

REACCREDITATION MANUAL



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January 1989

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PREFACE

Legacy of the Four Associations. The earliest thoughts on reaccreditation were incorporated into the *Accreditation Program Book* (APB). The APB was originally developed by staff from the National Sheriffs' Association, revised by Commission staff, and initially published in October 1983. The reaccreditation model presented in Chapter VI of the APB said that the "reaccreditation process is expected to mirror the accreditation process." Six matters were listed as part of the mirror image: (1) a contractual agreement; (2) an agreed upon set of standards with which the agency must comply; (3) a self-assessment; (4) an on-site assessment; (5) Commission consideration of the assessing team's report; (5) award or deferral of reaccreditation; and (6) upon award, an award ceremony. This was followed by a "possible reaccreditation scenario" composed of 12 steps.

From a Design to an Operational Activity. During 1986, the Commission initiated efforts to convert the reaccreditation design into an operational reality. In November 1986, meeting in Phoenix, an Ad Hoc Committee of the Commission was appointed to consider the matter. It was chaired by Durham (NC) County Manager John P. Bond III, who was assisted by Colonel Robert W. Landon, Montana Highway Patrol, and Sheriff Richard P. Wille of Palm Beach County (FL). (At a later date, Chief Gerald L. Williams of the Aurora (CO) Police Department was added as a member.)

Meeting in West Palm Beach, FL (in April 1987), the Committee discussed reaccreditation at some length. The Committee decided to expand its membership to include representation from upwards of ten accredited agencies of several sizes and types; the Committee also called for a series of reports from Commission staff to be presented in Oakland, California (in July 1987).

Staff presented three reports to the expanded Committee in Oakland. The first report concerned (1) reaccreditation models in other disciplines — principally education, hospitals, and corrections; (2) excerpts from a meeting of accredited agency representatives held in Fairfax (VA) on June 18, 1987; and (3) a review of annual reports submitted by agencies. The second report concerned: (1) a review of the more probable reaccreditation models; (2) the advisability of upgrading the role and nature of the annual report; (3) types of Commission oversight of accredited agencies; and (4) reaccreditation fee proposals and payment options. A third report presented to the Committee summarized accredited agency replies to a letter that asked for advice and counsel on several reaccreditation issues.

The Committee met for more than ten hours in Oakland and agreed upon recommendations to (1) upgrade the annual report so that it is more exacting in its requests for information — and so that it becomes an integral part of reaccreditation; (2) refocus the on-site assessment so that assessors examine a range of topics inside and outside the agency — over and above examining written proofs of compliance; (3) present fee proposals and payment options for consideration in Rochester; and (4) address related policies and procedures.

Involvement of Accredited Agencies. The Committee's work in Oakland was summarized in a reaccreditation report sent to all 56 accredited agencies in August 1987. The reaccreditation process, as approved by the Committee, was outlined in a 35-page report with exhibits; a reply was requested.

Comments and reactions from accredited agencies were received, reviewed, summarized, and reported by staff to the Committee at its next meeting in Rochester (Novem-

ber 1987). Final design elements were approved, and all operational elements were settled with the exception of a fee schedule. In the absence of specific cost data, the Committee recommended, and the Commission approved, a temporary reaccreditation fee schedule pegged at 90 percent of the current accreditation fee schedule. The Committee also tasked staff to develop a cost model.

Development of a Cost Model and Fee Schedule. Following the Rochester meeting, staff developed a cost model; the model found that the cost to the Commission of an agency in reaccreditation would be 98 percent of the cost associated with an agency seeking initial accreditation. The *annual cost* of an agency in reaccreditation was found to be *considerably less* than an agency working toward accreditation. However, the difference was *time*: the cost analysis weighted each agency seeking initial accreditation with three years of costs whereas each agency seeking reaccreditation incurs five years of costs. The bottom line was summarized as follows: "it costs the Commission almost as much to reaccredit an agency as it does to accredit an agency."

Commission Actions in St. Petersburg. Given details of the cost model, the Committee recommended and the Commission adopted a reaccreditation fee schedule effective August 1, 1988. Reaccreditation fees were set at 100 percent of accreditation fees — subject to substantial discounts for agencies able to make an early payment decision. (Payment options are spelled out in the Application for Reaccreditation, which is contained in Appendix B.)

Drafting the Reaccreditation Manual. Following the St. Petersburg meeting (March 1988), staff attention was directed toward the preparation of this Manual. A detailed outline was developed in consonance with an enumeration of agency and Commission responsibilities in the course of the reaccreditation process. A draft of those responsibilities was submitted to all accredited agencies in early June 1988. Replies received throughout June and early July were incorporated into a draft manual that was sent to all accredited agencies in early July. This draft Manual was reviewed with attendees at a meeting of accredited agencies in Garden Grove, California, in late July. A subsequent draft manual, entitled "Prepublication Edition" was distributed to all accredited agencies in late September 1988. This edition of the Manual was reviewed by attendees at a meeting in Virginia Beach, Virginia, in November 1988.

In summary, the Commission addressed a very complex problem: an Ad Hoc Committee was formed and, working with staff and representatives from a number of accredited agencies, alternative strategies were developed and presented for approval. Once the design had been developed, all accredited agencies were involved in the process of reviewing and commenting on the several proposals including the cost model. Agency involvement was and continues to be an important feature of the Commission's operations.

Persons and agencies involved in developing the reaccreditation process are acknowledged in Appendix J.

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INTRODUCTION

Having achieved accredited status by voluntarily undertaking a rigorous process of self-assessment and independent evaluation, your agency is now among a select group of highly motivated, progressive law enforcement agencies whose personnel and operations meet or exceed hundreds of challenging standards.

As only those who have experienced the accreditation process can fully appreciate, it is not a mere paper exercise. To be sure, documentation is required but only as one means to assess the bottom line — performance.

Attaining accredited status is an extremely significant event, one that merits an enthusiastic “well done” from the Commission, the public you serve, and the law enforcement community.

Accredited status is not only a legitimate source of pride but also a challenge for the future. The challenge is this: to maintain your momentum, to regard accreditation not as the end but as the beginning, and to continue to improve even further. The Commission and its staff stand ready to assist and to encourage you in that endeavor.

To keep your momentum, to spur ongoing improvement, and to prevent the possible emergence of complacency, consider the need for a new goal or incentive — that of reaccreditation and an early commitment to it. In effect, an early commitment to reaccreditation can serve as the framework or vehicle by which your agency demonstrates its continuing adherence to professional standards and to the objective and process of achieving an even higher level of excellence than that required for accredited status.

Quite apart from that basic consideration, other benefits of an early submission of the reaccreditation application are as follows:

- Reaccreditation fee discounts of up to 20 percent and a reduced exposure to possible future fee increases.
- Attainment of reaccreditation at a more measured pace. Waiting until the last possible moment to apply for reaccreditation (end of the 42nd month after your last accreditation award) subjects both Commission staff and your agency to a substantially more pressure-packed and intensive level of activity (including a possible preliminary on-site inspection) due to the short period between month 42 and the date of the on-site assessment for reaccreditation.
- Assurance of “doing it right the first time.” Early commitment to reaccreditation gives Commission staff more time to respond to requests for assistance or advice, minimizes your chances of mistakes or missteps often associated with tight deadlines, and provides you with time to make adjustments should they be required.

- Shorter retention period for standards-mandated reports and evaluations. Many applicable standards require that the accredited agency prepare periodic reports and other documentation. For reaccreditation purposes, those reports constitute proofs of compliance. Once your agency applies for reaccreditation and thereby qualifies for a special version of the Annual Report (Format A, as explained later), you need to retain (for accreditation purposes) those standards-mandated reports for not more than 60 days after submission of each Annual Report.

The chapters that follow will answer questions that the foregoing advantages may have raised. Should questions remain unanswered after you read this publication, please do not hesitate to contact Commission staff, who stand ready to make your agency's journey toward reaccreditation as smooth as possible.

I. BASIC RESPONSIBILITIES AFTER ACCREDITATION

The basic responsibilities discussed in this chapter -- and explained in more detail in succeeding chapters -- pertain to those of both the Commission and each accredited agency during the five-year period between initial accreditation and reaccreditation (or between reaccreditations).

A. Overall Responsibility of the Commission

During the period between accreditations of your agency, the Commission has the responsibility to take all reasonable steps to preserve and enhance the credibility and integrity of the law enforcement agency accreditation program among participating agencies, the criminal justice community, and the public. To fulfill that responsibility, the Commission has developed procedures by which to assure itself and, as necessary, others that, at a minimum, each accredited agency continues to comply with the requisite number of applicable standards.

B. Responsibilities of Accredited Agencies Not Yet Submitting Reaccreditation Applications

Each accredited agency in this category is expected to fulfill two major obligations. The first is to continue to comply with all applicable mandatory standards and with at least the required minimum percentage of applicable nonmandatory standards (see Section C below). The second basic responsibility of each accredited agency is to develop and maintain a procedure by which to monitor continued compliance on a systematic and ongoing basis and to identify and deal with promptly events or circumstances that may jeopardize compliance.

C. Responsibilities of Accredited Agencies Submitting Reaccreditation Applications or Intending to Do So

As explained in more detail later, the deadline for executing a reaccreditation application is by the end of the 42nd month following the date of the agency's last accreditation award.* Agencies that have submitted reaccreditation applications by the deadline, or intend to do so, must fulfill a number of responsibilities *in addition* to those discussed in Section B above.

* Agencies that do not execute reaccreditation applications by the end of month 42 are not guaranteed access to the reaccreditation process. If continued participation in the accreditation program is desired by such agencies at the end of their current accreditation terms, the only avenue open to them may be the process they followed to achieve initial accreditation. Time constraints may not permit completion of that process prior to the expiration of such an agency's current accreditation term.

First, depending on whether the agency's upcoming reaccreditation will be its first, second, or third one, the minimum percentage of applicable nonmandatory standards with which the agency must comply is 85, 90, and 95 percent, respectively. This contrasts with at least 80 percent compliance at initial accreditation.

Second, each agency is likely to be responsible for *additional* standards now applicable to, and subject to compliance by,* the agency for *the first time* due to certain events occurring between the date of the agency's *last* accreditation award and the date of the *upcoming* reaccreditation on-site assessment. Those events include the following:

- Issuance of new applicable standards by the Commission;
- Increase in agency size or functions performed that subject the agency to additional applicable standards; and
- Elimination of the underlying circumstances justifying previously granted waivers, if any.

Finally, each agency is responsible for implementing a reaccreditation management system or plan designed to achieve the foregoing and to prepare the agency for a successful reaccreditation self-assessment and on-site assessment.

D. Using This Manual

This Manual explains in detail the responsibilities of the Commission and accredited agencies during the period between accreditations, describes procedures and methods that help assure fulfillment of those responsibilities, and in so doing, guides each agency toward yet another successful accreditation.

Chapter II presents an overview of the reaccreditation process and refers readers to Appendix A, which lists in chronological sequence 38 responsibilities that the Commission and accredited agencies are required to fulfill. Subsequent chapters refer specifically to each responsibility, provide more details about each, and present suggested procedures, methods, and guidelines pertaining to the fulfillment of those responsibilities, which include staffing and applying for reaccreditation, developing a reaccreditation plan, monitoring compliance, completing annual reports, preparing for self-assessment and on-site assessment, and so forth.

Copies of several forms and reports associated with the reaccreditation process are in the appendix section.

* Compliance must be achieved by the date of the agency's next on-site assessment, unless otherwise directed by the Commission.

II. REACCREDITATION OVERVIEW

A. Reaccreditation Responsibilities

In chronological sequence, Appendix A presents 38 reaccreditation responsibilities of agencies and the Commission.

Some of the responsibilities, which constitute an overview of the reaccreditation process, are ongoing throughout the five years preceding reaccreditation, such as Items 3 through 6 in Appendix A. Others are fulfilled relatively quickly, such as Items 14 and 15. Still others (Items 17-20) relate to only a particular group of accredited agencies. This and succeeding chapters elaborate on each of the 38 responsibilities.

B. The Three Tracks in Appendix A

An accredited agency will follow one of three "tracks" in Appendix A:

- Track 1 is for the agency that has executed, or expects to execute, its reaccreditation application before the timely filing of the year-three Annual Report (covers months 25 through 36 after the agency's last accreditation).
- Track 2 is for the agency that does not execute its reaccreditation application before the timely submission of its year-three Annual Report but does so by the end of month 42.
- Track 3 is for the agency that does not execute its reaccreditation application by the end of month 42.

1. Track 1

If your agency has executed a reaccreditation application prior to the timely filing of its year-three Annual Report with the Commission, or intends to do so, Items 1-16 and 21-38 in Appendix A are applicable and constitute Track 1.

This track differs from the others in two major ways.

First, reaccreditation responsibilities can be fulfilled at a more measured pace under the Track 1 option. This is so because of the opportunity to execute the reaccreditation application (Appendix B) at an early date. Once the application is executed, the agency qualifies for receipt of a special version of the Annual Report (Format A, discussed in Chapter IV and included as Appendix C), whose purpose, in part, is to facilitate the reaccreditation on-site assessment process by gathering information relevant to, and orienting agency action toward, eventual on-site assessment.

The second differentiating feature of Track 1 is that, by taking advantage of the early opportunity of executing the reaccreditation application, the agency protects itself against subsequent increases* in the reaccreditation fee because the fee that applies to the reaccreditation process is the one in effect when the application is executed. Also, as explained in Chapter IV, the sooner the application is executed the greater the potential fee discount.

* See Chapter IV, Section B, for exceptions.

2. Track 2

If your agency does not execute its reaccreditation application before the timely filing of the year-three Annual Report but does so by the end of month 42, Items 1-9, 12-13 (Annual Report only), and 14-38 in Appendix A are applicable and constitute Track 2.

Agencies following this track commit themselves and the Commission to the fulfillment of several responsibilities (Items 17-20) within a relatively short period if those agencies are to be considered candidates for reaccreditation.

A Track 2 agency, of course, exposes itself to the possibility of a higher reaccreditation fee.

3. Track 3

If an agency does not execute its reaccreditation application by the end of month 42, access to the reaccreditation process cannot be guaranteed, as noted in Section C in Chapter I. Assuming such access cannot be achieved, Items 1-9, 12-13 (Annual Report only), 14-16, and 21-23 in Appendix A are applicable and constitute Track 3. (If such an agency subsequently decides to continue participation in the accreditation program, the procedure to follow would be the one the agency pursued to attain initial accreditation, which might not be completed until after the agency's current term of accreditation expires.)

The focus of the foregoing responsibility items is to ensure that each Track 3 agency at least complies with all applicable mandatory standards and the required percentage of applicable nonmandatory standards. From the perspective of the Commission, the primary means to monitor agency compliance is the Annual Report filed by each Track 3 agency. As explained in Chapter IV, that Annual Report (Format B, included as Appendix D) differs from the one filed by agencies that have submitted reaccreditation applications.

III. ACCREDITATION MANAGERS AND THEIR ONGOING RESPONSIBILITIES

Details regarding Items 1-6 in Appendix A are presented in this chapter. Those items relate to the designation of an accreditation manager by the agency, the appointment of a Commission staff member as a contact for each accredited agency, the continuation of agency compliance with standards and maintenance of an up-to-date file of proofs of compliance, the submission of as-needed reports to the Commission by the agency regarding compliance problems, the review by the Commission of those reports, and the response by the agency to inquiries by the Commission regarding possible compliance difficulties.

A. Staffing for the Five Years Preceding Reaccreditation

Each accredited agency's designated accreditation manager bears primary responsibility for fulfilling the various agency-related obligations listed in Appendix A. The person selected for this position may be the same individual who held it during the period preceding the agency's last on-site assessment. Or, if not, a new accreditation manager may be chosen from among those who were particularly effective during their previous involvement in the accreditation process. In any event, the accreditation manager should possess the qualities described in the Commission's *Self-assessment Manual* (Chapter III, Section A).*

The task of the accreditation manager involves two major areas. Each accredited agency's accreditation manager should ensure that compliance with applicable mandatory standards and the required percentage of nonmandatory standards is monitored and maintained. And, of course, the manager is responsible for those activities that go beyond maintaining the status quo and lead toward a successful reaccreditation on-site assessment.

Depending on the size of the agency and how far into the reaccreditation process the agency finds itself, the accreditation manager may or may not devote full time to the job and may or may not designate someone as an assistant accreditation manager or coordinator. For example, the larger the agency and the closer to self-assessment it is, the more likely that the accreditation manager will need an assistant and will require significantly more time for his or her job.

Each accredited agency will be notified about the Commission staff member who has been assigned as its contact at Commission headquarters. This contact has primary responsibility for keeping track of agency progress, answering agency questions, and generally, coordinating staff-related reaccreditation responsibilities with those of the agency.

* Though focusing on initial accreditation, the *Self-assessment Manual* contains many procedures and recommendations also applicable to self-assessment preceding reaccreditation.

B. Ongoing Responsibilities

1. Agency Updates Proofs of Compliance

Each accredited agency must continue to comply with applicable standards and to keep proofs of compliance up to date.* That, of course, is a responsibility continuing throughout the period prior to reaccreditation and involves several tasks.

The first is to confirm with Commission staff the identity of each standard the agency complied with in order to receive its last accreditation award. That should be done as soon as possible after the award. Contact Commission staff regarding the procedure to follow.

The second task is to ensure that each individual-standard file folder is maintained so that it contains up-to-date proofs of compliance. The documentation in some folders may remain unchanged throughout the period preceding reaccreditation. The documentation in others may have to be updated because of new or changed agency directives and the like that relate to applicable standards.

To facilitate the updating of individual-standard file folders, Commission staff will send each accredited agency a fresh supply of Individual Standard Status Report (ISSR) forms (see Appendix E). A fresh ISSR is to be inserted as the second item in each individual-standard file folder (the first item is the text of the standard, along with its commentary and levels of compliance). ISSRs that pertain to the agency's initial accreditation and, if any, prior reaccreditation(s) *remain in the folder.* **

Prior to the agency's next on-site assessment, each new ISSR is to be filled in (even if the documentation has not changed) and all the associated documentation filed (loose-leaf fashion) directly behind it. The documentation inserted directly behind each new ISSR will be either or both of the following: (1) items used previously as proofs of compliance but still valid; (2) new or updated documentation. Documentation items that are no longer valid proofs of compliance are not to be retained in the file folders.

"Proofs of compliance" include, among other items, the periodic reports and other documentation called for by standards with which the agency is currently required to comply (see Appendix F for a complete list of such reports). Such reports do not need to be placed in a central file but may be filed in their usual locations. Insertion of examples of that material — as proofs of compliance — in the appropriate individual-standard file folders, however, is highly recommended.

* If an agency no longer complies with one or more applicable nonmandatory standards with which it complied as of its last accreditation award *and* if this noncompliance causes the agency to fall below the required minimum compliance rate for applicable nonmandatory standards (85, 90, or 95 percent — see Section C, Chapter I), the agency must comply with other applicable nonmandatory standards so that the minimum compliance rate is again attained. Such changes in compliance will be noted by the agency in its Annual Report, and the Commission may request proofs of compliance regarding the new nonmandatory standards for which the agency reports compliance.

**Retention of previous ISSR forms provides a compliance "audit trail" for both agency and Commission. Previous ISSR forms are filed as the last items in the folder. Individual-standard file folders may be updated on an ongoing basis, during the period immediately prior to on-site assessment, or on whatever other basis selected by the agency.

For reaccreditation purposes, the retention period for those standards-mandated reports, etc., depends on when the reaccreditation application is filed:

- For the agency completing Format B of the Annual Report for years 1-3 (i.e., reaccreditation application not yet submitted), the retention period is 44 months from the agency's last accreditation award.
- For the agency completing Format A of the Annual Report (i.e., reaccreditation application has been submitted) within three years of the agency's last accreditation award, the standards-mandated reports, etc., prepared since the last Annual Report must be retained only until 60 days after filing its next Annual Report.

To facilitate keeping proofs of compliance up to date, many agencies have created listings that cross-reference compliance documentation with applicable standards and vice versa. That permits an agency to identify quickly what standard should be checked when, for example, a general order is undergoing revision. The revised order can then be inserted, as an updated proof of compliance, in the appropriate individual-standard file folder.*

2. Agency Submits Reports of Actual or Likely Compliance Problems

During the period between accreditations, each agency is to submit to the Commission the following information on an as-needed and timely basis:

- Events or circumstances that have resulted in agency noncompliance or that have hindered or are likely to hinder compliance with any applicable mandatory standard or with the applicable minimum percentage of nonmandatory standards.
- Events or circumstances that, in the agency's judgment, have had a significant adverse impact on the public's perception of agency performance in standards-related areas. Events or circumstances adversely affecting compliance (or the public's perception thereof) might include new legislation, outside interference with agency operations, or a series of major media reports alleging a pattern of serious lapses in performance in certain operational areas by agency employees.

The agency may so inform the Commission through an Annual Report if that results in timely notification. If not, a prompt special report to the Commission is required.

3. Commission Responds to Agency Reports and to Third-party Information — and the Agency Follows Up

In addition to receiving reports of compliance problems from accredited agencies, the Commission may receive such information from third-parties, such as citizens or the media. A Commission response to such information will be governed by two principal considerations: (1) due process for accredited agencies and for complainants and (2) maintenance of the credibility and integrity of the accreditation program.

When the Commission receives *agency-supplied* information about compliance problems, the following procedures are followed.

* For additional information about individual-standard file folders, the organization and highlighting of material in them, ISSRs, and cross-reference listings, see the following sections of the *Self-assessment Manual*: Chapter III, Section D; Chapter V, Section A.

First, within 10 working days of receiving information from an agency that it no longer is in compliance with applicable standards or is experiencing or anticipating significant difficulty in maintaining compliance, the Commission will acknowledge receipt of such information and, if necessary, request additional data and/or designate an assessor or Commission staff member to visit the agency for information-gathering purposes. This additional information shall be provided within 20 working days of the Commission's request for it.

Second, based on the information collected, the Commission will act in one of the following ways:

- (1) Designate the agency as **accredited** — that is, the agency maintains its accredited status without the need to take special Commission-prescribed measures or precautions.
- (2) Designate the agency as **accredited-with-an-advisory**. The Commission recognizes the agency's continued accredited status but strongly advises that the agency take specified measures or precautions to cope with current or anticipated events or conditions threatening compliance. The Commission monitors the agency as appropriate.
- (3) Designate the agency as **accredited-with-a-time-limit**. The agency is not in compliance with applicable standards, but the Commission continues to recognize the agency's accredited status for a specified period only, during which the agency will remedy deficiencies by pursuing a plan of action previously submitted to, and approved by, the Commission. The plan of action shall be submitted to the Commission not later than 14 working days after the agency receives written notice of its status as accredited-with-a-time-limit. The Commission will monitor, as appropriate, agency progress toward meeting the deadline for achievement of the plan of action.
- (4) Designate the agency as **accreditation-suspended** if a plan of action is not submitted to the Commission in a timely manner or if the agency fails to meet its commitments to fulfill its plan of action. The accreditation-suspended designation will, in all probability, include a time limitation of six months.
- (5) Designate the agency as **accreditation revoked**. The Commission regards the agency as no longer accredited. The agency is required to return the Commission-awarded accreditation certificate and to remove from view any other indication of accredited status.
- (6) Designate the agency as **withdrawn**. This results when an agency requests withdrawal from the accreditation program. In such a case, the agency must return the Commission-awarded accreditation certificate and must remove from view any other indication of accredited status.

An agency may appeal Commission actions by following the procedure outlined in Chapter V of the *Accreditation Program Book*.

Within 10 working days of receiving information from a third-party (citizen, media, etc.) alleging, in fact or in effect, that an agency is not, or may not be, in compliance with applicable standards, the Commission will forward this information to the agency involved and

request comment and, if appropriate, documentation. In some instances, a Commission staff member or assessor may be sent to the agency to gather information.

The agency shall respond within 20 working days to the Commission's request for information. During this period, the Commission shall, if possible and appropriate, encourage the complainant to resolve the issue or allegation with the agency.

If the agency resolves the allegation to the complainant's and the Commission's satisfaction it will be filed without further action. If the information supplied by the agency refutes the allegation, the complaint will be filed as "unfounded."

If the complaint appears to have merit, the complaint and related information will be referred to the Commission, which shall decide the matter at its next meeting. The Commission will notify the complainant and agency of the referral and will also advise that they may attend the meeting at their own expense.

The range of possible action by the Commission will take one of the six forms described in the discussion above on agency-supplied information. The Commission's action may be appealed by the agency in accordance with the procedure outlined in Chapter V of the *Accreditation Program Book*.

IV. WORKING TOWARD REACCREDITATION

This chapter expands on agency and Commission responsibilities noted in Items 7-16 and 21-23 in Appendix A, which pertain to the *Reaccreditation Manual*, reaccreditation application, Annual Report, APQ Update, Self-assessment Log, and the Commission's public information policy.

A. Reaccreditation Manual

Within three months of its last accreditation award, each agency will receive from the Commission a copy of the *Reaccreditation Manual*.^{*} The Commission requests that the Manual be read promptly and its receipt acknowledged.

B. Application for Reaccreditation

By the end of month six, the Commission will send each agency an application for reaccreditation. Essentially, it is an addendum to the original Accreditation Agreement.

The reaccreditation fee schedule is noted in the Application for Reaccreditation (the most recent version at this writing constitutes Appendix B). Execution of the application within the first year following the agency's last accreditation award permits the agency to receive up to a 20 percent fee discount. In addition, early execution of the application better protects the agency against future increases in the fee schedule by the Commission, better insulates it against a fee increase caused by the growth in the number of authorized full-time personnel pushing the agency into the next agency size category (providing the agency does not progress 20 percent or more into that category),^{**} and permits the agency to work toward reaccreditation at a measured pace.

Upon executing both copies of the application and selecting a fee payment option (one payment in full or multiple partial payments), the agency mails both copies of the application and the reaccreditation fee to the Commission. Once staff review the application, the copy belonging to the agency will be signed and returned.

C. APQ Update, Self-assessment Log, and Public Information Policy

When the Commission returns the agency's copy of the reaccreditation application, it will also send the APQ (Agency Profile Questionnaire) Update. The APQ Update (see Appendix G) is used to keep the Commission current with key aspects of the agency that relate to reaccreditation. Within two months of its receipt, the APQ Update should be completed and returned to the Commission for review. If needed, a Commission response to the APQ Update will be made within two months of its receipt.

^{*} Additional copies are available at nominal cost.

^{**} However, execution of the reaccreditation application does not protect the agency against added costs caused by a second reaccreditation on-site assessment, if any, or the failure of the agency to complete successfully the reaccreditation process by the end of the fifth year following the date of its last accreditation award.

Also accompanying the agency's copy of the reaccreditation application is the Self-assessment Log, which lists each standard (by number) applicable to an agency for reaccreditation purposes as of the date of its executed reaccreditation application. The agency should check the accuracy of the Self-assessment Log (see Appendix H) as soon as possible and, within a month of its receipt, inform the Commission of errors, if any. The Commission's public information policy is the final item enclosed with the return of the agency's copy of the reaccreditation application.

D. Annual Reports

A major way that the Commission maintains and enhances both the credibility and integrity of the accreditation program is to use agency-completed Annual Reports to monitor and, as necessary, assist agencies to comply with applicable standards during the five-year period preceding reaccreditation.

The Commission requires that each accredited agency file one of two versions of the Annual Report, either Format A or Format B. The latter's objective is to indicate how effectively an agency is maintaining compliance with the requisite number of applicable mandatory and nonmandatory standards. Format A achieves that objective also but, in addition, is designed to orient the agency toward eventual reaccreditation by gathering information relevant to — and by channeling agency action toward — eventual reaccreditation on-site assessment. (Formats A and B are included as Appendices C and D, respectively.)

Format A of the Annual Report is completed by agencies that have previously submitted to the Commission their reaccreditation applications and appropriate fees. Format B is filed by agencies that have not applied for reaccreditation.

The following items in Appendix A indicate when Annual Reports are sent to agencies by the Commission, when they are to be filed by each agency, and when they are to be reviewed and, if necessary, responded to by the Commission: 9, 12-16, and 21-23.

If an Annual Report indicates agency noncompliance or difficulty in maintaining compliance with the requisite number of applicable standards, the Commission will follow the same procedures that are applicable to the receipt of agency-supplied information, described in Section B.3 of Chapter III.

V. PREPARING FOR REACCREDITATION ON-SITE ASSESSMENT

Agency preparations for on-site assessment (Items 24-30 and, for some agencies, Items 17-20) depend on when the agency executes its reaccreditation application.

A. Preparation for On-site Assessment by Agencies Following Track 1

If the agency has not already done so, it should confirm with the Commission that standards listed on the Self-assessment Log are the ones applicable for reaccreditation purposes (see Chapter IV, Section C). Those standards will probably not be identical to the ones the agency complied with to qualify for its last accreditation award. Some may no longer be applicable because the agency eliminated a function, such as maintaining a holding facility. New standards may have to be complied with for the first time, perhaps because the agency is now in a larger size category or must comply with a higher percentage of nonmandatory standards (see Chapter I, Section C).

Development of a reaccreditation plan is, of course, a critical element in preparing for the on-site assessment. The reaccreditation plan covers such areas as the following:

- Reaccreditation timetable;
- A system of internal monitoring and feedback regarding timely progress toward reaccreditation;
- Organization of the reaccreditation effort, including assignment of responsibilities to, and training of, personnel at various levels of the agency;
- Maintenance of individual-standard file folders and of updated documentation, including the reports and evaluations (and follow-up activity called for by them) required by standards with which the agency must comply (see Appendix F for a list of such reports and other documentation);
- Compliance with new or revised applicable standards, including progress toward attainment of the required ultimate 95 percent compliance rate regarding applicable nonmandatory standards;
- Communication, as needed, with the Commission about such areas as new or revised standards, documentation, and Annual Reports; and
- Other matters necessary to ensure a successful self-assessment.

A description of the elements of an agency's reaccreditation plan is required in Section 1.7 of the Annual Report (Format A). Suggestions about how to implement those elements are found in the Commission's *Self-assessment Manual* (particularly in Chapter III).

The culmination of reaccreditation activities before the on-site assessment is, of course, a successful self-assessment. In that regard, the agency may be requested to submit specific self-assessment documentation to the Commission. Staff will review, and respond to, agency

documentation used in self-assessment* and will request the agency's public information plan and materials,** which the agency should supply in a timely manner.

The Commission prepares a list of prospective assessors and sends it to the agency, which reviews the biographies of assessing-team nominees and advises the Commission about their acceptability. After reviewing the agency's comments, the Commission selects the assessors and prepares its assessment plan.

The agency announces the forthcoming reaccreditation on-site assessment in a 30-day advance public notice, which includes information regarding public access to the Commission and on-site assessors. What is involved in preparing the advance notice and in facilitating public access — as well as other public information responsibilities — is described in materials available from the Commission and should be obtained early in the reaccreditation process.

B. Preparation for On-site Assessment by Agencies Following Tracks 2 and 3

This section applies to two categories of agencies: those that execute a reaccreditation application after the timely filing of the year-three Annual Report but before the end of month 42, and those that do not execute the application by the end of month 42.

1. Preparation by Agencies Following Track 2

Agencies that did not execute the Application for Reaccreditation prior to the timely filing of their year-three Annual Report will be reminded that they must file the application and their reaccreditation plans prior to the end of month 42 if they wish to be considered candidates for reaccreditation. That reminder is sent following receipt of the third-year Annual Report.

Thus, each agency that wants to be considered a reaccreditation candidate must do the following by the end of month 42:

- Request, execute, and return the reaccreditation application and the appropriate fee.
- Develop and submit to the Commission a comprehensive reaccreditation plan.

The Commission will review the plan and respond, if appropriate, not later than the end of month 44. If necessary or desirable, a Commission staff member or assessor will conduct an on-site review to gather information on the compliance status, currency of documentation, and any other matter relating to the reaccreditation of the agency. Upon receiving the reaccreditation application, the Commission will send an APQ Update form, Self-assessment Log, the Commission's public information policy, and related instructions to the agency.

Within one month of their receipt, the agency must return the APQ and confirm the accuracy of the Self-assessment Log. The agency then continues to respond to Commission inquiries, if any, about reaccreditation progress.

At this point, the agency and Commission proceed to fulfill responsibilities noted in Items 24-30 in Appendix A and discussed in Section A above.

* See *Self-assessment Manual*, Chapter III, Section M.

**See *Self-assessment Manual*, Chapter III, Section N.

2. Status of Agencies Following Track 3

As explained in Chapter I (Section C) and Chapter II (Section B.3), an agency that does not execute an application by the end of month 42 cannot be guaranteed access to the reaccreditation process. Assuming such access cannot be achieved, the agency's and Commission's remaining responsibilities pertain to the filing and review of the fourth-year Annual Report (Format B).

VI. ON-SITE ASSESSMENT AND BEYOND

This chapter discusses the nature of the on-site assessment, the range of possible Commission accreditation-related decisions based on the findings of the assessors, and other activities occurring after the on-site assessment (Items 31-38 of Appendix A).

A. The On-site Assessment

Assessors designated by the Commission are sent to the agency to conduct the on-site assessment and public information activities and to prepare a report of their findings for submission to Commission staff.

While the scope of the reaccreditation on-site assessment is similar to that of the on-site assessment conducted for initial accreditation, the nature of the assessment is quite different. It is substantially more practice-oriented.

The on-site assessment is designed so that assessors allocate their on-site time as follows—subject to modification by the assessment team leader, with concurrence of the Commission, to accommodate specific, unanticipated needs:

- 40 percent of assessor time is spent verifying compliance with mandatory standards, including follow-up interviews and observations within the agency. (The Commission prepares a list of “M” standards in priority order.)
- 10 percent of assessor time is spent verifying compliance with nonmandatory standards, including follow-up interviews and observations within the agency. (The Commission prepares a list of randomly selected “O” standards.)
- 25 percent of assessor time is spent examining periodic reports required by the standards and examining “action/results” in areas selected by the Commission (again, subject to an override by the team leader, depending on specific circumstances that are encountered).
- 25 percent of assessor time is spent with members of the agency and with members of the general public verifying compliance with the standards and with the objectives of the law enforcement agency accreditation program: (1) to increase law enforcement agency capabilities to prevent and control crime; (2) to increase agency effectiveness and efficiency in the delivery of law enforcement services; (3) to increase cooperation and coordination with other law enforcement agencies and with other agencies of the criminal justice system; and (4) to increase citizen and employee confidence in the goals, objectives, policies, and practices of the agency.

B. After the On-site Assessment

Commission staff will process the assessors’ report of on-site findings and forward a summary of it to the Commission.

The agency decides whether to send representatives to the upcoming Commission meeting. This is highly advisable and advantageous, especially if the Commission should raise questions about agency compliance with applicable standards. At the meeting, the Commis-

sion reviews the staff-prepared summary report, determines the accreditation status of the agency, and assigns it one of four designations:

- (1) **Accredited.** The agency is in full compliance with all applicable mandatory standards and with the required percentage of applicable nonmandatory standards.
- (2) **Accredited-with-a-time-limit.** The agency has not achieved the required compliance with applicable standards. This may result from circumstances beyond the agency's immediate control. The Commission continues to recognize the agency's accredited status but only for a specified period, during which the agency must remedy deficiencies by pursuing a plan of action previously submitted to, and approved by, the Commission.
- (3) **Accreditation lapsed.** The agency has not achieved required compliance with applicable standards. The Commission regards the agency as no longer accredited. The agency is required to remove from view any indications of accredited status.
- (4) **Accreditation withdrawn.** Apart from the above three Commission-initiated designations, an agency may decide to discontinue its participation in the accreditation program. If so requested, the Commission will designate the agency as "withdrawn." In such a case, the agency must remove from view any indications of accredited status.

The agency is informed of the Commission's decision. If the agency is reaccredited, it decides whether it wants to conduct a reaccreditation award ceremony, at which the reaccreditation certificate is formally presented to the agency.

Finally, the agency submits a critique of the reaccreditation process to the Commission (see Appendix I).

APPENDICES

APPENDIX A
OVERVIEW OF REACCREDITATION PROCESS:
RESPONSIBILITIES OF AGENCIES AND COMMISSION

Agencies

1. Designate a staff member as accreditation manager, who will plan and manage reaccreditation activities and monitor compliance with applicable standards. (See Chapter III, Section A.)

3. * Continue to maintain compliance and an up-to-date file of proofs of compliance, including periodic reports** and other documentation required by applicable standards. (See Chapter III, Section B.1.)

4. * Submit, on an as-needed basis, timely reports of events or conditions that have affected or might affect adversely either continued compliance with applicable standards or the public's perception thereof. (See Chapter III, Section B.2.)

6. * Respond to Item 5 inquiry, if any. (See Chapter III, Section B.3.)

Commission and/or Its Staff

2. Designate a staff member as the contact for each accredited agency. (See Chapter III, Section A.)

5. * Review Item 4 reports and other (third-party) information, if any, that may indicate or portend noncompliance. If necessary, advise/query agency and request a timely reply. (See Chapter III, Section B.3.)

7. Send to each accredited agency a copy of the *Reaccreditation Manual*. This is sent by the end of the third month following accreditation. (See Chapter IV, Section A.)

8. Send the Application for Reaccreditation to the agency not later than the end of month six. (See Chapter IV, Section B.)

* Ongoing responsibility throughout the five years preceding reaccreditation.

**Not necessarily a centralized file; mandated reports may be filed in their usual locations. A list of these reports is in Appendix F.

Agencies

10. ** Execute both copies of the Application for Reaccreditation. Select the desired payment option and return both copies of the application with the reaccreditation fee as soon as practicable. (See Chapter IV, Section B.)

12. Return the completed Annual Report by the end of month 13. Return the APQ Update within two months of its receipt. Check accuracy of Self-assessment Log. (See Chapter IV, Sections C, D.)

15. File Annual Reports for years two and three not later than the end of months 25 and 37, respectively. (See Chapter IV, Section D.)

Skip to Item 21 if an Application for Reaccreditation was or will be executed prior to the agency's timely filing of the year-three Annual Report.

* The Annual Report has two versions: *Format A* (for agencies that have submitted their application for reaccreditation); and *Format B* (for agencies that have not yet submitted their application for reaccreditation). See Appendix C for *Format A* and Appendix D for *Format B*.

** Items 10 and 11 assume that most agencies will decide to apply for reaccreditation relatively soon in order to protect themselves against possible future fee increases, among other benefits (see Introduction).

Commission and/or Its Staff

9. * Send to the agency its first-year Annual Report form. This is sent no later than the end of month nine. (See Chapter IV, Section D.)

11. Return the agency's copy of the executed Application for Reaccreditation, along with the APQ Update form, Self-assessment Log, Commission's public information policy, and related instructions. (See Chapter IV, Sections B, C, D.)

13. Review the Annual Report and APQ Update and, if appropriate, respond not later than two months after their receipt. (See Chapter IV, Sections C, D.)

14. Send to the agency its second- and third-year Annual Report forms not later than the end of months 21 and 33, respectively. (See Chapter IV, Section D.)

16. Review and, if appropriate, respond to annual reports for years two and three not later than the end of months 27 and 39, respectively. (See Chapter IV, Section D.)

Agencies

(18. Do the following prior to the end of month 42 if, between the timely filing of its year-three Annual Report and the end of month 42, the agency has decided to seek reaccreditation: (a) file a plan for achieving reaccreditation and (b) request, execute, and return an Application for Reaccreditation, along with the reaccreditation fee. See Chapter V, Section B.1.)

(20. Complete and return the APQ Update form and confirm accuracy of Self-assessment Log within one month of their receipt. Respond to Commission inquiries, if any, about reaccreditation progress. See Chapter V, Section B.1.)

22. File Annual Report for year four by the end of month 49. (See Chapter IV, Section D, and Chapter V, Section B.2.)

Commission and/or Its Staff

(17. * Remind agencies that did *not* execute the Application for Reaccreditation prior to the timely filing of their year-three Annual Report that they must file a reaccreditation plan and application prior to month 42 if they wish to be considered a candidate for reaccreditation. This reminder is sent following receipt of the third-year Annual Report. See Chapter V, Section B.1)

(19. Review reaccreditation plan and, if appropriate, respond not later than the end of month 44. Conduct, if determined desirable or necessary, an on-site review by Commission staff or assessor. Send an APQ Update form, Self-assessment Log, the Commission's public information policy, and related instructions to the agency. See Chapter V, Section B.1.)

21. Send to the agency its fourth-year Annual Report form by the end of month 45. (See Chapter IV, Section D, and Chapter V, Section B.2.)

23. Review and, if appropriate, respond to year-four Annual Report by the end of month 51. (See Chapter IV, Section D, and Chapter V, Section B.2.)

* Items 17 thru 20 are enclosed in parentheses because they apply to only a subset of accredited agencies: those that execute the Application for Reaccreditation between the timely filing of their year-three Annual Reports and the end of month 41.

Agencies

24. Submit specific self-assessment documentation to Commission staff, if so requested. (See Chapter V, Section A.)

26. Forward public information plan/materials to Commission staff and respond to subsequent inquiries, if any, about the plan and other aspects of reaccreditation readiness. (See Chapter V, Section A.)

28. Review biographies of assessing-team nominees and advise Commission staff regarding their acceptability. (See Chapter V, Section A.)

30. Issue 30-day advance public notice of forthcoming reaccreditation on-site assessment and related public information activities. (See Chapter V, Section A.)

33. Decide whether to send agency representatives to upcoming Commission meeting. (See Chapter VI, Section B.)

36. Determine whether a reaccreditation award ceremony will be held. (See Chapter V, Section B.)

38. Submit to the Commission a critique of the reaccreditation process. (See Chapter VI, Section B.)

Commission and/or Its Staff

25. Review, and respond to, agency self-assessment documentation and request a copy of the agency's public information plan and materials. (See Chapter V, Section A.)

27. Prepare a list of prospective assessors and notify agency. (See Chapter V, Section A.)

29. Select assessors and prepare on-site assessment plan. (See Chapter V, Section A.)

31. Send assessors to agency to conduct on-site assessment and related public information activities and to prepare their report. (See Chapter VI, Section A.)

32. Process assessment team report; prepare and forward summary report to Commission. (See Chapter VI, Section B.)

34. Conduct Commission meeting; review staff-prepared summary report (Item 32); and decide whether to reaccredit the agency. (See Chapter VI, Section B.)

35. Advise agency of Commission's decision. (See Chapter VI, Section B.)

37. Present reaccreditation certificate to the agency. (See Chapter VI, Section B.)

APPENDIX B
THE ACCREDITATION PROGRAM FOR LAW ENFORCEMENT AGENCIES
APPLICATION FOR REACCREDITATION

This Application for Reaccreditation is submitted by the _____

_____ with principal offices at
(Full Name of Agency)

_____ Zip _____ telephone number

(_____) hereafter referred to as the "Agency," to the Commission on Accreditation for Law Enforcement Agencies, Inc., a Maryland Corporation, with principal offices at 4242B Chain Bridge Road, Fairfax, Virginia 22030, telephone (703) 352-4225, hereafter referred to as the "Commission." This Application constitutes an Addendum to the Accreditation Agreement executed by the Agency and the Commission dated _____, 19____.

A.1 The undersigned (Agency) makes application to the Commission for reaccreditation, including a reaccreditation on-site assessment of the Agency. The Agency certifies that the information recorded in this Application is true and correct and agrees to provide information to the Commission similar in nature and scope to the Agency's original accreditation and/or subsequent reaccreditation.

A.2 The Commission and the Agency have agreed upon a reaccreditation fee and payment schedule per information supplied in Section A.9 of this Application. The Commission agrees to maintain current fees in effect as of the date this Application is executed, barring a significant increase in Agency size (20% or more into the next agency size category), the need for a second reaccreditation on-site assessment, or the failure of the Agency to complete successfully the reaccreditation process by the end of the fifth year following its initial accreditation or most recent reaccreditation. The Agency agrees to pay necessary costs as applicable to a larger agency or incident to a second reaccreditation on-site assessment, if one is required.

A.3 Reaccreditation results will not be released and an award will not be made until all fees and charges are paid. The Agency agrees to supply the Commission with proper documentation for obtaining reaccreditation payment, such as a purchase order, voucher, or other documentation. Lack of such documentation may delay the timely release of reaccreditation results.

A.4 The Agency agrees to meet the requirements of all applicable mandatory standards and an agreed percentage of applicable nonmandatory standards as contained in the Commission's Standards Manual: *Standards for Law Enforcement Agencies*. Applicable standards are based on the size of the Agency and the functions performed by the Agency, among other factors.

A.5 The Agency agrees to abide by the Commission's reaccreditation policies and procedures as contained in the Commission's *Reaccreditation Manual*.

A.6 It is understood that the Commission's award of reaccreditation does not constitute a warranty of total compliance by the Agency with all applicable standards of accreditation

and, further, that it is not a substitute for the Agency's ongoing and in-depth monitoring and evaluation of its activities and the quality of its services.

A.7 The Agency agrees to indemnify, defend, and hold harmless the Commission and its Commissioners, officers, agents, and employees from any and all claims of any kind against the Commission resulting from the Agency's negligence or failure to disclose material information to the Commission, except that the foregoing provisions shall not apply if the primary cause of the loss or liability is the negligence of the Commission.

A.8 The Commission shall provide each reaccredited agency with a certificate of accreditation. The Agency shall not be charged for the initial certificate or any new certificate issued to reflect a change in the name of the organization. Additional certificates can be obtained from the Commission at a nominal cost. The certificate and all copies remain the property of the Commission and must be returned to the Commission if the Agency is issued a new certificate reflecting a change in name or if its accreditation is suspended or revoked for any cause or if the agency withdraws from the program.

A.9 Reaccreditation fees are the same as current accreditation fees with the following discounts applied:

- A Payment Decision in Year 1 (By the 13th Month)
 - Full payment in Year 1 – a 20% discount
 - Four level payments – a 15% discount
- A Payment Decision in Year 2 (By the 25th Month)
 - Full payment in Year 2 – a 15% discount
 - Three level payments – a 10% discount
- A Payment Decision in Year 3 (By the 37th Month)
 - Full payment in Year 3 – a 10% discount
 - Two level payments – a 5% discount
- A Payment Decision in Year 4 (By the 42nd Month)
 - Full payment in Year 4 – a 5% discount
 - Two payments: The second payment prior to the on-site assessment – no discount

Note: Section A.9 continues on pages B-3, B-4, and B-5.

**Reaccreditation Fees and Payment Schedules for Agencies Opting for
Reaccreditation in Years 1 or 2**

• **In Year 1 (by the 13th month)**

<u>Agency Size Category</u>	<u>No. of Authorized Full-time Employees*</u>	<u>Reaccr'n Fee</u>	<u>Single Payment Schedule</u>	<u>Multiple Payments Fee Schedule</u>
A	1-9	\$ 5,500	\$ 4,400	\$ 4,675
B	10-24	8,000	6,400	6,800
C	25-49	9,000	7,200	7,650
D	50-199	11,500	9,200	9,775
E1	200-499	14,500	11,600	12,325
E2	500-999	17,000	13,600	14,450
F1	1000-2999	19,000	15,200	16,150
F2	3000 up	22,000	17,600	18,700

Notes: The single payment schedule is 80% of the reaccreditation fee schedule. If the multiple payments option is chosen, fees can be paid in two (halves), three (thirds) or four (quarters) payments – ordinarily one year apart. The final payment must be received prior to the on-site assessment. The first partial payment must be received on or before the 13th month after award of accreditation and/or subsequent reaccreditation.

• **In Year 2 (by the 25th month)**

<u>Agency Size Category</u>	<u>No. of Authorized Full-time Employees*</u>	<u>Reaccr'n Fee</u>	<u>Single Payment Schedule</u>	<u>Multiple Payments Fee Schedule</u>
A	1-9	\$ 5,500	\$ 4,675	\$ 4,950
B	10-24	8,000	6,800	7,200
C	25-49	9,000	7,650	8,100
D	50-199	11,500	9,775	10,350
E1	200-499	14,500	12,325	13,050
E2	500-999	17,000	14,450	15,300
F1	1000-2999	19,000	16,150	17,100
F2	3000 up	22,000	18,700	19,800

Notes: The single payment schedule is 85% of the reaccreditation fee schedule. If the multiple payments option is chosen, fees can be paid in two (halves) or three (thirds) payments – ordinarily one year apart. The final payment must be received prior to the on-site assessment. The first partial payment must be received on or before the 25th month after award of accreditation and/or subsequent reaccreditation.

* Calculating authorized full-time employees: authorized full-time employees include sworn and nonsworn personnel; if your agency maintains a jail that houses sentenced prisoners or is a department of public safety that employs fire or emergency medical personnel, please call the Commission for information about including or not including them in the total.

**Reaccreditation Fees and Payment Schedules for Agencies Opting for
Reaccreditation in Years 3 or 4**

• **In Year 3 (by the 37th month)**

<u>Agency Size Category</u>	<u>No. of Authorized Full-time Employees*</u>	<u>Reaccr'n Fee</u>	<u>Single Payment Schedule</u>	<u>Multiple Payments Fee Schedule</u>
A	1-9	\$ 5,500	\$ 4,950	\$ 5,225
B	10-24	8,000	7,200	7,600
C	25-49	9,000	8,100	8,550
D	50-199	11,500	10,350	10,925
E1	200-499	14,500	13,050	13,775
E2	500-999	17,000	15,300	16,150
F1	1000-2999	19,000	17,100	18,050
F2	3000 up	22,000	19,800	20,900

Notes: The single payment schedule is 90% of the reaccreditation fee schedule. If the multiple payments option is chosen, fees can be paid in two (halves) payments. The second payment must be received prior to the on-site assessment. The first payment must be received on or before the 37th month after award of accreditation and/or subsequent reaccreditation.

• **In Year 4 (by the 42nd month)**

<u>Agency Size Category</u>	<u>No. of Authorized Full-time Employees*</u>	<u>Reaccr'n Fee</u>	<u>Single Payment Schedule</u>	<u>Multiple Payments Fee Schedule</u>
A	1-9	\$ 5,500	\$ 5,225	\$ 5,500
B	10-24	8,000	7,600	8,000
C	25-49	9,000	8,550	9,000
D	50-199	11,500	10,925	11,500
E1	200-499	14,500	13,775	14,500
E2	500-999	17,000	16,150	17,000
F1	1000-2999	19,000	18,050	19,000
F2	3000 up	22,000	20,900	22,000

Notes: The single payment schedule is 95% of the reaccreditation fee schedule. If the multiple payments option is chosen, fees can be paid in two (halves) payments. The second payment must be received prior to the on-site assessment. The first payment must be received on or before the 42nd month after award of accreditation and/or subsequent reaccreditation.

* Calculating authorized full-time employees: authorized full-time employees include sworn and nonsworn personnel; if your agency maintains a jail that houses sentenced prisoners or is a department of public safety that employs fire or emergency medical personnel, please call the Commission for information about including or not including them in the total.

Fee Calculation*

Single Payment: Our agency is authorized ____ full-time employees, including ____ sworn and ____ nonsworn. The indicated single payment fee is \$ _____. The amount of \$ _____ is herein remitted to the Commission. Or, Purchase Order No. _____ is herein remitted to the Commission in the amount of \$ _____.

Multiple Payments: Our agency is authorized ____ full-time employees, including ____ sworn and ____ nonsworn. The indicated multiple payment fee is \$ _____. A two \ _ \ three \ _ \ four \ _ \ payment option is selected. Payments of \$ _____ will be made on or before _____ & _____ & _____ & _____. The first payment is herein remitted. Or, Purchase Order No. _____ is herein remitted to the Commission in the amount of \$ _____.

A.10 Except as specifically set forth in paragraphs A.1 through A.9 of this Application, this Application shall not otherwise modify or amend the Accreditation Agreement between the parties presently in force, and all other provisions of the Accreditation Agreement shall remain in full force and effect and applicable between the parties. The parties specifically intend and agree that this Application shall act and be construed as a modification of the Accreditation Agreement as provided for in Subsection 5.1 of the said Agreement. In the event of conflict between this Application and the Accreditation Agreement, this Application shall prevail, but only to the specific extent necessary to resolve such conflict.

* Fees for agencies with multiple facilities: fees for agencies with multiple districts, precincts, or substations could be higher than indicated; please call the Commission for information on this matter if your agency has three or more outlying facilities or if any outlying facility is more than 25 miles from headquarters.

IN WITNESS WHEREOF, the Agency has caused this APPLICATION FOR REACCREDITATION to be executed on _____, 19____.

Attest:

By _____

*By _____

(typed name)

(title)

Attest:

By _____

**By _____

(typed name)

(title)

IN WITNESS WHEREOF, the Commission has caused this APPLICATION FOR REACCREDITATION to be executed by the Executive Director of the Commission, acting on its behalf, on

_____, 19____.

The Commission on Accreditation for
Law Enforcement Agencies, Inc.

Attest:

By _____

By _____

Executive Director

* Law enforcement agency's Chief Executive Officer.

**Appropriate civil authority (Mayor, City or County Manager, etc.).

**APPENDIX C
AGENCY ANNUAL REPORT**

**FORMAT A: FOR AGENCIES THAT HAVE SUBMITTED
THEIR APPLICATION FOR REACCREDITATION***

An annual report is due by each anniversary date of your agency's accreditation/reaccreditation by the Commission on Accreditation for Law Enforcement Agencies, Inc.

Please use the following format to file your report. If more space is required, attach additional pages.

Agency Name: _____

Agency Address: _____
(Street)

(City, State, Zip)

Date of Original Accreditation: _____

Date of Last Reaccreditation: _____

Annual Report # _____ Due: _____

Date of Last Annual Report: _____

1.0 Standards Compliance – Upon accreditation/reaccreditation, law enforcement agencies are expected to remain in compliance with the standards met for initial accreditation or for reaccreditation, whichever occurred more recently. Please supply the following information.

1.1 Is the agency in compliance with all **mandatory** standards applicable to the agency at its most recent accreditation/reaccreditation, and has this been so throughout the period since your initial accreditation, reaccreditation, or last Annual Report submission, whichever is the most recent?

Yes (proceed to 1.2)

No

1.1.1 If no, check and complete the following – 1.1.1.1 and/or 1.1.1.2 – as appropriate:

* Agencies that have not submitted their application for reaccreditation should use Report Format B.

1.1.1.1 The standard or standards noted below are no longer applicable and, therefore, compliance is no longer required. [Please identify (by chapter and number) the standard(s) in question and describe the reason(s) for nonapplicability. Please submit a revised ISSR form, a copy of the old ISSR form and other documentation deemed appropriate.]

1.1.1.2 The standard or standards noted below remain applicable, compliance is required, but the agency (1) was not in compliance throughout the period and/or (2) is not currently in compliance. [Please identify (by chapter and number) the standard(s) in question; explain the circumstances surrounding noncompliance; and state how and when compliance will be, or has been, reestablished. Please submit ISSR forms* and appropriate documentation upon recompliance unless you have already done so.]

1.2 Regarding the applicable **nonmandatory** standards with which the agency complied at its last accreditation, reaccreditation, or Annual Report submission, whichever is most recent, is the agency still in compliance with those standards and has this been so throughout the period?

Yes (proceed to 1.3)

No

1.2.1 **If no**, check and complete the following – 1.2.1.1 and/or 1.2.1.2 – as appropriate:

1.2.1.1 The standard or standards noted below are no longer applicable and, therefore, compliance is no longer required. [Please identify (by chapter and number) the standard(s) in question and describe the reason(s) for nonapplicability. Please submit ISSR forms and appropriate documentation.]

* "ISSR forms" means that a new, revised ISSR and a copy of the old ISSR form will be supplied by the agency.

1.2.1.2 The standard or standards noted below remain applicable, and compliance (is) (is not)* necessary to meet the required percentage of currently applicable nonmandatory standards. [Please identify (by chapter and number) the standard(s) in question; explain the circumstances surrounding non-compliance; state how and when compliance (if required) will be, or has been, reestablished; and submit ISSR forms and appropriate documentation upon recompliance unless you have already done so.]

1.3 Has the agency come into compliance with additional **nonmandatory** standards since initial accreditation, reaccreditation, or your last Annual Report submission, whichever occurred most recently?

Yes

No (proceed to 1.4)

1.3.1 **If yes**, please list the additional **nonmandatory** standards with which the agency is now in compliance and indicate whether proofs of compliance have been established in the agency's accreditation file. [Please submit an ISSR form for each of the above standards with which the agency is now in compliance.]

1.3.2 **If yes**, the number of **nonmandatory** standards with which the agency is in compliance has changed from _____** — at its most recent accreditation/reaccreditation — to _____ as of this report. Percentage compliance has changed from _____% to _____%.

* Circle the correct one; cross out the other.

**Insert figures here and in succeeding underlined spaces.

1.4 Are there **nonmandatory** standards with which the agency would prefer not to come into compliance?

Yes

No (proceed to 1.5)

1.4.1 If yes, please list the **nonmandatory** standards with which the agency would prefer not to come into compliance; please state the reason(s) for each standard listed.

1.5 Since your initial accreditation, reaccreditation, or last Annual Report submission, whichever occurred most recently, has the agency experienced changes — such as implementation of new functions — that now subject it to one or more **mandatory** standards that were **not applicable** previously?

Yes

No (proceed to 1.6)

1.5.1 If yes, please identify the **mandatory** standard(s) in question (by chapter and number) and the nature of the agency change(s) that now make the standard(s) applicable. Also note date(s) on which the standard(s) became applicable.

1.5.2 Is the agency now in compliance with the **mandatory** standard(s) listed in 1.5.1 above?

Yes (answer 1.5.2.1)

No (answer 1.5.2.2)

1.5.2.1 **If yes, please submit ISSR forms and appropriate documentation unless you have already done so or your reaccreditation deadline is within one year of this Annual Report's filing deadline.**

1.5.2.2 **If no, please note the date on which compliance is expected; at that time, please submit ISSR forms and appropriate documentation unless your reaccreditation deadline is within one year of this Annual Report's filing deadline.**

1.6 Since your initial accreditation, reaccreditation, or last Annual Report submission, whichever is the most recent, has the agency experienced changes that now subject it to **nonmandatory** standard(s) not applicable previously?

Yes (answer 1.6.1)

No (proceed to 1.7)

1.6.1 **If yes, please identify the nonmandatory standard(s) in question (by chapter and number) and the nature of agency change(s) that now make the standards applicable. Also note date(s) on which the standard(s) became applicable.**

1.6.2 **Is the agency now in compliance with the nonmandatory standards listed in 1.6.1?**

Yes (answer 1.6.2.1)

No (answer 1.6.2.2)

1.6.2.1 **If yes, please submit ISSR forms and appropriate documentation unless you have already done so or your reaccreditation deadline is within one year of this Annual Report's filing deadline.**

1.6.2.2 **If no, and this will cause the agency to be in compliance with fewer than the required percentage of applicable nonmandatory standards, please indicate the date(s) when compliance is expected and, at that time, submit ISSR forms and appropriate documentation unless your reaccreditation deadline is within one year of this Annual Report's filing deadline.**

1.7 Regarding agency procedures for ongoing compliance with applicable standards, please answer the following questions. (You may reference earlier reports if the information previously submitted remains unchanged.)

1.7.1 What system, mechanism, or set of procedures is in place for monitoring and enforcing ongoing compliance with applicable standards?

1.7.2 Has your system for ongoing monitoring and enforcement of standards proved effective? What changes have been made in this system over the past 12 months? Are changes anticipated?

1.7.3 What is the agency's plan (organization, timetable, etc.) for the reaccreditation process?

1.7.4 What changes, if any, did the agency make in its reaccreditation plan over the past 12 months?

1.7.5 What difficulties, if any, do you foresee in meeting the reaccreditation deadline?

1.8 Please supply the requested information outlined by Commission Staff in the course of telephone conversation of _____.
(date/time)

1.8.1 Please forward a copy of the most recent report(s) or evaluation(s) mandated by the following applicable standards:

2.0 **Agency Status Changes**— A number of changes or events occurring within or outside of the agency may either suggest or foreshadow difficulty or failure in complying with certain applicable standards.

Please place a check mark in the box adjacent to any of the following changes/events experienced by the agency during the period since initial accreditation, last reaccreditation or last Annual Report, whichever is most recent. For each item you check, please supply the requested information.

2.1 **Administrative and Managerial**

2.1.1 The total number of authorized full-time personnel has changed so that a new level of compliance may be applicable to the agency.

— Current number of **authorized full-time** employees:

Sworn: _____

Non sworn: _____

Total: _____

2.1.2 The agency has undergone **reorganization** in the past year.
– Impact, if any, on standards compliance:

2.1.3 The agency has a **new chief executive officer and/or accreditation manager**.
– Please provide name and telephone number:

2.1.3.1 CEO:

2.1.3.2 Accr Mgr:

2.1.3.3 Impact, if any, on standards compliance:

2.1.4 The agency's **jurisdiction** has undergone changes.
– Impact, if any, on standards compliance:

2.1.5 The agency's **functions or responsibilities** have changed.
– Describe changes and impact on standards compliance, if any:

- 2.1.6 State law(s) or local ordinance(s) have been enacted that **conflict(s)** with applicable standards.
- Describe laws or ordinances and identify standards with which they conflict:

- 2.1.7 A new labor contract or collective bargaining agreement is in effect.
- Impact, if any, on standards compliance:

2.2 Operational and Others

- 2.2.1 A suicide, serious injury, fire, or other major disruption occurred in the agency's **holding facility**.
- Note number of such incidents by type:

- 2.2.2 A hearing board or other administrative/ adjudicative/investigative body—within or outside the agency—found a sworn officer guilty of charges related to, or stemming from, the use of **deadly or excessive force**.
- Number of such findings:

2.2.3 There were **indictment(s) or conviction(s)** of agency sworn or nonsworn personnel, noncriminal traffic offenses excepted.

2.2.3.1 Number of indictments:

2.2.3.2 Number of convictions:

2.2.4 Law suits were filed against or resolved by the agency.

2.2.4.1 Number of suits by type (e.g., negligent retention — one case filed; one case resolved.)

2.2.5 **Complaints** have been received from the public against the agency or its employees, and pursuant to Standards 52.2.1 and 52.2.2, the agency has investigated and recorded those compliants.

2.2.5.1 Number and nature of such complaints that, in effect, allege agency or employee failure to follow certain existing policies, procedures, or practices.

2.2.5.2 Resolution of founded complaints and number of unfounded complaints.

2.2.6 **Grievances** have been filed by employees against the agency and have been analyzed pursuant to Standard 25.1.8.

2.2.6.1 Number and nature of such grievances that, in effect, allege agency failure to follow certain existing policies, procedures, practices, or collective bargaining agreement.

2.2.6.2 Resolution of the above.

3.0 **Impact of Accreditation** — The accreditation standards address nine major areas of law enforcement: (1) law enforcement role, responsibilities, and relationships; (2) organization, management, and administration; (3) personnel structure; (4) personnel processes; (5) law enforcement operations; (6) operations support; (7) traffic operations; (8) prisoner and court-related activities; and (9) auxiliary and technical services.

Meeting the standards in these nine areas may have had positive impact(s) on your agency in the past year. For example, civil suits may have been rejected because your policies and procedures are clearly stated. Insurance premiums may have leveled out or decreased. Grievance proceedings may have decreased because your personnel policies are more fully communicated. New programs may have been developed in your agency and/or the community. Budget justification may have been simplified.

Please describe significant impacts, if any, on your agency in these nine major areas. Please feel free to answer: "Nothing to Report." (You may want to refer to the chapter headings in the *Standards for Law Enforcement Agencies* for specific topics within the major areas.)

3.1 Law Enforcement Role, Responsibilities, and Relationships (Ch. 1-5):

3.2 Organization, Management, and Administration (Ch. 11-17):

3.3 The Personnel Structure (Ch. 21-26):

3.4 The Personnel Processes (Ch. 31-35):

3.5 Law Enforcement Operations (Ch. 41-47):

3.6 Operations Support (Ch. 51-54):

3.7 Traffic Operations (Ch. 61-66):

3.8 Prisoner and Court-related Activities (Ch. 71-74):

3.9 Auxiliary and Technical Services (Ch. 81-84):

3.10 Effectiveness is often related to the public's perception of the law enforcement agency. Is there evidence of improved public perception and recognition stemming from accreditation? Please describe.

3.11 Have you been exposed to, or have you benefited from, new ideas and research and development through accreditation? If so, please describe.

3.12 Please identify any problems or problem areas that have been created by or resulted from accreditation/ reaccreditation.

4.0 Other Comments— Please make any other comments you consider relevant for inclusion in this Annual Report:

5.0 **Chief Executive Officer's Certification:** I hereby certify that accreditation standards are currently being complied with and practiced by the members of this agency, except as may be indicated above.

(Chief Executive Officer's Signature)

Date: _____

PREPARED BY:

Name: _____

Tel No. (_____) _____

**APPENDIX D
AGENCY ANNUAL REPORT**

**FORMAT B: FOR AGENCIES THAT HAVE NOT YET SUBMITTED
THEIR APPLICATION FOR REACCREDITATION***

An annual report is due by each anniversary date of your agency's accreditation/reaccreditation by the Commission on Accreditation for Law Enforcement Agencies, Inc.

Please use the following format to file your report. If more space is required, attach additional pages.

Agency Name: _____

Agency Address: _____

(Street)

(City, State, Zip)

Date of Original Accreditation: _____

Date of Last Reaccreditation: _____

Annual Report # _____ Due: _____

Date of Last Annual Report: _____

1.0 **Standards Compliance**—During the five-year period of accreditation, it is expected that accredited law enforcement agencies remain in compliance with the standards originally met for accreditation. In addition, it is expected that accredited agencies will work to meet the remaining 20 percent of the nonmandatory standards that the agency did not select for the original accreditation. Please supply the following information:

1.1 Is the agency in compliance with all **mandatory** standards applicable to the agency at the time it was accredited.

Yes

No

* Agencies that have submitted their application for reaccreditation should use Annual Report Format A.

1.1.1 If no, please identify the **mandatory** standard or standards, by number, with which the agency is no longer in compliance. Explain the circumstances and how you plan to reestablish compliance.

1.2 Is the agency in compliance with all **nonmandatory** standards applicable to the agency at the time it was accredited?

Yes

No

1.2.1 If no, please identify the **nonmandatory** standard or standards, by number, with which the agency is no longer in compliance. Explain the circumstances and how you plan to reestablish compliance.

1.3 Has the agency achieved compliance with any additional **mandatory** standards that were not applicable at the time of accreditation, but have become applicable due to changes in the agency?

1.3.1 Please identify the **mandatory** standards by number.

1.4 Has the agency achieved compliance with any of the **nonmandatory** standards that were not selected for compliance at the time of accreditation?

1.4.1 Please identify the **nonmandatory** standards by number.

1.5 Please identify any problems or problem areas that have been created by or resulted from accreditation.

2.0 **Impact of Accreditation** – The accreditation standards address nine major areas of law enforcement: (1) law enforcement role, responsibilities, and relationships; (2) organization, management, and administration; (3) the personnel structure; (4) the personnel processes; (5) law enforcement operations; (6) operations support; (7) traffic operations; (8) prisoner and court-related activities; and (9) auxiliary and technical services. Meeting the standards in these nine areas may have had positive impact on your agency in the past year. For example, civil suits may have been rejected because your policies and procedures are clearly spelled out. Insurance premiums may have leveled out or decreased. Grievance proceedings may have decreased because your personnel policies are more fully communicated. New programs may have been developed in your agency and/or the community. Budget justification may have been simplified. Please describe any impacts on your agency in these nine major areas. (You may want to refer to the chapter headings in the *Standards For Law Enforcement Agencies* for specific topics within the major areas.)

2.1 Law Enforcement Role, Responsibilities, and Relationships (Ch. 1-5):

2.2 Organization, Management, and Administration (Ch. 11-17):

2.3 The Personnel Structure (Ch. 21-26):

2.4 The Personnel Processes (Ch. 31-35):

2.5 Law Enforcement Operations (Ch. 41-47):

2.6 Operations Support (Ch. 51-54):

2.7 Traffic Operations (Ch. 61-66):

2.8 Prisoner and Court-related Activities (Ch. 71-74):

2.9 Auxiliary and Technical Services (Ch. 81-84):

2.10 Effectiveness is often related to the public's perception of the law enforcement agency. Is there evidence of improved perceptions that are the outgrowth of accreditation? Please describe.

2.11 Have you been able to tap into new ideas and research and development through accreditation? If so, please describe.

3.0 **Chief Executive Officer's Certification** — I hereby certify that accreditation standards are currently being complied with and practiced by the members of this agency, except as may be indicated above.

(Chief Executive Officer's Signature)

Date: _____

PREPARED BY:

Name: _____

Tel No. (_____) _____

APPENDIX F
REPORTS AND OTHER DOCUMENTATION TO BE
PREPARED IN CONFORMANCE WITH THE STANDARDS*

<u>STANDARD NUMBER</u>	<u>REPORT TITLE OR DOCUMENTATION SUBJECT</u>	<u>FREQUENCY</u>
1.1.1	Written Goals & Objectives	Annual
1.1.3	Progress Toward Written Goals & Objectives	Annual
11.1.3	Chart of Agency's Organizational Structure	Annual
13.1.2	Agency's Reports of Activities	Daily, Monthly, Annual
14.2.2	Analysis of Operational Activities	Semiannual
16.1.4	Assignment/Availability Factor for Patrol Personnel	Annual
16.1.5	Automated or Computer-assisted Allocation & Distribution of Patrol Personnel	Annual
16.1.6	Reassessment of Personnel Allocation	Annual
16.2.2	Reassessment of Personnel Distribution by Workload Comparison of Each Organizational Component	Annual
16.2.4	Tabulation of Incidents by Reporting Areas	Annual
16.2.10	Reassessment of Distribution of Patrol Personnel	Quarterly
16.3.1	Review of Specialized Assignments	Annual
16.3.2	Announcements of Specialized Assignment Openings	As Required
16.6.2	Review of Personnel Assignments for Possible Civilianization	Annual
17.1.6	Agency's Accounting Status Reports	Monthly
17.1.10	Agency's Independent Audit Report	Annual
21.2.3	Review & Revision of Classification Plan	Annual
22.1.3	Salary Program Review	Annual

* Most reports are required of most agencies. But, some are not required: if, e.g., (1) a mandatory standard is not applicable to a given agency or (2) if an agency has opted not to come into compliance with a given non-mandatory standard.

23.1.3	Evaluation of Career Development Program	Annual
23.2.1	Inventory of Employees' Skills, Knowledge, and Abilities	Annual
23.3.8	Inventory of Resources Used for Career Development Program	Annual
23.3.9	Joint Review of In-service Training Record by Employee and Supervisor	Annual
25.1.8	Analysis of Grievances	Annual
31.4.2	Recruitment Evaluation Report	Annual
31.4.3	Recruitment Progress Report	Quarterly
32.1.15	Evaluation of Selection Process	Annual
33.1.5	Evaluation of Training Programs	Annual
34.2.3	Evaluation of Promotional Process	Annual
35.1.3	Performance Evaluation of Each Employee	Annual
35.2.6	Inspection of Performance Evaluation System	Annual
35.3.1	Performance Evaluation of Probationary Employees	Bimonthly
43.2.8	Expenditures of Vice and Organized Crime Components	Quarterly
43.2.18	Status Report of Vice and Organized Crime Control Functions	Quarterly
44.1.7	Evaluation of Programs Related to Juveniles	Annual
45.2.1	Evaluation of All Crime Prevention Programs	Annual
46.1.4	Review & Update of Unusual Occurrence Plans	Annual
46.1.9	Review & Update of Emergency Operations Manual	Annual
47.1.6	Test Results of Full-time SWAT Team Members	Annual
52.2.8	Statistical Summary of Internal Affairs Investigations	Annual
53.2.1	Staff Inspections of Organizational Components	Biennial
54.2.6	Report of Community Concerns, Problems, and Recommendations	Monthly
54.2.7	Evaluation of Community Relations Programs	Semiannual
54.2.9	Survey of Citizens' Attitudes and Opinions	Annual
61.3.6	Evaluation of Selective Traffic Law Enforcement Program	Annual

64.1.2	Survey to Locate Need for Point Traffic Control	Annual
64.1.8	Survey to Locate Parking Control Problem Areas	Annual
64.1.20	Survey to Identify Locations in Need of Adult School-crossing Supervision	Annual
72.3.3	Documented Inspection of Fire Equipment	Weekly
72.3.3	Documented Testing of Fire Equipment	Semiannual
72.3.5	Documented Testing of Facility's Automatic Fire Detection Devices and Alarm System	Monthly
72.3.7	Documented Sanitation Inspection of Holding Facility	Weekly
72.4.6	Documented Security Inspection of Holding Facility	Weekly
72.6.2	Documented Inspection of First Aid Kits	Weekly
73.3.5	Security Survey of Courthouse	Annual
81.2.16	Dissemination of Stolen Vehicle Information	Daily
81.3.3	Documented Testing of Alternate Source of Electrical Power	Weekly
82.1.10	Evaluation of Complaint Control Recording and Field Reporting Processes	Annual
84.1.5	Inspection of Property Control Procedures	Monthly
84.1.7	Inventory of Property – Unannounced	Annual
84.1.8	Inspection of Property Storage Areas – Unannounced	Semiannual

APPENDIX G

FOR COMMISSION STAFF USE ONLY

Agy. No. _____

Date Rec'd _____

**RETURN LETTER TO ACCOMPANY THE
AGENCY PROFILE QUESTIONNAIRE (APQ) UPDATE**

Agency Name _____ Date _____

Agency Address _____

State _____ Zip _____ Tel. No. (____) _____

This questionnaire was completed under my direction and is submitted as part of the requirements of our candidacy for reaccreditation by the Commission on Accreditation for Law Enforcement Agencies.

With respect to our candidacy for reaccreditation, one other person in our agency in addition to myself may be contacted. This person is _____ title, _____, Tel. No. (____) _____.

Agency Chief Executive:

(Signature)

(Typed Name)

(Title)

THE AGENCY PROFILE QUESTIONNAIRE

1.0 **AGENCY SIZE.** Please indicate the number of authorized and actual full-time employees as of the date of this submission:

	AUTHORIZED	ACTUAL
1.1 Sworn Officers	_____	_____
1.2 Civilians	_____	_____
1.3 Totals	_____	_____

2.0 **LEGAL RESPONSIBILITIES.** Please indicate, by **checking** the appropriate box(es), your agency's legally mandated responsibilities – mandated by the state constitution, statute, ordinance, or common law:

AREA OF RESPONSIBILITY	<i>Sole Responsibility</i>	<i>Overlapping Responsibility</i>	<i>Occasional Responsibility</i>	<i>No Responsibility</i>
2.1 General Law Enforcement*				
2.2 Criminal Investigation				
2.3 Traffic Law Enforcement				
2.4 Service of Criminal Process				
2.5 Service of Civil Process				
2.6 Courthouse Security				
2.7 Courtroom Security				
2.8 Court Bailiff				
2.9 Enforcement of Federal Laws				

* Includes protection of life and property, order maintenance, etc.

2.10 Other Law Enforcement Responsibilities —
if your agency has other mandated responsibilities not included in 2.1 through 2.9, please specify:

2.11 For those responsibilities noted in 2.10, please provide as an attachment* to this questionnaire copies of the applicable law or ordinance — or a citation, if a copy is not possible. If agency responsibilities are derived from a common law, please describe those responsibilities in a written statement that is generally accepted by the local courts.

3.0 FUNCTIONAL PROFILE. Please indicate, by **circling** the appropriate answer, whether your agency performs any of the following functions or activities in carrying out its responsibilities. Supplemental information is also requested in several questions.

3.1 Does your agency have written goals/objectives? (1)**

YES	NO
-----	----

3.2 Has your agency entered into a contractual agreement for the **provision** of law enforcement services for another jurisdiction? (3)

YES	NO
-----	----

* Please list all attachments to this APQ on a separate page. Please key each attachment to the applicable question.

**Numbers are chapter, subchapter, or standards references—in this instance, Chapter 1 of *Standards for Law Enforcement Agencies*.

3.3 Has your jurisdiction entered into a contractual agreement for the receipt of law enforcement services for your (own) jurisdiction? (3) YES NO

3.4 Does your agency utilize reserve* officers? (16.4) YES NO

3.4.1 If yes, provide applicable law and regulations.

3.4.2 If yes, describe training requirements.

3.5 Does your agency utilize auxiliary** officers? (16.5) YES NO

3.5.1 If yes, provide applicable law and regulations.

3.6 Does your agency have a personnel component? (21-26, 31-35) YES NO

3.6.1 If yes, identify the component(s) handling personnel matters.

* Reserve: A part-time sworn law enforcement officer, possessing the same powers and performing the same duties as full-time officers. Reserve officers have qualifications and training equivalent to full-time, sworn officers, and are utilized to supplement the agency's day-to-day delivery of law enforcement services.

**Auxiliary: A civilian affiliated with the law enforcement agency in a part-time, unsalaried, nonsworn capacity because of his or her interest in contributing to the agency in a support role.

3.7 Does your agency handle aspects of classification* of its personnel? (21)	ALL	SOME	NONE
3.8 Is there a collective bargaining agreement in effect, or are negotiations in progress at this time? (24)	YES	NO	
3.9 Does your agency recruit its own entry-level personnel? (31)	YES	NO	SOME
3.10 Does your agency recruit for other than entry-level personnel? (31)	YES	NO	SOME
3.11 Does your agency select its own entry-level personnel? (32)	YES	NO	SOME
3.12 Does your agency select other than entry-level personnel? (32)	YES	NO	SOME
3.13 Does your agency operate its own training academy? (33.2)	YES	NO	
3.14 Does your agency train its own recruits? (33.4)	YES	NO	SOME-TIMES
3.14.1 If yes, or sometimes, identify component responsible for training.			

* The classification standards (Chapter 21) include three activities: job task analysis, classification, and delineation of duties and responsibilities.

3.15 Does your state regulate entry-level training? (33.4)	YES	NO	
3.15.1 If yes, how many hours of training are required for certification? <hr/>			
3.16 Does your state regulate in-service training? (33.5)	YES	NO	
3.16.1 If yes, how many hours per year are required? <hr/>			
3.17 Does your agency handle aspects of promotion? (34)	ALL	SOME	NONE
3.18 Does your agency utilize Assessment Centers as part of its promotional process? (34.3)	YES	NO	
3.19 Does your agency have responsibility for or provide uniformed patrol services within its area of jurisdiction? (41, 43, 44, 45, 47, 51)	YES	NO	SOME-TIMES
3.20 Does your agency have responsibility for or provide initial investigation and/or follow-up investigation of crimes? (42, 43, 44, 45, 47, 51)	YES	NO	SOME-TIMES
3.21 Does your agency have responsibility for or provide traffic law enforcement services? (61-66)	YES	NO	SOME-TIMES

3.22 Does your agency:

3.22.1 Have a traffic component?*(61.1)	YES	NO
3.22.2 Maintain traffic records?(61.2)	YES	NO
3.22.3 Investigate or receive reports of traffic accidents?(63)	YES	NO
3.22.4 Direct or control the movement of vehicular traffic?(64)	YES	NO
3.22.5 Employ nonsworn traffic direction and control personnel?(64.1.14, 64.1.15)	YES	NO
3.22.6 Employ adult school-crossing guards?(64.1.16-64.1.20)	YES	NO
3.22.7 Direct or control a school safety patrol program?(64.1.21)	YES	NO

3.23 Does your agency have responsibility for or engage in traffic engineering activities of any kind? (65)

YES	NO	SOME
-----	----	------

3.24 Does your agency have responsibility for any of the "ancillary services" covered in standards contained in Chapter 66?

ALL	SOME	NONE
-----	------	------

* Either as "part of" or "apart from" a patrol component (bureau, division, unit).

3.25 Is your agency responsible for the management of a "holding facility" (i.e., a facility holding detainees for 72 hours or less)? (72)

YES NO

3.25.1 If no, where and how long (maximum number of hours) are detainees held within the agency? _____

3.25.2 Which agency houses detainees?

3.25.3 If yes, is the detention facility operated by a special component of the agency?

YES NO

Component name: _____

3.26 Does your agency have responsibility for or provide security for court-rooms? (73)

YES NO

3.27 Does your agency have responsibility for or provide security for court-houses? (73)

YES NO

3.28 Does your agency serve civil process documents from the courts? (74)

YES NO

3.29 Does your agency serve criminal process documents from the courts? (74)

YES NO

3.30 Does your agency collect and/or preserve physical evidence? (83)

YES NO

	Agency Mgt/Admin	Patrol	Crim Inv	Tfc Law Enf	Legal Process	Corrections	Court Security	Prisoner Trans	Records & Ident	Technical Pers	Others
CEO/Deputy CEO											
Ranks Above Captain*											
Captain											
Lieutenant											
Sergeant											
Detective/Investigator											
Police Officer/Deputy Sheriff											
Correctional Officer											
Other Sworn											
Crossing Guard											
Cadet											
Civilian											
Total**											

* If military ranks are not used, enter approximate equivalent titles.

**Totals should agree with totals in Section 1.0 (agency size),

4.4 Uniformed Patrol Operations. If the agency has a uniformed patrol force, please provide the following information:

4.4.1 Beats/Shift.

	Number of Motorized Beats		Number of Foot Beats	Number of Fixed Posts and Traffic Control Posts
	<u>One Officer</u>	<u>Two Officers</u>		
Midnight	_____	_____	_____	_____
Day	_____	_____	_____	_____
Evening	_____	_____	_____	_____
Other	_____	_____	_____	_____

4.4.2 Overlapping Shift. Briefly describe any “overlapping,” “power,” or “fourth platoon” shift arrangements.

4.4.3 Patrol “Systems.” Briefly describe the “systems” used to determine: (1) patrol manpower needs and (2) patrol beat boundaries.

4.4.4 List special components assigned to or included in the patrol component, such as K-9, motorcycle, air, bomb disposal, SWAT (designate whether full- or part-time), etc.:

4.5 **Investigative Operations.** If the agency has investigative components, please provide the following information:

4.5.1 **Uniformed Officers/Deputies and Investigators.**

4.5.1.1 Does the agency routinely use uniformed officers/deputies to conduct follow-up investigations?

YES

NO

4.5.1.2 If yes, check one:

_____ (1) Most all felonies, misdemeanors, and noncriminal incidents.

_____ (2) Most all misdemeanors and noncriminal incidents – but not felonies.

_____ (3) Noncriminal incidents only.

_____ (4) Other (please specify).

4.5.2 Organization of Investigations.

Briefly describe the organization of the investigative component(s): reports to; organized by crime specialty or not; personnel assignment method; hours of work; and other aspects that will provide basic information.

4.5.3 Solvability Factors. Does the agency routinely employ "solvability factors" in deciding case assignment and/or case priorities?

YES

NO

If yes, briefly describe how solvability factors are employed.

4.5.4 Juvenile Investigations

4.5.4.1 Which component investigates crimes involving juveniles?

4.5.4.2 Is the component part of the investigative unit or is it separate? If separate, to whom does it report?

4.5.5 Vice Investigations

4.5.5.1 What component is concerned with vice, vice complaints, and vice investigations?

4.5.5.2 To whom does the component report?

Name and Rank _____

Command Position _____

Component Name _____

4.5.6 Organized Crime Investigations

4.5.6.1 What component is concerned with organized crime complaints and investigations?

4.5.6.2 To whom does the component report?

Name and Rank _____

Command Position _____

Component Name _____

4.6 Administration and Administrative Components.

4.6.1 **Rules and Regulations.** Does your agency have a manual of rules and regulations?

YES

NO

4.6.2 **Written Directive System.** Does your agency have a written directive system?

YES

NO

4.6.2.1 If yes, please submit a copy of the order that establishes the written directive system. (DO NOT submit copies of other written directives.)

4.6.3 Operational or Administrative Components. Does your agency have a formal component (i.e., one or more persons assigned full time) for any of the following activities?

- | | | |
|---|-----|----|
| 4.6.3.1 Planning/Research (14) | YES | NO |
| 4.6.3.2 Fiscal/Budget (17) | YES | NO |
| 4.6.3.3 Intelligence (51) | YES | NO |
| 4.6.3.4 Internal Investigations (52) | YES | NO |
| 4.6.3.5 Inspections (53) | YES | NO |
| 4.6.3.6 Public Information (54) | YES | NO |
| 4.6.3.7 Police-Community Relations (54) | YES | NO |
| 4.6.3.8 Communications (81) | YES | NO |
| 4.6.3.9 Records (82) | YES | NO |
| 4.6.3.10 Evidence/Property (83 & 84) | YES | NO |
| 4.6.3.11 What other "formal" operational or administrative components does the agency have? | | |

4.7 Budget

4.7.1 **Budget Authorization.** What is your agency's total authorized budget for the most recent fiscal year? (Round all amounts to the nearest thousand.) \$ _____

4.7.2 **Budget Preparation.** Does your agency compile its own budget request? YES NO

4.7.2.1 If "no," who compiles the agency's request?

4.8 Data Processing.

4.8.1 Does your agency utilize computers or computer technology for information management? YES NO

4.8.2 If yes, is the equipment owned and operated by the agency? YES NO

4.8.3 If no, what is your access to computers (include make and model number)?

4.8.4 Please circle current applications that are operational:

(1) Computer-assisted dispatching	YES	NO
(2) Calls for service recording/ reporting	YES	NO
(3) Crime incident recording/ reporting	YES	NO
(4) Crime investigation/follow-up	YES	NO
(5) Master name index	YES	NO
(6) Wants and warrants	YES	NO

- | | | |
|---|-----|----|
| (7) Access to state data base and NCIC | YES | NO |
| (8) On-line booking | YES | NO |
| (9) Arrest recording and criminal histories | YES | NO |
| (10) Traffic citations | YES | NO |
| (11) Parking violations | YES | NO |
| (12) Legal process service | YES | NO |
| (13) Misdemeanor citations | YES | NO |
| (14) Payroll | YES | NO |
| (15) Personnel records | YES | NO |
| (16) Other (please specify). | | |

4.9 Forensic Laboratory Accreditation. Does your agency operate and maintain a forensic laboratory?

YES NO

4.9.1 If yes, is your laboratory accredited by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board?

YES NO

4.9.2 If yes, please give the date of accreditation.

_____, 19__

4.10 Detention Facility Accreditation. Does your agency operate and maintain a detention facility for adults where inmates are held for longer than 72 hours?

YES NO

4.10.1 If yes, is your detention facility accredited by the Commission on Accreditation for Corrections? YES NO

4.10.2 If yes, give the date of accreditation.
_____, 19__

4.11 **Communications Center.** Does the agency manage and operate its own communications center? YES NO

4.11.1 If no, who manages the agency's communications or is it a shared facility? Please explain.

4.12 Headquarters and Outlying Facilities.

4.12.1 Is your agency's headquarters:

(1) A separate facility? YES NO
(2) A joint facility shared with YES NO

4.12.2 Are buildings other than the headquarters building used by your agency? YES NO

4.12.3 If yes, please describe their number and uses:

4.13 Relations with the Fire Suppression Agency.
Please indicate the relationship between your agency and the fire suppression agency or agencies in your service area:

4.13.1 Is your agency a separate service? YES NO

4.13.2 If "no," is your agency part of a Department of Public Safety, reporting to a Director? YES NO

4.13.3 Does the agency share training facilities with the fire suppression agency? YES NO

4.13.4 Are agency personnel cross-trained and used for law enforcement and fire suppression purposes? YES NO

4.13.5 If "yes," please describe the nature and scope of the program.

5.0 ENVIRONMENTAL PROFILE.

5.1 Service Area Size and Population.

5.1.1 **Size.** What is the size of your service area in terms of square miles? _____

5.1.2 Please approximate the land use distribution of your service area in terms of:

- Downtown Business/Commercial	_____	%
- Downtown Residential/Mixed Use	_____	%
- Industrial (Heavy and Light)	_____	%
- Residential (Suburban/Rural)	_____	%
- Public Lands	_____	%
- All Others	_____	%
TOTAL		100%

5.1.3 Does any aspect of land use present significant law enforcement problems? If yes, explain briefly. YES NO

5.1.4 **Population.** What is the population of your service area according to the 1980 U.S. Census? _____

5.1.5 **Population Projections.** What is the projected population of your service area to the year 2000 _____? How is the character of the population likely to change?

5.1.6 **Seasonal Influence.** Does the population of your service area vary seasonally? YES NO

5.1.6.1 If yes, give the population range (\pm _____) during the months of _____

5.1.6.2 If yes, do you vary the number of sworn officers accordingly? YES NO

(1) If yes, how many are added _____ or deleted _____.

(2) If personnel are added, do you augment your force with reserve personnel? YES NO

5.1.7 Please indicate the racial and ethnic percentages of your population as of the 1960, 1970, and 1980 Census. You may use the racial and ethnic categorization as required by the FBI's Uniform Crime Report or you may use another categorization that may better suit the population of your jurisdiction or service area. Also, please indicate the racial and ethnic percentages of full-time agency personnel (use same racial and ethnic categories as above).

Race/Ethnic Group	Population	Full-time Personnel

APPENDIX I
AGENCY CRITIQUE OF THE ACCREDITATION PROGRAM
REACCREDITATION PROCESS

To be Completed by Agency's Chief Executive Officer
Following Completion of the On-site Assessment

Return to:

Agency Critique
Commission on Accreditation for
Law Enforcement Agencies, Inc.
4242B Chain Bridge Road
Fairfax, VA 22030

CONFIDENTIAL

(NOTE: Question 24 Provides Additional Space for Your Comments)

o Reaccreditation Process

1. If you had occasion to telephone or correspond with the Commission's offices, did you find the staff consistently helpful?
 - 1.1 Were Commission staff responses pertinent to your requests?
 - 1.2 Were Commission staff responses timely?

2. Please describe problems you may have encountered with the time schedule for seeking reaccreditation.

3. Describe specific problems you encountered during the reaccreditation process.

o Public Information Policy

4. What is your evaluation of the Commission's public information policy, as a whole--excepting the Public Information Session requirement?

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5. What was your agency's experience with the Public Information Session?

5.1 What were the benefits of the Session?

5.2 Were there problems with the Session?

5.3 How could the form or substance of the Session be improved?

o Agency Critique of the Assessment Team. Please identify the members of the agency's assessment team.

Name of Team Leader _____

Assessor A _____

Assessor B _____

Assessor C _____

Assessor D _____

Assessor E _____

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Please complete this evaluation for the team, as a whole. Please note any exceptions to your general responses--positive or negative--and identify the assessor in question.

One of the following responses is to be checked for each item on the evaluation form. Please answer all questions.

YES: A check in the "yes" column means that the statement is characteristic of the team, based upon observations made during the on-site visit.

NO: A check in the "no" column means that the statement is not characteristic of the team, based upon observations made during the on-site visit.

N/A: A check in the "N/A" column means that the statement is not applicable; i.e., the particular situation did not exist or the evaluator was not present when that activity was taking place.

	YES	NO	N/A
6. The team demonstrated a thorough knowledge and understanding of the Commission's policies and procedures.	_____	_____	_____
7. The team demonstrated a thorough knowledge and understanding of the Commission's standards.	_____	_____	_____
8. The team demonstrated a thorough knowledge and understanding of the components of the Commission's re-accreditation process relating to the on-site assessment.	_____	_____	_____
9. The team demonstrated a thorough knowledge and understanding of the operations of a law enforcement agency of your size and with your functions.	_____	_____	_____

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	YES	NO	N/A
10. The team gave evidence of having read, and carefully evaluated, agency materials prior to arriving on site.	_____	_____	_____
11. The team was courteous to all agency personnel.	_____	_____	_____
12. The team conducted meetings with agency staff in a courteous and professional manner.	_____	_____	_____
13. If additional information was requested, the team did so in a timely fashion.	_____	_____	_____
14. The team gave appropriate attention to all facets of the on-site assessment.	_____	_____	_____
15. The team demonstrated a freedom from bias in its conduct of activities.	_____	_____	_____
16. The team made comments and suggestions that were reasonable, realistic, and constructive.	_____	_____	_____
17. The team contributed to an open, honest, and constructive atmosphere during discussion sessions with agency staff.	_____	_____	_____

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o On-site Visit

18. Were you notified of the assessment's team's on-site schedule in sufficient time to:

	YES	NO	N/A
18.1 Assemble the compliance documentation?	_____	_____	_____
18.2 Arrange schedules for agency personnel to be available to the assessors?	_____	_____	_____
18.3 Arrange for availability of needed personnel from outside organizations (local government, etc.)?	_____	_____	_____
18.4 Arrange for work space for assessment team?	_____	_____	_____

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	YES	NO	N/A
19. Was the time schedule developed by the Commission's staff to review agency compliance realistic? If no, please comment.	_____	_____	_____
20. Were the activities of the team coordinated, to your satisfaction, with your agency's accreditation manager? If no, please comment.	_____	_____	_____
21. Did you have problems arranging interviews requested by the assessment team? If yes, please comment.	_____	_____	_____
22. Did you have problems arranging for the observations of agency operations requested by the assessment team? If yes, please describe.	_____	_____	_____
23. Were the number of days scheduled for the team to be at your agency _____ sufficient to complete assessment? _____ insufficient to complete assessment? _____ more than needed to complete assessment?			

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24. Please provide any additional comments you may have regarding:

– Application process

– Reaccreditation process

– On-site assessment

– Assessors

– Commission staff

– Public involvement/information

Agency Name _____

Agency Chief Executive _____
(Signature)

(Typed Name)

(Title)

Telephone () _____ Date _____

APPENDIX J

ACKNOWLEDGMENTS

Well over 75 persons had a direct hand in helping the Commission to design and develop its reaccreditation process.

First and foremost, the Commission's Ad Hoc Committee on Reaccreditation deserves acknowledgment: John P. Bond III, County Manager of Durham County, North Carolina, Chair; Colonel Robert W. Landon, Chief Administrator of the Montana Highway Patrol; Sheriff Richard F. Wille of Palm Beach County, Florida; and Chief Gerald L. Williams of the Aurora, Colorado, Police Department. As an Ad Hoc Committee, members were often pressed into service with their other assigned committees, which met at the same times — meeting after meeting. But, through it all, Jack Bond persevered and provided the link from one meeting to the next — from one task to another. Contributions by the four members are gratefully acknowledged.

Second, recognition is accorded to those persons who served as advisory members to the Committee. After the first Committee session in Phoenix and, then, West Palm Beach, it was decided to incorporate advisory members into the Committee: representatives from two of the four associations as well as chief executives and accreditation managers from accredited agencies. Those members and their associations or agencies are: Bill Summers (IACP); Sheldon Greenberg (PERF); Captain Garry Floyd (Tampa, FL); Commander Robert M. Morton (Redmond, WA); Chief George W. Winkel and Sergeant Duane Atkisson (Herndon, VA); Sergeant Bruce Mottin and Mr. James Rush (Illinois State Police); Commander Robert F. DeSteunder (San Diego County Sheriff's Office, CA); and Chief Bob Roberts (Mt. Dora, FL). Their contributions are sincerely appreciated — as meeting attendees and contributors, as well as reviewers of a series of reaccreditation reports prepared by staff in mid- and late-1987.

Third, a questionnaire sent to all accredited agencies in mid-1987 solicited comments from fifteen agencies. Appreciation is extended to: Chief Ron Ferrell (Lebanon, OH); Chief R. G. Engels (Henrico County, VA); Chief George W. Winkel and Sergeant Duane Atkisson (Herndon, VA); Captain K. T. Hause (Newport News, VA); Superintendent R. L. Suthard (Virginia State Police); Chief Richard L. Dotson and Major John Swencki (Louisville, KY); Chief William C. Wiebold (Indian Hill, OH); Chief John E. Granfield (Fairfax County, VA); Chief Patrick C. Ahlstrom (Arvada, CO); Chief Clifford J. Maurer and Sergeant Peter J. Gately (Plainsboro Township, NJ); Chief Steven R. Harris and Commander Robert M. Morton (Redmond, WA); Sheriff John F. Duffy and Commander Robert F. DeSteunder (San Diego County Sheriff's Office, CA); Chief Austin C. McLane and Colonel George R. Fox (Tampa, FL); Chief Charles T. Strobel (Alexandria, VA); and Chief Sam Lynn and Division Chief Terry Hensley (St. Petersburg, FL). Valuable insights from each were received and reported to the Committee.

Fourth, a series of submissions to accredited agencies in mid-1988 (agency and Commission responsibilities and the first draft Manual) elicited replies from many other agencies. Appreciation is extended to: Colonel John E. Granfield and Captain Dorse E. Cooper (Fairfax County, VA); Chief Cornelius J. Behan and Captain William F. Rogers (Baltimore County, MD); Chief Ruben B. Ortega and Assistant Chief Dennis A. Garrett (Phoenix, AZ); Donna J. Taylor (MBTA Police, Boston, MA); Sheriff Gerry Coleman and Lieutenant

John DiBetta (Pinellas County, FL); Chief William K. Stover and Deputy Chief Robert A. Dreischer (Arlington County, VA); Chief Sylvester Daughtry (Greensboro, NC); Sheriff Nick Navarro and Captain Mark Schlein (Broward County, FL); Chief James O'Dell and Captain E. Thomas Haggerty (Kettering, OH); Chief Melvin L. Tucker and Catherine S. Spears (Tallahassee, FL); Chief Jerry Bratcher and Deputy Chief Walter Gasior (Palatine, IL); Captain Anthony F. O'Brien (Palm Beach County, FL); Lieutenant Dan C. Fillinger (Montana Highway Patrol); Lieutenant John P. Miller (Lakewood, CO); Lieutenant M. K. Bryant (Alexandria, VA); Division Chief Terry Hensley (St. Petersburg, FL); Sergeant Russell Maas (Montgomery County, OH); Chief Charles Reynolds and Captain Dana Mitchell (Dover, NH); Sheriff John F. Duffey and Commander Robert F. DeSteunder (San Diego County, CA); and Chief Gordon F. Urlacher and Lieutenant Scott C. Hill (Rochester, NY).

Finally, staff played an important role during the eighteen months in the development of alternate strategies, questionnaires, analyses, and reports to members of the Committee, the four associations, and advisory members of the Committee. Commission Director of Headquarters Operations Frank J. Leahy, Jr., served as principal staff contact; he was assisted by part-time research/writer William D. Falcon. Their efforts were subjected to review and criticism by Executive Director K. H. Medeiros and Commission Director of Field Operations Richard F. Kitterman, Jr. Their assistance is gratefully acknowledged. The word processing load posed by the various reports, as well as this manuscript, were borne by Linda L. Phillips, the Commission's Supervisor of Data Processing; her efforts are sincerely acknowledged and appreciated. Martha Mahieu did a great deal of editing of the final manuscript — as did Bill Falcon who bore much of the writing and editing responsibilities. Desktop publishing has arrived at the Commission — our first effort to cut production costs by eliminating the expense of outside typesetting. Part-time assistance was supplied by Catherine A. Ferree.

To all of the foregoing, a deep sense of appreciation for a job well done.

Frank J. Leahy, Jr.
Director of Headquarters Operations
and Managing Editor

Accredited Agencies

as of January 1989

ALABAMA

Birmingham Police Department

ARIZONA

Phoenix Police Department

CALIFORNIA

Garden Grove Police Department
Hayward Police Department
San Diego County Sheriff's Department

COLORADO

Arapahoe County Sheriff's Department
Arvada Police Department
Aurora Police Department
Greeley Police Department
Lakewood Police Department
Northglenn Police Department

CONNECTICUT

Connecticut State Police
Glastonbury Police Department

DELAWARE

Delaware State Police
New Castle County Department of Public
Safety, Division of Police

FLORIDA

Broward County Sheriff's Office
Cocoa Beach Police Department
Coral Springs Police Department
Hillsborough County Sheriff's Office
Largo Police Department
Monroe County Sheriff's Office
Mt. Dora Police Department
Ocala Police Department
Palm Beach County Sheriff's Office
Pinellas County Sheriff's Office
Pinellas Park Police Department
St. Petersburg Police Department
Tallahassee Police Department
Tampa Police Department

GEORGIA

Clarke County Police Department
Covington Police Department
Fulton County Police Department
Macon Police Department
Rome City Police Department
Thomasville Police Department

ILLINOIS

Buffalo Grove Police Department
Glenview Police Department
Illinois State Police
Palatine Police Department
Palos Heights Police Department
Schaumburg Police Department
Skokie Police Department
Wilmette Police Department

INDIANA

Elkhart County Sheriff's Department
Fort Wayne Police Department

IOWA

Cedar Falls Police Division,
Public Safety Department

KENTUCKY

Louisville Police Department

MARYLAND

Baltimore County Police Department
Salisbury Police Department

MASSACHUSETTS

Andover Police Department
Danvers Police Department
MBTA Police Department
Northborough Police Department
Stow Police Department
Univ. of MA at Boston

MISSOURI

St. Charles County Sheriff's Department

MONTANA

Montana Highway Patrol

NEW HAMPSHIRE

Dover Police Department

NEW JERSEY

Passaic Township Police Department
Plainsboro Township Police Department

NEW YORK

Rochester Police Department

NORTH CAROLINA

Greensboro Police Department
Wilson Police Department

OHIO

Englewood Police Department
Indian Hill Police Department
Kettering Police Department
Lebanon Police Department
Montgomery County Sheriff's Office

PENNSYLVANIA

Tredyffrin Township Police Department

RHODE ISLAND

North Providence Police Department

SOUTH CAROLINA

Greenville County Sheriff's Department

TEXAS

Burleson Police Department
Carrollton Police Department
Highland Park Department of Public
Safety
Houston Police Department
Pampa Police Department
Wichita Falls Police Department

VIRGINIA

Alexandria Police Department
Arlington County Police Department
Fairfax County Police Department
Hampton Police Division
Henrico County Division of Police
Herndon Police Department
Newport News Police Department
Prince William County Police
Department
Staunton Police Department
Virginia Beach Police Department
Virginia State Police
Williamsburg Police Department

WASHINGTON

Clark County Sheriff's Department
Redmond Police Department
Washington State Patrol

CANADA

Edmonton Police Department