crime. Each Department should provide for the deployment of specially trained personnel to gather physical evidence 24 hours a day.

1. Each Police Department should consider the use of specially trained evidence technicians to locate, collect, and preserve physical evidence at crime scenes and to deliver such evidence to the appropriate laboratory facility.

Standard 12.1, cont'd: --

2. Each Police Department should provide for all incoming sworn personnel a formalized basic training course in evidence-gathering techniques to develop the Department's capacity to retrieve and use any physical evidence present at the scene of a criminal investigation. Every sworn officer should then be held responsible for evidence collection in cases where an evidence technician or a specially trained patrol officer is not available.
3. Each Police Department, where feasible, should maintain a mobile evidence-collection van containing equipment for securing and illuminating large crime scene areas and for storing and preserving physical evidence. The van should be staffed by qualified evidence technicians and should be used for major occurrences.
4. Each Police Chief should seek to provide his own crime scene searches and should require that all crime scenes are thoroughly examined for physical evidence, and that all evidence collected is submitted to the appropriate laboratory facility for analysis.
5. Each Police Chief should strive to provide specialized training for local evidence technicians to achieve a uniform level of proficiency in the collection of physical evidence.

Standard 12.2: --

The Crime Laboratory

Each Police Chief should seek to establish a consolidated criminal laboratory system composed of local, State, or Federal facilities capable of providing the most advanced forensic science services to Police Departments.

1. Each Police Department should establish access to at least one laboratory facility capable of timely and efficient processing of physical evidence and should consider use of each of the following:
  - a. A local laboratory that provides analysis for high volume, routine cases involving substances such as narcotics, alcohol, and urine; routine analysis and processing of most evidence within 24 hours of its delivery; immediate analysis of certain types of evidence, such as narcotics, where the detention or release of a subject depends upon the analysis and qualitative field tests and quantitative followup tests of narcotics or dangerous drugs.
  - b. A consolidated laboratory system that provides highly technical analyses that are beyond the capabilities of local facilities.

Standard 12.2, cont'd: --

2. In maintaining a staff of formally qualified personnel who can provide efficient and reliable assistance in criminal investigations, every crime laboratory should provide that:
  - a. Every employee responsible for the completion of scientific analyses or testing hold at least an earned baccalaureate degree in chemistry, criminalistics, or closely related field from an accredited institution, and have a thorough working knowledge of laboratory procedures;
  - b. Every employee performing supervised basic scientific tests or duties of a nonscientific nature meet the Department's requirements for the employment of regular sworn or civilian personnel;
  - c. The laboratory director be familiar with management techniques necessary to perform his administrative functions satisfactorily;
  - d. All laboratory personnel be adequately trained and experienced;
  - e. Civilian personnel be used regularly so that sworn personnel may be more appropriately deployed in other assignments;

Standard 12.2, cont'd: --

- f. The working staff be sufficient to meet the demands of the laboratory caseload;
  - g. Salaries be commensurate with the specialized duties and qualifications of each position so that well-qualified personnel are attracted to and retained in these positions;
  - h. Promotional and career paths for laboratory personnel result in salaries at least equal to those employed in other equivalent laboratories; and
  - i. A clerical pool capable of handling all of the clerical needs of the laboratory be maintained.
3. Every laboratory that employs more than ten (10) nonclerical personnel also should establish at least one research position for solving specific laboratory problems and developing new laboratory techniques.
4. Each Police Chief should require that the Police laboratory function receives appropriate fiscal support and that the adequacy of its facilities is considered in structuring the Department's annual budget; every laboratory director should be able to assess and control the amount, type, and quality of evidence received by the laboratory.

Standard 12.2, cont'd: --

5. Each Police Department laboratory should receive from all agencies using its services partial annual support based on the number of sworn personnel employed by each Department, rather than on case costs.
6. Every crime laboratory director should design and implement a reporting system that provides data relative to its involvement in:
  - a. Reported crimes;
  - b. Investigated crimes;
  - c. Suspects identified or located;
  - d. Suspects cleared;
  - e. Suspects charged;
  - f. Prosecutions;
  - g. Acquittals; and
  - h. Convictions.
7. Every crime laboratory should establish close liaison with:
  - a. All other elements of the criminal justice system so that laboratory findings are consistent with law enforcement needs and are being effectively used as investigative tools;
  - b. The scientific and academic establishments, to provide use of the latest techniques and devices available to the criminalist and the investigator.

Standard 12.3: --

The Property System

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

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

Standard 12.3, cont'd: --

3. Each Police Department should publish written procedures governing the function of the property system. All components of a multicomponent property system should be governed by the same procedures.
4. Each Police Department that uses full-time employees in its property function should assign civilian personnel to all elements of the property system in order to release sworn officers for assignment to those Police functions requiring them.
5. Each Police Department should assign to the property function only those employees who are trained in the operation of the system.
6. Each Police Department should require that personnel assigned to the property function not be involved in authorizing the booking, release, or disposition of property. Such authorization should be provided by the booking officer, the investigating officer, or another designated sworn employee.
7. Each Police Department should designate the employees responsible for around-the-clock security of the property area and restrict entry of all other personnel into this area.

Standard 12.3, cont'd: --

8. Each Police Department should institute close security and control measures to safeguard all money that comes into Department custody.
9. Each Police Department, with concurrence of the County or Prosecuting Attorney, should institute procedures to facilitate the removal of property from the system as soon as possible.
  - a. All identifiable property should be returned as soon as practicable after the rightful owner is located. Prior to disposition, all such property should be checked against stolen property records and all firearms should be compared with gun records to make certain that no "wants" or "holds" exist for such items.
  - b. Personnel assigned to locate the owners of identifiable property should not be involved in the arrest or prosecution of the persons accused of crimes involving that property.
  - c. When property is no longer needed for presentation in court, and the owner cannot be determined, it should be disposed of promptly.

Standard 12.3, cont'd: --

10. Each Police Department should require that the property room includes:
  - a. A sufficient amount of space and facilities for efficient storage of property and records;
  - b. Easy access by Department personnel and by the public without lessening security or subjecting property to contamination;
  - c. A temporary storage area for perishable property;  
and
  - d. An area that provides an extra measure of security for the storage of narcotics and firearms.

Standard 12.4: --

The Detention System

Each Police Department should turn over all its detention and correctional facilities to an appropriate State agency and should continue to maintain only those facilities necessary for short term processing of prisoners immediately following arrest and pending arraignment.

1. Each Police Department currently operating its own detention facility should consider using an easily accessible State facility for all detention except that required for initial processing of arrestees. Each Department should also consider using State facilities for the transfer of arrestees from initial processing detention to arraignment detention.

CHAPTER 13  
RECRUITMENT AND SELECTION

GOAL: --

Each Police Department should pursue a strong and positive recruitment program aimed at the acquisition by the Department of qualified men and women applicants from all ethnic groups present in the community and institute a selection process that will provide the highest quality of personnel.

Standard 13.1: --

General Police Recruiting

Each Police Department should seek qualified applicants to fill Police Officer vacancies by aggressive recruiting.

1. The Police Department should administer its own recruitment program.
  - a. The Department should assign to specialized recruitment activities employees who are thoroughly familiar with the policies and procedures of the Department and with the ideals and practices of professional law enforcement;
  - b. Departments without the expertise to recruit Police applicants successfully should seek assistance from the County Department of Personnel Services.

Standard 13.1, cont'd: --

2. The Police Department should direct recruitment exclusively toward attracting the best qualified candidates. In doing so, it:
  - a. Should make college-educated applicants the primary targets of all recruitment efforts. (See Chapter 15 - Standard 15.1 and Recommendation 15.1 a and b)
  - b. Should concentrate recruitment resources according to the Department need for personnel from varied ethnic backgrounds.
3. The Police Department should encourage the County Department of Personnel Services to provide application and testing procedures at decentralized locations in order to facilitate the applicant's access to the selection process.
  - a. The initial application form should be a short, simple record of the minimum information necessary to initiate the selection process.
4. The Police Department should encourage the Department of Personnel Services to allow for the completion of minor routine requirements, such as obtaining a valid driver's license, after the initial application but before employment.

Standard 13.1, cont'd: --

5. The Police Department should involve all Department personnel in the recruitment and selection process.
6. The Police Department should seek, when needed, professional assistance -- such as that available in advertising, media, and public relations firms -- to research and develop increasingly effective recruitment methods.
7. The Police Department should evaluate the effectiveness of all recruitment methods continually so that successful methods may be emphasized and unsuccessful ones discarded.

Standard 13.2: --

College Recruiting

Each Police Department should implement a specialized recruitment program to satisfy the need for applicants with college educations.

1. The Police Department should establish permanent liaison with:
  - a. Placement officers and career counselors in colleges and universities in the State of Hawaii.
  - b. Faculty members and heads of departments that provide a curriculum specifically designed to prepare students for the Police service.
2. The Police Department should implement, when feasible, a Police Student Worker Program that provides part-time employment for college students between the ages of 17 and 25 who have shown a sincere interest in a law enforcement career. Police student workers:
  - a. Should be full-time students carrying a study load of at least 12 units per semester and should work for the Police Department no more than 20 hours per week; during school vacations, full-time employment may be appropriate.
  - b. Should meet the same physical, mental, and character standards required of Police officers; appropriate and reasonable exceptions may be made for height and weight in relation to age.

Standard 13.2, cont'd: --

- c. Should be assigned duties that prepare them for their future responsibilities as regular Police officers; student workers, however, should not have the authority of a regular Police officer or be authorized to carry firearms.
3. The Police Department should compete actively with other governmental and private sector employers in recruitment efforts at nearby colleges and universities. The opportunity for a Police Officer to perform a valuable social service, and the opportunity for a progressive career, should be emphasized in college recruiting.

Standard 13.3: --

Minority Recruiting - RESERVED (Refer to Standard 13.7)

Standard 13.4: --

Minimum Standards for the Selection of Police Officers

The Police Chiefs of the four counties should collaborate to develop and enforce mandatory standards for the selection of Police Officers.

Standard 13.5: --

The Selection Process

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

1. Each Police Department should measure applicants' mental ability through the use of job-related ability or aptitude tests rather than general aptitude tests. These job-related ability tests should meet the requirements of Federal Equal Employment Opportunities Law (42USC 2000e) and Commission guidelines.
2. Each Police Department should retain the services of a qualified psychiatrist or psychologist to conduct psychological testing of Police applicants in order to screen out those who have mental disorders or are emotionally unfit for Police work.
3. Each Police Department should use the results of psychological testing as a positive predictor of later performance within the Police service only when scientific research establishes the validity and reliability of such a predictor.

Standard 13.5, cont'd: --

4. Each Police Department should conduct an in-depth background investigation of every Police applicant before employment. The policies and procedures governing these investigations at least should require that:
  - a. To the extent practicable, investigations are based upon personal interviews with all persons who have valuable knowledge of the applicant;
  - b. The rejection of Police applicants is job related; and
  - c. Police applicants are not disqualified on the basis of arrest or conviction records alone, without consideration of circumstances and disposition.

Standard 13.6: --

Employment of Women - RESERVED (Refer to Standard 13.7)

Standard 13.7: --

Equal Employment Opportunities

Each Police Department should establish policies and procedures governing the recruitment, employment, assignment, promotion, and training of Police Officers, without discrimination because of race, sex, color, or ancestry.

1. Each Police Department should engage in positive efforts to employ qualified members of ethnic minority groups. When a substantial ethnic minority population resides within the jurisdiction, and is under-represented in the Department's personnel, the Police Department should take affirmative action to employ qualified members of the group.
2. Each Police Department should engage in positive efforts and affirmative action to employ qualified women.
3. Each Police Department seeking to employ members of an ethnic minority group and women should direct recruitment efforts toward attracting large numbers of applicants.
4. Each Police Department seeking to employ qualified ethnic minority group members and qualified women should research, develop, and implement methods to recruit minority members and women, including:
  - a. Assignment of minority Police Officers and Women Police Officers to the respective specialized recruitment efforts;

Standard 13.7, cont'd: --

- b. Liaison with local minority community leaders and women community leaders to emphasize Police sincerity and encourage referral of minority applicants and women applicants to the Police Department;
  - c. Recruitment advertising and other material that depict minority group Police personnel and women Police personnel performing the Police function;
  - d. Active cooperation of the minority media and the women's media as well as the general media in minority and women recruitment efforts;
  - e. Emphasis on the community service aspect of Police work; and
  - f. Regular personal contact with the minority applicant and the woman applicant to final determination of employability.
5. Each Police Chief should establish policies to provide that employment, assignment, in-service training, and promotion procedures and practices neither favor nor discriminate against minority group members or women.

Standard 13.7, cont'd: --

6. Each Police Department should abolish all separate organizational entities composed solely of Police Women except those which are identified by function or objective such as a female jail facility within a multiunit Police organization.
7. Each Police Department should evaluate periodically the effectiveness of specialized minority recruitment methods and specialized women recruitment methods so that successful methods are emphasized and unsuccessful ones discarded.

CHAPTER 14  
CLASSIFICATION AND PAY

GOAL: --

Each Police Chief, recognizing that one of the chief incentives for attraction and retention of competent staff is an adequate pay scale, should formulate an aggressive policy of upgrading and maintaining attractive salary levels with the assistance of State and County administrations, legislators and union officials.

Standard 14.1: --

Police Salaries

All County governments, collectively, should establish and maintain salaries that attract and retain qualified sworn personnel capable of performing the increasingly complex and demanding functions of Police work.

1. All County governments, collectively, should establish an entry-level sworn Police personnel salary that enables the Department to compete successfully with other employers seeking individuals of the same age, intelligence, abilities, integrity, and education. In setting an entry-level salary, the following should be considered:
  - a. The employment standards of the Department;
  - b. The specific Police functions performed by the Department;

Standard 14.1, cont'd: --

- c. The economy of the area served by the Department;  
and
  - d. The availability of qualified applicants in the  
local labor market.
2. All County governments, collectively, should establish a wide salary range within its basic occupational classification, with the maximum salary sufficient to retain qualified personnel by providing them with the opportunity for significant salary advancement without promotion to supervisory or management positions.
  3. All County governments, collectively, should establish a salary review procedure to provide for the automatic annual adjustment of Police salaries to reflect the prevailing wages in the local economy and to meet the competition from other employers. The criteria applied in this annual salary review procedure should not be limited to cost of living increases, average earnings in other occupations, or other economic considerations which, applied in isolation, can inhibit effective salary administration.
  4. All County governments, collectively, should establish a sufficient salary separation between job classifications to provide promotional incentives and to retain competent supervisors and managers.

Standard 14.1, cont'd: --

5. Each County government should provide its Police Chief with a salary that is within the range of those received by Department Heads of other County agencies.
6. All County governments, collectively, should establish and maintain a Police salary structure separate and distinct from that of any other government agency.

Standard 14.2: --

Position Classification Plan

All County governments, collectively, should establish a broad Police classification plan based upon the principle of merit. The plan should include few position classifications, but multiple pay-grade levels within each classification to enable the Police Chief to exercise flexibility in the assignment of personnel. The plan should also provide, within the basic position classification, sufficient career incentives and opportunities to retain qualified Police Officers and specialists in nonmanagement positions.

1. Each Police Department with more than three (3) levels of classification below the Police Chief should consider the adoption of three broad occupational classifications for sworn personnel, to permit mobility within each classification and salary advancement without promotion. The three (3) fundamental classifications should include:

Standard 14.2, cont'd: --

- a. A patrolman-investigator classification for the Police Officer and specialist at the basic rank level;
  - b. A supervisor-manager classification for supervisory and midmanagement personnel; and
  - c. A command-staff classification for Police executives and administrators.
2. Each Department's classification plan should include, within each position classification, several pay grade levels, each of which requires a certain degree of experience, skill, and ability, or which entails the performance of a specialized function. The plan should provide compensation commensurate with the duties and responsibilities of the job performed, and should permit flexibility in the assignment of personnel.
  3. Each Police Department should provide career paths that allow sworn personnel to progress not only as managers but as Police Officers and specialists as well. Nonmanagerial career paths should provide the incentive necessary to encourage personnel with proven professional and technical expertise to remain within the functions they choose, while continuing to provide efficient and effective delivery of Police service.

Standard 14.2, cont'd: --

- a. Nonmanagerial career paths should incorporate progressive career steps for the Police Officer and specialist; these steps should be predicated on the completion of appropriate levels of education and training, and the achievement of experience and expertise within a professional-technical area. Progression to the end of a nonmanagerial career path should bring a salary greater than that for the first level of supervision.
  - b. Managerial career paths should also incorporate progressive career steps, predicated on the completion of appropriate levels of education and training and the achievement of management skills necessary to function satisfactorily at the next level of management.
4. Each Police Department should require that the merit principle dominates other considerations for promotions and assignments. Any existing Civil Service procedure should apply only to retention in, or promotion to, broad position classifications. Movement between pay-grade levels within such position classifications should remain free from restrictive Civil Service procedures, but subject to internal controls, so that placement and corresponding pay be based on merit.

Standard 14.2, cont'd: --

- a. Every classification plan that encourages the practices of a "spoils system" or in which the advancement of personnel is not governed by the merit principle, should be corrected or abolished.
- b. Each Department should require that no Civil Service system imposes any restriction on the Department's classification plan that would unnecessarily inhibit flexibility in the assignment of personnel or encourage mediocrity in job performance.

## CHAPTER 15

### EDUCATION

#### GOAL: --

To provide for the selection of personnel with higher academic qualifications needed to perform Police duties, each of the four Police Departments should require, as a condition of initial employment, a baccalaureate degree from an accredited college or university.

#### Standard 15.1: --

##### Educational Standards for the Selection of Police Personnel

1. Each Police Department, as soon as feasible, should require, as a condition of initial employment, the completion of at least two (2) years of education (60 semester units) at an accredited college or university.
2. Each Police Department should, no later than 1980, if feasible, require as a condition of initial employment, a baccalaureate degree from an accredited college or university.

NOTE: The State of Hawaii, at this time, has four year colleges only on the Island of Oahu (City and County of Honolulu) and one on the Island of Hawaii (County of Hawaii). Two year Community Colleges are located on Kauai and Maui. There are no college facilities on Molokai or Lanai, the "outer islands" of the County of Maui. This creates a serious problem in recruitment of college-trained personnel.

Standard 15.2: --

Educational Incentives for Police Officers

Each Police Department should adopt, when feasible, a formal program of educational incentives to encourage Police officers to achieve a college-level education. Each Police Department should request that colleges and universities, particularly those providing educational programs for Police personnel, should schedule classes at times when Police officers can attend.

1. When it does not interfere with the efficient administration of Police personnel, duty and shift assignments should be made to accommodate attendance at local colleges; any shift or duty rotation system should also be designed to facilitate college attendance.
2. Financial assistance to defray the expense of books, material, tuition, and other reasonable expenses should be provided to a Police officer when:
  - a. He is enrolled in courses or pursuing a degree that will increase, directly or indirectly, his value to the Police Service; and
  - b. His job performance is satisfactory.
3. Incentive pay should be provided for the attainment of specified levels of academic achievement. This pay should be in addition to any other salary incentive. It should amount to at least 2.5 percent of the employee's current salary for each 30 semester units of college work completed in pursuance of a degree that will lead, directly or indirectly, to service betterment warranting the expense of the salary incentive.

Standard 15.2, cont'd: --

4. Police Departments request that colleges and universities, particularly those providing educational programs for Police personnel, schedule classes at times and locations that will facilitate the attendance of Police officers.
  - a. Classes should be scheduled for presentation during the daytime and evening hours within the same academic period, semester, or quarter.
  - b. When appropriate, colleges and universities should present classes at locations other than the main campus so Police officers can attend more conveniently.

Standard 15.3: --

College Credit for the Completion of Police Training Programs

Each Police Department should pursue the affiliation of Police Training Programs with academic institutions to upgrade its level of training and to provide incentive for further education.

1. All Police Training Courses for college credit should be academically equivalent to courses that are part of the regular college curriculum.
2. Every member of the faculty who teaches any courses for credit in the Police Training Curriculum should be specifically qualified to teach that course.
  - a. The instructor in a Police Training Course, for which an affiliated college is granting credit, should be academically qualified to teach that course.
  - b. Police personnel not academically qualified to teach a course in the regular college curriculum may, if otherwise qualified, serve as teaching assistants under the supervision of an academically qualified instructor.

Recommendation - 15.1: Four Year Colleges

It is recommended that the State of Hawaii establish, or encourage the establishment of, four year college programs on the Islands of Maui and Kauai.

Recommendation - 15.2: Degree-Credit Courses

It is recommended that the State of Hawaii and the colleges and universities in the State establish degree-credit courses with availability to students who cannot attend during normal day-time hours, including correspondence courses.

## CHAPTER 16

### TRAINING

#### GOAL: --

Each Police Department should establish and maintain recruit in-service and recall training programs that will provide for the continued existence of a modern police force thoroughly trained in all current phases of law enforcement.

#### Standard 16.1: --

##### State Legislation and Fiscal Assistance for Police Training

The State should enact legislation establishing mandatory minimum basic training for Police, a representative body to develop and administer training standards and programs for Police, and financial support for mandated training for Police on a continuing basis to provide the public with a uniform quality of protection and service from Police employees throughout the State. The State should certify all sworn Police employees.

1. The State should enact legislation that mandates minimum basic training for every sworn Police employee prior to the exercise of authority of his position.
2. The State should enact legislation establishing a State Commission to develop and administer State standards for the training of Police personnel. The majority of this Commission should be composed of representatives of county law enforcement agencies. Other members should be from the Criminal Justice System, county

Standard 16.1, cont'd: --

governments, Criminal Justice Education and Training Centers and other members of the community. The State should provide sufficient funds to enable this Commission to meet periodically and to employ a full-time staff large enough to carry out the basic duties of the Commission. In addition to any other duties deemed necessary, this Commission should:

- a. Develop minimum curriculum requirements for mandated training for Police;
- b. Certify Police Training Centers and institutions that provide training that meets the requirements of the State's Police training standards;
- c. Establish minimum Police instructor qualifications and certify individuals to act as Police instructors;
- d. Inspect and evaluate all Police training programs to be in compliance with the State's Police training standards;
- e. Provide a consulting service for Police training and education centers; and
- f. Administer the financial support for Police training and education.

Standard 16.1, cont'd: --

3. The State should reimburse every Police Department 100 percent of the salary, and/or per diem, or provide appropriate State financed incentives for every Police employee's satisfactory completion of any State mandated and approved Police Training Program.
4. The State, through the Police training body, should certify as qualified to exercise Police authority, every sworn Police employee who satisfactorily completes the State Basic Police Training and meets other entrance requirements.
5. Each of the four Police Departments should establish Training Programs to follow and supplement the training given to each recruit at the State Training Academy. Each course should provide orientation with respect to:
  - a. Federal and State laws and County ordinances in effect within the jurisdiction.
  - b. Problems unique and peculiar to the County.
  - c. Policies and procedures of the County Police Department.

Standard 16.2: --

Program Development

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

1. Each Police training academy should provide that the duration and content of its training programs cover the subjects every Police employee needs to learn to perform acceptably the tasks he will be assigned.
2. Each Police training academy should define specific courses according to the performance objective of the course and should specify what the trainee must do to demonstrate achievement of the performance objective.
3. Each Police training academy serving more than one Police Department should enable the Police Chiefs of participating Departments to choose their personnel elective subjects in addition to the minimum mandated training.
4. Each Police training academy should require that its training programs satisfy State standards for Police training as well as meet the needs of participating Police Departments and that its training is timely and effective. These measures should at least include:

Standard 16.2, cont'd: --

- a. Regular review and evaluation of all training programs by an advisory body composed of Police practitioners from participating agencies;
- b. Periodic field observation of the operations of participating Police Departments by the training staff; and
- c. Continual critique of training programs through feedback from Police employees who have completed the training programs and have subsequently utilized that training in field operations and from their field supervisors.

Standard 16.3: --

Preparatory Training

Each Police Department should provide training for every Police employee prior to his first assignment within the Department, and if necessary, during his assignment to any specialized function requiring additional training, or following promotion.

1. The State should require that every sworn Police employee satisfactorily complete a minimum of 400 hours of basic Police training. In addition to traditional basic Police subjects, this training should include:

Standard 16.3, cont'd: --

- a. Instruction in law and social sciences specifically related to interpersonal communication, the Police role, and the community the Police employee will serve;
  - b. Assigned activities away from the training academy to enable the employee to gain specific insight into the community, Criminal Justice System, and local government;
  - c. Remedial training for individuals who are deficient in their training performance but who, in the opinion of the training staff, demonstrate potential for satisfactory performance.
2. During the first year of employment with a Police Department, and in addition to the minimum basic Police training, each Police Department should provide full-time sworn Police employees with additional formal training, coached field training, and supervised field experience through methods that include at least:
- a. A minimum of two (2) months of field training with a sworn Police employee who has been certified as a training coach;
  - b. Rotation, when feasible, in field assignments to expose the employee to varying operational and community experiences;

Standard 16.3, cont'd: --

- c. Documentation of employee performance in specific field experiences to assist in evaluating the employee and to provide feedback on training program effectiveness;
  - d. Self-paced training material, such as correspondence courses, to assist the employee in acquiring additional job knowledge and in preparing for subsequent formal training;
  - e. Periodic meetings between the coach, the employee, and the training academy staff to identify additional training needs and to provide feedback on training program effectiveness; and
  - f. A minimum of two (2) weeks additional training at the training academy one (1) year after completion of basic training and once every year thereafter.
3. Each Police Department should provide every unsworn Police employee with sufficient training to enable him to perform satisfactorily his specific assignment and to provide him with a general knowledge of the Police role and the organization of the Police Department.
4. Each Police Department should provide every Police employee newly assigned to a specialized task the specific training he needs to enable him to perform the task acceptably.
5. Each Police Department should provide sufficient training to enable every newly promoted employee to perform the intended assignment satisfactorily.

Standard 16.4: --

Interpersonal Communications Training

Each Police Department should develop and improve the interpersonal communications skills of all officers. These skills are essential to the productive exchange of information and opinion between the Police, other elements of the Criminal Justice System, and the public; their use help officers to perform their task more effectively.

1. Where appropriate, an outside consultant should be used to advise on program methodology, to develop material, to train sworn officers as instructors and discussion leaders, and to participate to the greatest extent possible in both the presentation of the program and its evaluation.
2. Every recruit training program should include instruction in interpersonal communications, and should make appropriate use of programmed instruction as a supplement to the other training.
3. Each Police Department should develop programs such as workshops and seminars that bring officers, personnel from other elements of the Criminal Justice System, and the public together to discuss the role of the Police and participants' attitudes toward that role.

Standard 16.5: --

Inservice Training

Each Police Department should provide for annual and routine training to maintain effective performance throughout every sworn employee's career.

1. Each Police Department should provide a minimum of 80 hours of formal inservice training annually to sworn Police employees up to and including Captain or its equivalent. This training should be designed to maintain, update, and improve necessary knowledge and skills. Where practicable and beneficial, employees should receive training with persons employed in other parts of the Criminal Justice System, local government, and private business when there is a common interest and need.
2. Each Police Department should recognize that formal training cannot satisfy all training needs and should provide for decentralized training. To meet these day-to-day training needs, each Police Department should provide each Police Station with:
  - a. As soon as practicable, a minimum of one (1) Police employee who is a State certified training instructor;
  - b. Audio-visual equipment compatible with training material available to the Police Department;

Standard 16.5, cont'd: --

- c. Home study materials available to all Police employees; and
  - d. Periodic one day on-duty training programs directed at the specific needs of the Police employees.
3. Each Police Department, in conjunction with the Department of Personnel Services, should require that the information presented during annual and routine training is included, in part, in promotion examinations and that satisfactory completion of training programs is recorded in the Police employee's personnel folder in order to encourage active participation in these training programs.

Standard 16.6: --

Instruction Quality Control

Each Police Training Academy and Criminal Justice Training Center should develop quality control measures so that training performance objectives are met. Each training program should provide for the best available instructors, presentation methods, and training materials.

- 1. Each Police Training Academy should present all training programs with the greatest emphasis on student-oriented instruction methods to increase trainee receptivity and participation.

Standard 16.6, cont'd: --

2. Each Police Training Academy and each Police Department should stipulate that all its instructors are certified by the State by requiring:
  - a. Certification for specific training subjects based on work experience and educational and professional credentials;
  - b. Satisfactory completion of a State-certified minimum 80-hour instructor training program, or its equivalent; and
  - c. Periodic renewal of certification based in part on the evaluation of the Police Training Academy and the Police Department.
  
3. Each Police Training Academy should distribute instructional assignments efficiently, and continually update all training materials. These measures should include:
  - a. Periodic monitoring of the presentations of every Police Training Instructor to assist him in evaluating the effectiveness of his methods and the value of his materials;
  - b. Rotation of Police Training instructors through operational assignments or periodic assignment to field observation tours of duty;

Standard 16.6, cont'd: --

- c. Use of outside instructors whenever their expertise and presentation methods would be beneficial to the training objective;
  - d. Continual assessment of the workload of every Police Training instructor; and
  - e. Administrative flexibility to promote efficient use of the Training Academy staff during periods of fluctuation in trainee enrollment.
4. Each Police Department and Police Training Academy should review all training materials at least annually to determine their current value and to alter or replace them where necessary.

Standard 16.7: --

Police Training Academies and Criminal Justice Training Centers

The State should make available State-approved Police training to every sworn Police employee. The State should encourage local or cooperative Police training programs to satisfy State training requirements; when their programs cannot satisfy the requirements, Police Training Academies should be established by the State.

1. State certification of the basic Police Training Program should, as a minimum, require the training facility to operate for nine (9) months a year.
2. Where appropriate, Police Departments should establish cooperative training academies or otherwise combine their resources to satisfy Police Training standards or other training needs.
3. The State should establish strategically located Criminal Justice Training Centers, including Police Training Academies, to provide training that satisfies State mandated training standards for all Police Departments that are unable to provide it themselves or in cooperation with other Departments.
4. The State should develop means for bringing mandated or other necessary training to employees of the Police Departments when it is impracticable or inefficient to bring these employees to the nearest Training Center or Academy.

Standard 16.7, cont'd: --

5. The State should encourage Police Departments to participate in specialized training offered through academic institutions, government agencies, and professional and business organizations.

Recommendation - 16.1: State Police Academy: --

The State of Hawaii should establish and maintain a State Police Academy that will provide recruit and periodic follow-up training for all sworn personnel of the four Police Departments in the State.

CHAPTER 17  
DEVELOPMENT, PROMOTION, AND ADVANCEMENT

GOAL: --

Each Police Department should adopt a policy of promoting to higher ranks and advancing to higher paygrades only those personnel who successfully demonstrate their ability to assume the responsibilities and perform the duties of the position to which they will be promoted or advanced. Personnel who have the potential to assume increased responsibility should be identified and placed in a program that will lead to full development of that potential.

Standard 17.1: --

Personnel Development for Promotion and Advancement

1. Each Police Department should screen all personnel in order to identify their individual potential and to guide them toward achieving their full potential. Every employee should be developed to his full potential as an effective patrol officer, a competent detective, a supervisor or manager, or as a specialist capable of handling any of the other tasks within a Police Department. This screening should consist of one or more of the following:
  - a. Management assessment of past job performance and demonstrated initiative in the pursuit of self-development;

Standard 17.1, cont'd: --

- b. Oral interviews; and
  - c. Job-related mental ability tests.
2. Each Police Department should offer comprehensive and individualized programs of education, training, and experience designed to develop the potential of every employee who wishes to participate. These individualized development programs should be based on the potential identified through the screening process and the specific development needs of the employee. These individualized programs should consist of one or more of the following:
- a. College seminars and courses;
  - b. Directed reading;
  - c. In-house and out-of-house training classes;
  - d. Job rotation;
  - e. Internship; and
  - f. The occasional opportunity to perform the duties of the position for which an individual is being developed.
3. Personnel who choose to pursue a course of self-development rather than participate in the Department sponsored development program should be allowed to compete for promotion and advancement.

Standard 17.2: --

Formal and Personnel Development Activities

Each Police Department should implement formal programs of personnel development. Such programs should be designed to further the employee's professional growth and increase his capacity for his present or future role within the Department.

1. Each Department should allow all sworn personnel, when feasible, to participate voluntarily in at least 40 consecutive hours of formal personnel development activity annually, while on duty, and at full pay.

Such activity may include:

- a. Forty consecutive hours of in-house or out-of-house classroom training directed toward the development of personal, vocational, conceptual, or managerial skills;
- b. Internship of at least 40 consecutive hours with another Police, Criminal Justice, government or private organization that can contribute significantly to the professional development of the intern;
- c. The assumption of the position, responsibility, and authority of an immediate superior for a minimum of 40 consecutive hours when such assignment would contribute significantly to the professional development of the subordinate;

Standard 17.2, cont'd: --

- d. Employee participation in administrative and operational research and reporting that would not ordinarily be his responsibility but would contribute significantly to his professional development;
  - e. Employee service as a member of, or an adviser to, management committees and boards on which he would not normally serve, such as fleet safety boards, when such service would contribute significantly to the development of an employee's awareness and understanding of management philosophy and insight.
2. Each Police Department with specialized units for detective, vice, traffic, staff, and other functions should develop a formal system for personnel rotation. This system should be designed to develop police officer, specialist, and managerial resources.
- a. Newly hired personnel should be rotated through geographic areas of varying crime incidence and major functional assignments in order to give them the valuable perspective and professional understanding that only experience in a wide range of Department functions and areas can provide.

Standard 17.2, cont'd: --

- b. Selective and individualized rotation of incumbent personnel should be implemented to develop police officer and specialist expertise or specifically to prepare personnel for promotion and advancement. The movement of incumbent personnel should take into account individual needs for specific work experiences, individual potential and willingness to participate, and Department needs for the development of personnel as well as the potential for a cost-effective return on the investment of time and manpower.
- c. Each Department should regulate personnel rotation so that the Department is continually able to meet its primary service objectives. The rotation of highly specialized personnel, such as a criminalist, should be restricted to avoid serious interference with the delivery of specialized services.
3. Each Department should encourage personnel to pursue development on their own time, as well as on Department time, by attending college courses and seminars and through suggested reading.
4. Each Police Department should fulfill its responsibility to develop personnel by seeking adequate funding for personnel development activities. In so doing, the Police Department should consider the availability of financial assistance outside the normal budgetary process.

Standard 17.3: --

Personnel Evaluation for Promotion and Advancement

Each Police Department should begin a periodic evaluation of all personnel in terms of their potential to fill positions of greater responsibility. The selection of personnel for promotion and advancement should be based on criteria that relate specifically to the responsibilities and duties of the higher position.

1. Each Department periodically should evaluate the potential of every employee to perform at the next higher level of responsibility.
2. Each Police Department and the Department of Personnel Services should use job analyses in the development of job related tests and other criteria for the selection of personnel for promotion and advancement. Selection devices should consist of one or more of the following:
  - a. Management assessment of past job performance, performance in the individualized development program, and demonstrated initiative in the pursuit of self-development;
  - b. Oral interviews; and
  - c. Job related mental aptitude tests.
3. Each Police Department should disallow the arbitrary awarding of bonus points for experience and achievement not related to the duties of the position for which the individual is being considered. Arbitrary awards include:

Standard 17.3, cont'd; --

- a. Bonus points for seniority;
  - b. Bonus points for military service;
  - c. Bonus points for heroism.
4. No Department should use any psychological test as a screening device or evaluation tool in the promotion and advancement process until scientific research confirms a reliable relationship between personality and actual performance.
  5. Each Department should require that personnel demonstrate the ability to assume greater responsibility prior to promotion or advancement and should continue to observe employee performance closely during a probationary period of at least six (6) months from the date of promotion or advancement.

Standard 17.4: --

Administration of Promotion and Advancement

Each Police Chief should require that only the best qualified personnel are promoted or advanced to positions of greater authority and responsibility in higher pay grades and ranks. Departments that have not developed competent personnel to assume positions of higher authority should seek qualified personnel from outside the Department rather than promote or advance personnel who are not ready to assume positions of greater responsibility.

1. The Police Chief should monitor all phases of his Department's promotion and advancement system including the testing of personnel and the appointing of personnel to positions of greater responsibility. The Police Chief should make use of the services of the Department of Personnel Services to develop and administer tests.
2. The Police Chief should consider recruiting personnel for lateral entry at any level from outside the Department when it is necessary to do so in order to obtain the services of an individual who is qualified for a position or assignment.

Standard 17.5: --

Personnel Records

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

1. The personnel information system should contain at least the following personnel information:
  - a. Personal history;
  - b. Education and training history;
  - c. Personnel performance evaluation history;
  - d. Law enforcement experience;
  - e. Assignment, promotion, and advancement history;
  - f. Commendation records;
  - g. Sustained personnel complaint history;
  - h. Medical history;
  - i. Occupational and skills profile;
  - j. Results of special tests; and
  - k. Photographs.
2. The personnel information system should be protected against unauthorized access; however, employees should have access to Department records concerning them, with the exception of background investigation data.

Standard 17.5, cont'd: --

3. The system should be updated at least semiannually and, ideally, whenever a significant change in information occurs; and
4. The system should be designed to facilitate statistical analysis of personnel resources and the identification of individuals with special skills, knowledge, or experience.

CHAPTER 18  
EMPLOYEE RELATIONS

GOAL: --

Each Police Chief should develop policies and procedures to fulfill the responsibility to maintain effective employee relations.

Standard 18.1: --

The Police Chief and Employee Relations

1. Each Police Chief should actively participate in seeking reasonable personnel benefits for all Police employees.
2. Each Police Chief should provide an internal two-way communication network to facilitate the effective exchange of information within the Department and to provide himself with an information feedback device.
3. Each Police Chief should develop methods to obtain advisory information from Police employees -- who have daily contact with operational problems -- to assist him in reaching decisions on personnel and operational matters.
4. Each Police Chief should provide a grievance procedure for all Police employees.
5. Each Police Chief should provide employee assistance in:
  - a. Developing employee relations programs and procedures;

Standard 18.1, cont'd: --

- b. General or specific training in management-employee relations; and
  - c. Collective negotiations.
6. Recognizing that Police employees have a right, subject to certain limitations, to engage in political and other activities protected by the First Amendment, each Police Department should promulgate written policy that acknowledges this right and specifies proper and improper employee conduct in these activities.
7. Each Police Chief should acknowledge the right of Police employees to join or not join employee organizations that represent their employment interests, and should give appropriate recognition to these employee organizations.

Standard 18.2: --

Police Employee Organizations - RESERVED

Comment: Police personnel in the State of Hawaii have elected to be represented by the State of Hawaii Organization of Police Officers (SHOPO). Since SHOPO is an independent organization, these Standards and Goals cannot make recommendations to that body.

Standard 18.3: --

Collective Negotiation Process - RESERVED (Refer to Chapter 89,  
Hawaii Revised Statutes)

Standard 18.4: --

Work Stoppages and Job Actions

Each Police Chief should prepare his Department to react effectively to neutralize any concerted work stoppage or job action by Police employees. Any such concerted Police employee action should be prohibited by law.

1. The State should enact legislation that specifically prohibits Police employees from participating in any concerted work stoppage or job action. Local legislation should be enacted if State prohibitive legislation does not currently exist.
2. Each Police Department should establish a formal written policy prohibiting Police employees from engaging in any concerted work stoppage or job action.
3. Each Police Department should develop a plan to maintain emergency Police service in the event of a concerted employee work stoppage.
4. Each Police Chief should consider the initiation of internal disciplinary action, including dismissal, against Police employees who participate in a concerted job action or work stoppage. Among the many disciplinary alternatives available to the Police Chief are actions against:

Standard 18.4, cont'd: --

- a. All participating employees for violating prohibitive legislation and policy;
- b. Individual employees when their individual conduct warrants special action;
- c. Only those employees who encouraged, instigated, or led the activity; and
- d. None of the participating employees; however, criminal or civil action may be sought for violation of legislative prohibitions.

CHAPTER 19  
INTERNAL DISCIPLINE

GOAL: --

Each Police Department should formalize policies, procedures, and rules in written form for the administration of internal discipline. There should be established an administrative fact-finding trial board appointed by the Chief of Police or Police Commission where appropriate. The internal discipline system should be based on essential fairness, but not bound by formal procedures or proceedings, such as are used in criminal trials. Such procedures should be decided to promote both propriety and the appearance of propriety.

Standard 19.1: --

Foundation for Internal Discipline

1. Each Police Department, with employee participation, should establish formal written procedures for the administration of internal discipline and an appropriate summary of those procedures should be made public.
2. The Police Chief should have ultimate responsibility for the administration of internal discipline.
3. Every employee, at the time of employment, should be given written rules for conduct and appearance. They should be stated in brief, understandable language.

Standard 19.1, cont'd: --

4. The policies, procedures, and rules governing employee conduct and the administration of discipline should be strengthened by incorporating them in training programs and promotional examinations, and by encouraging employee participation in the disciplinary system.

Standard 19.2: --

Complaint Reception Procedures

Each Police Department should implement procedures to facilitate the making of a complaint alleging employee misconduct, whether that complaint is initiated internally or externally.

1. The making of a complaint should not be accompanied by fear of reprisal or harassment. Every person making a complaint should receive verification that his complaint is being processed by the Police Department. This receipt should contain a general description of the investigative process and appeal provisions, including the right of referral to the Police Commission.
2. Each Police Department, on a continuing basis, should inform the public of its complaint reception and investigation procedures.
3. All persons who file a complaint should be notified of its final disposition in writing and such writing should contain encouragement for personal discussion regarding the disposition.

**CONTINUED**

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Standard 19.2, cont'd: --

4. Each Police Department should develop procedures that will require that all complaints, whether from an external or internal source, are permanently and chronologically recorded in a central record. The procedure should require that the Police Chief or his Deputy is made aware of every complaint without delay.
5. Complete records of complaint reception, investigation, and disposition should be maintained. Statistical summaries based on these records should be published regularly for all Police personnel and should be available to the public.

Standard 19.3: --

Investigative Responsibility

The Police Chief should require that all complaints from the public falling under his jurisdiction and all allegations of criminal conduct and serious on-duty or off-duty misconduct be investigated by a qualified individual or unit of the involved Police Department. This person or unit should be responsible directly to the Department's Police Chief or Deputy Chief. Minor internal misconduct may be investigated by first line supervisors, and these investigations should be subject to internal review.

Standard 19.3, cont'd: --

1. The existence or size of this specialized unit should be consistent with the demands of the work load.
2. Police Departments should obtain the assistance of prosecuting agencies during investigations of criminal allegations and other cases where the Police Chief concludes that the public interest would best be served by such participation.
3. Specialized units for complaint investigation should employ a strict rotation policy limiting assignments to 24 months.
4. Each Police Department should deploy the majority of its complaint investigators during the hours consistent with complaint incidence<sup>e</sup>, public convenience, and Department needs.

Standard 19.4: --

Investigation Procedures

Each Police Chief should require that internal discipline complaint investigations are performed with the greatest possible skill. The investigative effort expended on all internal discipline complaints should be at least equal to the effort expended in the investigation of felony crimes where a suspect is known.

1. All personnel assigned to investigate internal discipline complaints should be given specific training in this task and should be provided with written investigative procedures.
2. Each Police Department should establish formal procedures for investigating minor internal misconduct allegations. These procedures should be designed to provide swift, fair, and efficient correction of minor disciplinary problems.
3. Every investigator of internal discipline complaints should conduct investigations in a manner that best reveals the facts while preserving the dignity of all persons and maintaining the confidential nature of the investigation.
4. Each Police Department should provide -- at the time of employment, and again, prior to the specific investigation -- all its employees with a written statement of their duties and rights when they are the subject of an internal discipline investigation.

Standard 19.4, cont'd: --

5. Each Police Chief should have legal authority during an internal discipline investigation to relieve Police employees from their duties when it is in the interests of the public and the Police Department. A Police employee normally should be relieved from duty whenever he is under investigation for a crime, corruption, or serious misconduct when the proof is evident and the presumption is great, or when he is physically or mentally unable to perform his duties satisfactorily.
6. Investigators should use all available investigative tools that can reasonably be used to determine the facts and secure necessary evidence during an internal discipline investigation.
7. All internal discipline investigations should be concluded 30 days from the date the complaint is made unless an extension is granted by the Police Chief. The complainant and the accused employee should be notified of any delay.

Standard 19.5: --

Disposition of Complaints

Each Police Department should require that provisions are established to allow the Police Chief ultimate authority in the disposition of internal discipline complaints, subject only to appeal through the courts or established civil service bodies, employee contractual provisions and review by responsible legal and governmental entities.

1. A complaint disposition should be classified as sustained, not sustained, exonerated, unfounded, or misconduct not based on the original complaint.
2. Disposition and -- if warranted -- disciplinary action should be based partially on recommendations of the involved employee's immediate supervisor.
3. An administrative fact-finding trial board should be available to the Police Department and the Police Commission to assist in the hearing phase. It should be activated when necessary in the interests of the Police Department, the public, or the accused employee. The Police Chief should review the recommendations of the trial board and decide on the penalty.
4. The accused employee should be entitled to representation and logistical support equal to that afforded the person representing the Department in a trial board proceeding.

Standard 19.5, cont'd: --

5. Police employees should be allowed to appeal a Police Chief's decision. The Police Chief should not provide the resources or funds for appeal.
6. The Police Chief should establish written policy on the retention of internal discipline complaint investigation reports. Only the reports of sustained and -- if appealed -- upheld investigations should become a part of the accused employee's personnel folder. All disciplinary investigations should be kept confidential.
7. Administrative disposition of internal discipline complaints involving a violation of law should neither depend on nor curtail criminal prosecution. Regardless of the administrative adjudication, each Police Department should refer all complaints that involve violations of law to the prosecuting Attorney for the decision to prosecute criminally. Police employees should not be treated differently from other members of the community in cases involving violations of law.

Standard 19.6: --

Positive Prevention of Police Misconduct

Each Police Chief should seek and develop programs and techniques that will minimize the potential for employee misconduct. The Police Chief should foster a general atmosphere that rewards self-discipline within the Police Department.

1. Each Police Chief should implement, where possible, positive programs and techniques to prevent employee misconduct and encourage self-discipline. These may include:
  - a. Analysis of the causes of employee misconduct through special interviews with employees involved in misconduct incidents and study of the performance records of selected employees;
  - b. General training in the avoidance of misconduct incidents for all employees and special training for employees experiencing special problems;
  - c. Referral to psychologists, psychiatrists, clergy, and other professionals whose expertise may be valuable; and
  - d. Application of peer group influence.

CHAPTER 20  
HEALTH CARE, PHYSICAL FITNESS,  
RETIREMENT, AND EMPLOYEE SERVICES

GOAL: --

Each Police Department should establish programs relative to health care and physical fitness applicable to all personnel and should seek legislation that will provide adequate employee benefits and retirement plans.

Standard 20.1:--

Entry-Level Physical and Psychological Examinations

Each Police Department should require all applicants for Police Officer positions to undergo thorough entry-level physical and psychological examinations which are adequately validated to aid in the detection of conditions that might prevent maximum performance under rigorous physical and mental stress.

1. Each Department should furnish, and require, as a condition of employment, that each applicant pass a thorough physical and psychological examination.

This examination should:

- a. Be designed to detect conditions that are likely to cause nonjob-related illnesses, inefficiency, unnecessary industrial accidents, and premature retirement;

Standard 20.1, cont'd: --

- b. Be conducted under the supervision of a licensed physician; and
- c. Include a psychological evaluation conducted under the supervision of a licensed psychologist or psychiatrist.

Standard 20.2: --

Continuing Physical Fitness

Each Police Department should establish physical fitness standards that will promote every officer's physical fitness and satisfactory job performance throughout his entire career.

1. Each Department should establish realistic weight standards that take into account each officer's height, body build, age, and sex.
2. Each Department should require for each officer a physical examination administered annually to determine the officer's level of physical fitness. If the officer fails to meet the predetermined standards, a program should be prescribed with the approval of the County Physician to improve his physical condition.
3. Each Department should provide or make available facilities and programs that enable every officer to maintain good physical condition, to monitor his condition, and to meet predetermined physical standards through program enforcement measures. Consideration should be given to intramural athletics, exercise, weight reduction, and other physical fitness programs.

Standard 20.3: --

Employee Services

Each Police Department should establish or provide for employee services which assist all employees in obtaining the various employment benefits to which they and their dependents are entitled.

1. Employee services should at least provide the following specific employee service functions:
  - a. Employee services personnel thoroughly informed on employee benefits should inform fellow Department employees of these benefits and the means for taking advantage of them.
  - b. In the event an employee is injured, employee services should see that the resulting needs of the employee and his family are cared for, with a minimum of inconvenience to the employee or his family.
  - c. In the event an employee is killed, employee services should assist survivors in settling the employee's affairs.
2. Each Department should assign at least one employee to provide for or coordinate employee services.

Standard 20.4: --

Health Insurance - RESERVED (Refer to Chapter 87, Hawaii Revised Statutes)

Standard 20.5: --

State Retirement Plan - RESERVED (Refer to Chapter 88, Hawaii Revised Statutes)

CHAPTER 21  
PERSONAL EQUIPMENT

GOAL: --

Each Police Department should establish policies which provide that police uniforms and other items of prescribed personal equipment will be consistent and homogeneous within the Department and that such uniforms and equipment will promote respect and provide a pleasing appearance, comfort and safety.

Standard 21.1: --

Police Uniforms

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

1. Each Police Chief should consider seasonal changes and climate when developing the Department's standard Police uniform.

Standard 21.1, cont'd: --

2. Each Police Chief should require that the Department's Police uniform identifies the wearer by name and Department, and makes him plainly recognizable as a Police Officer. Such items should be visible at all times.
3. Each Police Chief should require that the uniforms of Department employees other than Police officers -- such as civilian traffic control, parking control, and security officers -- are, by color, design, and items of identification, plainly distinguishable from those of Police Officers.
4. Each Police Department should implement procedures for daily uniform inspections so that every officer's appearance conforms to Department specifications and reflects favorably on the Department and the Law Enforcement Profession.

Standard 21.2: --

Firearms and Auxiliary Equipment

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

1. Each Police Department should establish written specifications for Department-approved sidearms and ammunition to be carried by officers on uniformed duty, or plainclothes duty, or off duty. The specifications should include the type, caliber barrel length, finish, and style of the sidearms, and the specific type of ammunition.
2. Each Police Department should designate all items of auxiliary equipment to be worn or carried by its uniformed officers. For intra-Department uniformity, the approved type, size, weight, color, style, and other relevant variables of each auxiliary equipment item, along with the position on the uniform or belt where it is to be worn or carried, should be specified in writing.

Standard 21.2, cont'd: --

3. Each Police Department should initiate a program of frequent, regular equipment inspections so that personal equipment items conform to Department specifications and are maintained in a presentable and serviceable condition. Firearms practice should be required of all officers at least quarterly, and all firearms should be examined at least quarterly by a qualified armorer for proper weapon functioning.
4. To maintain shooting competency, each Department's policy relative to firearms practice should require that each officer achieve a minimum qualifying score at least annually in the firearms practice course adopted by the Department.

Standard 21.3: --

Department Provision of Uniforms and Equipment

Each Police Department should acquire the funds necessary to provide and maintain a full uniform and equipment complement for every Police Officer. This will facilitate the Department's efforts toward conformance to uniform and equipment standards.

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

CHAPTER 22  
TRANSPORTATION

GOAL: --

Each Police Department should provide adequate transportation equipment to achieve the greatest mobility in the safest, most efficient manner.

Standard 22.1: --

Transportation Equipment Utility

Each Police Department should annually evaluate the tasks performed within the Department and the transportation equipment which may be utilized by the Department to determine how the proper application of transportation equipment can improve the Department's ability to accomplish its objectives.

1. Each Police Department should, prior to submitting its annual budget, evaluate all existing and potential transportation equipment applications within the Department. The evaluation should include the examination of all tasks which may facilitate the objectives of the Department to determine if new or different equipment will result in:
  - a. More efficient use of human resources; and
  - b. Improved Police service that is cost-effective.

Standard 22.1, cont'd: --

2. Each Police Department should, prior to submitting its annual budget, evaluate the potential usefulness and limitations of each type of transportation equipment to select the appropriate tools for the specific Police tasks of the Department. New and existing transportation equipment should be evaluated.

Standard 22.2: --

Transportation Equipment Acquisition and Maintenance

Each Police Department should acquire and maintain Police transportation equipment necessary to achieve Department objectives in a manner which is most cost-effective for the Department.

1. Each Police Department acquiring ground vehicles should determine whether the acquisition should be made by purchasing, leasing, or reimbursing for officer-owned vehicles. This determination should be based upon the following considerations:
  - a. Maintenance requirements;
  - b. Control problems;
  - c. Financing; and
  - d. Overall cost-effectiveness.

Standard 22.2, cont': --

2. Each Police Department acquiring aircraft should determine the most advantageous form of acquisition by considering the maintenance and service requirements, the availability of the equipment when it will be needed, pilot-training and insurance costs, the availability of auxiliary Police equipment, and the cost per hour of:
  - a. Purchasing by the Department;
  - b. Leasing;
  - c. Purchasing jointly with other agencies; and
  - d. Renting .

Standard 22.3: --

Fleet Safety

Each Police Department should implement a fleet safety program to provide for the safety of its employees and the public, minimize unnecessary expenditure of public funds, and increase Department efficiency.

1. Every Department Fleet Safety Program should include:
  - a. A driver training program for all employees who operate Department vehicles;
  - b. Procedures for problem-driver detection and retraining;
  - c. Procedures for employee inspection of Department vehicles prior to use; and
  - d. A maintenance program which will minimize the hazard of malfunctioning equipment.
2. Each Department Fleet Safety Program should emphasize the personal involvement of employees in meeting the objectives of the Program through:
  - a. Peer group involvement in the classification of employee accidents;
  - b. Recognition for safe driving; and
  - c. An education program with emphasis on the personal benefits to be derived from safe driving.

CHAPTER 23  
COMMUNICATIONS

GOAL: --

Each Police Department should develop and maintain a modern, integrated communications system capable of providing prompt response to emergency calls of every nature and non-emergency calls under the Police jurisdiction. The system should be composed of two segments, one self-contained and operated by the Department and the other consisting of access to public telephone facilities. The Police radio dispatch center should have capability of radio communication with all other emergency and public safety radio networks within each jurisdictional area.

Standard 23.1: --

Police Use of the Telephone System

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

1. Each Police Department should implement a full-time telephone service sufficient to provide prompt answering of calls for service.

Standard 23.1, cont'd: --

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

Standard 23.1, cont'd: --

5. Each Police Department with full-time telephone service should, by 1982, operate that service from facilities designed to be reasonably secure from physical attack and sabotage. This security should extend to overhead telephone trunk line dropwires running between aerial cables and the full-time telephone service facility.
6. Each Police Department should, by 1982, obtain single universal emergency telephone service, and the cost of such service should be borne by the private telephone subscriber.
7. Pilot Automatic Number Identification Universal Emergency Telephone Systems should be installed to assess technical feasibility, cost-effectiveness for Police, and public acceptance.

Standard 23.2: --

Command and Control Operations

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

Standard 23.2, cont'd: --

1. Each Police Department should install a 24-hour two-way radio capability providing continuous communication between a communications center and field units.
2. Each Police Chief should require that delay time -- the elapsed time between receipt of a complaint emergency call and the time of message radio transmission -- in the case of an emergency call, does not exceed two (2) minutes, and in the case of a nonemergency call, does not exceed six (6) minutes. By 1978, communications center delay time in cases of emergency calls should not exceed one (1) minute, and in cases of nonemergency calls should not exceed four (4) minutes.
3. Each Department should acquire and operate failsafe recording equipment which will allow continuous recording of every radio transmission and recording equipment designed to allow instantaneous playback of field unit radio transmission.
4. Each Police Department should seek action by the appropriate legislative or regulatory body to regulate private agencies that provide central-station alarm service. Appropriate steps should be taken to minimize field-unit response to the location of any alarm not caused by a criminal attack.

Standard 23.2, cont'd: --

5. Each Department should install suitable equipment to provide access to County, State, and Federal Criminal Justice information systems. The minimum suitable equipment should be a teletypewriter capable of being connected to a data base.
6. Each Police Department having a full-time communications center should, by 1978, operate from facilities designed to be reasonably secure from physical attack and sabotage.

Standard 23.3: --

Radio Communications

Each Police Department should require that its radio communications system make the most efficient use of its radio frequencies.

1. Each State should establish common Statewide Police radio frequencies for use by State and Local law enforcement agencies during periods of local disaster or other emergencies requiring interagency coordination.
2. Each Department should, by 1984, have a base station capable of two-way operation on a common Statewide Police radio frequency.
3. Each Department should, by 1984, acquire and operate multichannel mobile and portable radio equipment capable of two-way operation on operational frequencies, daily car-to-car tactical frequencies, and joint public safety tactical frequencies.
4. Each Department should, by 1984, equip every on-duty officer with a portable radio transceiver capable of providing adequate two-way communications and capable of being carried with reasonable comfort on the person.

CHAPTER 24  
INFORMATION SYSTEMS

GOAL: --

The Police Departments should establish and maintain modern information systems with a capability for full, efficient and complete reporting of all crimes that come to the attention of the Police and for the collection, retention, storage and retrieval of all data relating to crimes and criminals and records of operational activities.

Standard 24.1: --

Police Reporting

Each Police Department should establish procedures that will provide simple and efficient reporting of criminal activity, assist in criminal investigations, and provide complete information to other components of the Criminal Justice System.

1. Each Police Department should publish the circumstances which require an officer to complete a report, and should provide printed forms for crime, arrest, and other reports. Such forms should have enough appropriately headed fill-in boxes and companion instructions to assist the officer in obtaining and reporting all necessary information.

Standard 24.1, cont'd: --

- a. There should be a forms control procedure which subjects every departmental form to initial approval and periodic review to determine if the form's use is appropriate and the information called for is necessary.
- b. Field reports should be as simple as possible to complete, and their design should permit systematic collection of summary and management data.
2. Each Department should consider adopting policies that allow reports of misdemeanors and miscellaneous incidents to be accepted by telephone when:
  - a. No field investigation appears necessary; and
  - b. The efforts of the patrol force would otherwise be diverted from higher priority duties.
3. Where the volume of calls for service dictates, each Department should free its patrol units immediately for priority calls by assigning other personnel to one-man units whose primary function is preliminary investigation and the subsequent completion of reports.
4. Each Police Department should require that, when it contacts or arrests an individual named in want or warrant information generated by any Law Enforcement Agency, it notifies that Agency of the contact or arrest within three (3) hours. So that the right person is arrested, Police Departments should provide

Standard 24.1, cont'd: --

sufficient identifying data to courts issuing warrants. This data should include, when known, at least the offender's:

- a. Name;
  - b. Residence address;
  - c. Sex;
  - d. Color of hair and eyes;
  - e. Height and weight; and
  - f. Date of Birth.
5. The State should require every Police Department to report to a State or other designated agency information necessary for:
- a. The identification of persons known to have been armed, considered dangerous, or known to have resisted arrest;
  - b. The identification of unrecovered stolen vehicles;
  - c. The identification of vehicles wanted in connection with the investigation of felonies or serious misdemeanors;
  - d. The identification of unrecovered stolen Vehicle Identification Number (VIN) plates and serially identified engines and transmissions;
  - e. The identification of unrecovered stolen or missing license plates;

Standard 24.1, cont'd: --

- f. Identification of serially numbered stolen or lost weapons; and
- g. The identification of serially numbered stolen property items.

Standard 24.2: --

Basic Police Records

Each Police Department should establish a records system that collects crime data and records operational activities so crime conditions and the effects of Department operations can be systematically evaluated.

1. Each Police Department should develop and maintain a "reportable incident file" based on Department needs, that contains documentation on all crimes; essential noncriminal incidents such as missing persons, lost and found property, suicides, and accidental deaths; and, where appropriate, traffic incidents.
2. The State should require every Police Department within the State to contribute to, and maintain access in, a summary file maintained by a designated agency. Summary files should contain an FBI fingerprint card, State and Federal individual record sheets, an accurate and up-to-date arrest disposition record, photographs, booking forms, arrest reports, and requests from other agencies for notification of arrest.

Standard 24.3: --

Data Retrieval

Each Police Department should establish a cost-effective, compatible information system to collect, store, and retrieve information moving through the Department. The use of such a system should be directed toward crime reduction without sacrificing local autonomy.

1. Each Police Department should have the capability to retrieve Statewide criminal information and provide it to field personnel within three (3) minutes of the time requested for noncomputerized systems and within thirty (30) seconds for computerized systems. This capability should at least include information on:
  - a. Individuals who are the subject of an arrest warrant for a felony or serious misdemeanor.
  - b. Individuals known to have been armed, considered dangerous, or known to have resisted arrest;
  - c. Unrecovered stolen vehicles;
  - d. Vehicles wanted in connection with the investigation of felonies or serious misdemeanors;
  - e. Unrecovered stolen Vehicle Information Number plates and serially identified engines and transmissions;
  - f. Unrecovered stolen or missing license plates;

Standard 24.3, cont'd: --

- g. Serially identified stolen or lost weapons; and
  - h. Serially numbered stolen property items.
2. Each Police Department using, or planning to use, a computer-based information system should take steps to provide that the primary objective of such a system is rapid response to the information needs of field units. Departments developing or operating a computer-based information system should identify critical information groups and assign priorities to them according to the requirements of the system user. Critical information groups should include at least:
- a. Information on wanted persons;
  - b. Abstract data on criminal convictions, parole releases from correctional facilities, and vital criminal record information;
  - c. Information that forewarns an officer of persons known to have been armed, and other potential dangers; and
  - d. Information on stolen property and vehicles.
3. Each Department developing or operating a computer-based information system should establish advisory user groups consisting of field Policemen, Police managers, computer technicians, and hardware engineers. User groups should be charged with the responsibility for system implementation and operating strategies.

Standard 24.4: --

Police Telecommunications

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

1. Each Police Department should develop and maintain immediate access to existing local, State, and Federal law enforcement telecommunications networks.
2. Each Department should install a basic telecommunications terminal capable of transmitting to and receiving from established national, State, and local Criminal Justice information systems. The telecommunications network should provide network switching compatible with computer-based information systems.

## ADDENDUM ON PRIORITIES

The priorities for implementation of the Standards and Goals of the Police Departments for the State of Hawaii have been compiled, with the exceptions of priorities for the Honolulu Police Department and the Kauai Police Department.

The Kauai Police Department has declined to set priorities for their department.

The Honolulu Police Department has declined to set priorities for implementation of the Standards and Goals since, at present, they comply with the majority of the Standards set forth in this report. However, the Honolulu Police Department felt that such detailed definitive proposals as set forth in the Police Standards and Goals may serve to limit the authority and operational responsibilities of the Chief of Police. They also felt that the Police Standards and Goals should have a more definitive description of the police mission with more generalized statements of Standards and Goals to allow for greater flexibility in the implementation process.

## HAWAII POLICE DEPARTMENT - PRIORITIES

The following is a listing of the priorities for implementation of the Standards and Goals for the Hawaii Police Department. Their priorities have been listed according to the anticipated date of implementation and according to the chapters of the Police Standards and Goals. Those priorities listed under the 1979 implementation date include those presently being implemented as well as those which are to be implemented by 1979. It should also be noted that this priority list is subject to change or cancellation.

<u>Standard No.</u>	<u>Title</u>	<u>-- IMPLEMENTATION PERIOD --</u>		
		<u>1979</u>	<u>1985</u>	<u>1995</u>
1	The Police Role	x		
2	Role Implementation		x	
3	Developing Community Resources			x
4	Criminal Justice Relations		x	
5	Planning and Organizing	x		
6	Team Policing			x
7	Unusual Occurrences		x	
8	Patrol	x		
9	Operations Specialization			x
10	Manpower Alternatives			x
11	Professional Assistance			x
12	Support Services	x		
13	Recruitment and Selection		x	

Hawaii Police Department  
Priorities, cont'd: --

-- IMPLEMENTATION PERIOD --

<u>Standard No.</u>	<u>Title</u>	<u>1979</u>	<u>1985</u>	<u>1995</u>
14	Classification and Pay			x
15	Education			x
16	Training	x		
17	Development, Promotion and Advancement		x	
18	Employee Relations		x	
19	Internal Discipline	x		
20	Health Care, Physical Fitness, Retirement and Employee Services		x	
21	Personal Equipment	x		
22	Transportation	x		
23	Communications	x		
24	Information Systems	x		

## MAUI POLICE DEPARTMENT - PRIORITIES

The following is a listing of the priorities for implementation for the Maui Police Department. These priorities have been listed according to the anticipated date of implementation.

Those Standards and Goals not listed have been implemented by the Maui Police Department. It should also be noted that this priority list is subject to change or cancellation.

<u>Standard No.</u>	<u>Title</u>	<u>-- IMPLEMENTATION PERIOD --</u>		
		<u>1980</u>	<u>1985</u>	<u>1990</u>
4.4	Citation and Release on Own Recognizance		x	
6	Team Policing			x
7	Unusual Occurrences	x		
9.8	Special Crime Tactical Forces		x	
10.2	Selection and Assignment of Reserve Police Officers	x		
12	Support Services	x		
14	Classification and Pay	x		
15	Education			x
16.1	State Legislation & Fiscal Assistance for Police Training	x		
16.2	Program Development		x	
16.4	Interpersonal Communications Training	x		
16.6	Instruction Quality Control		x	
16.7	Police Training Academies		x	

Maui Police Department  
Priorities, cont'd: --

-- IMPLEMENTATION PERIOD --

<u>Standard No.</u>	<u>Title</u>	<u>1980</u>	<u>1985</u>	<u>1990</u>
17.2	Formal Personnel Development	x		
19.6	Positive Prevention of Police Misconduct	x		
20.1	Entry-Level Physical and Psychological Examination	x		
22.3	Fleet Safety	x		
23	Communications	x		
24.3	Data Retrieval		x	
24.4	Police Telecommunications		x	
<u>RECOMMENDATIONS:</u>				
8.1	Patrol Opportunities		x	
9.1	Motor Vehicle Regulatory Functions	x		
16.1	State Police Academy		x	

**END**