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COMPARATIVE ANALYSIS:

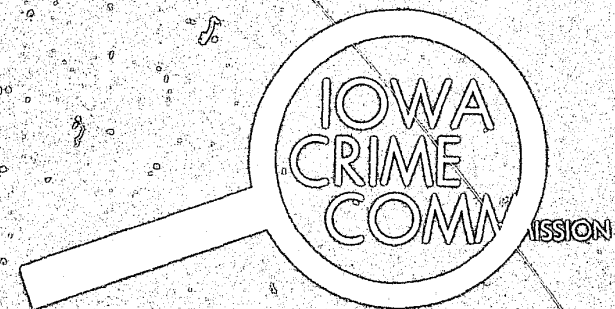
THE NATIONAL ADVISORY COMMISSION'S

POLICE

STANDARDS AND GOALS

WITH THE

IOWA CRIMINAL JUSTICE SYSTEM



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WITH THE  
IOWA CRIMINAL JUSTICE SYSTEM

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Points of view and opinions expressed in this document are not necessarily the official position of the L.E.A.A., the State of Iowa, or the Iowa Crime Commission.

June, 1975



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## PREFACE

Contained in this document is a comparative analysis of the National Advisory Commission's Police Standards and Goals with the Iowa Criminal Justice System (I.C.J.S.). It culminates six months of research by the Standards and Goals Unit of the Iowa Crime Commission and represents one volume of a series. This comparative analysis is the necessary prerequisite for a systematic review and development of standards for the criminal justice system in Iowa. Utilizing the N.A.C. Standards to delineate the issues, standards peculiar to Iowa will be derived.

To ensure that the research undertaken yielded a functional working document, the analysis was designed to meet specific objectives. The primary objectives were that the reader would be able to, 1) become cognizant of the criminal justice system in Iowa, 2) gain elementary insight into criminal justice and recognize possible resistance to system revision, and 3) immediately discern, both quantitatively and qualitatively, the degree of similarity or difference between the N.A.C. Standards and the I.C.J.S. It is our contention that these objectives were met via the research design.

The research methodology adopted for the comparative analysis ensued from synthesizing original State Planning Agency Staff input and various methodologies developed by other States for similar projects. By selecting the most functional elements from these sources, a simplistic and rather unique research method was arrived at.

Innovative components of this study include the scope of the analysis and the use of a digital instrument to analyze the relationship between each N.A.C. Standard and the I.C.J.S. Recognizing that change in the criminal justice system entailed more than criminal law revision, the analysis compared the N.A.C. Standards to all aspects of the I.C.J.S., i.e., informal and unsystematic practice. To gather this information, Standards and Goals Staff researchers conducted numerous personal interviews with I.C.J.S. functionaries and disseminated questionnaires to sundry agencies. Clearly, this study is also heavily dependent upon formal administrative rules and procedures as well as codified and decisional law for I.C.J.S. data. To facilitate objective analyses and reader comprehension, an original quantitative measuring instrument, the "P-Grid", was designed and incorporated into the project. This instrument numerically measures the degree of similarity or difference between the N.A.C.'s Standards and the I.C.J.S.'s practice and principle.

Obviously, this study is not the ultimate statement on criminal justice in Iowa; it was not meant to be. The creation of standards to guide system revision will be a dynamic process involving both criminal justice functionaries and concerned Iowans. The comparative analysis is intended to acquaint the citizens of Iowa with those I.C.J.S. components which may require upgrading, via Statewide standards, in order to achieve crime reduction.



## COMPARATIVE ANALYSIS FORMAT

To ensure that the reader would easily comprehend each analysis, the format developed is simplistic in design. The prime objectives are that the reader can, 1) immediately refer back to the N.A.C. Report for in-depth commentary, 2) find other N.A.C. standards which may have implications in the implementation process, 3) readily discern the relationship between the I.C.J.S. and the N.A.C. Standard, and 4) acquaint themselves with other issues that have a bearing on the comparison.

To meet these objectives, the following format outline has been devised. Immediately following the outline is a detailed description of what each section will cover.

N.A.C. Standard (number and title) <sup>A</sup>

PRACTICE	PRINCIPLE

Related N.A.C. Standards <sup>B</sup>

Subsection 1. <sup>C</sup>

ICJS <sup>D</sup>

Analysis and Commentary <sup>E</sup>

In order to establish continuity the standards will be ordered in a manner similar to that of the N.A.C. reports. The standards will be grouped into N.A.C. topic area (Police, Courts, Corrections...) and follow the same sequential ordering (1.1, 1.2, 2.1,...)

- A Standard taken verbatim from N.A.C. report.
- B Related N.A.C. standards for immediate reference to obtain additional data.
- C In order to deal with the complex nature of many of the standards each subsection will be considered separately.



D All data pertinent to making the comparative analysis. This data will consist of the Iowa law, local ordinances and practices, state departmental rules, administrative procedure, political and social philosophy, and planned criminal justice programs.

E Each N.A.C. Standard will be compared to the ICJS in two ways. First, the current ICJS practice will be compared to the required N.A.C. practice. This comparison will include the actual workings of the ICJS. To ensure analytical reliability, the terminology used will be uniform throughout the entire comparative analysis. To compare the similarities/dissimilarities between the current ICJS practice and the required N.A.C. practice, five (5) categories will be used:

ICJS practice meets N.A.C. standard - The criminal justice system as practiced in Iowa conform to the practice espoused in the N.A.C. standard.

ICJS practice is similar to N.A.C. standard - While the criminal justice system does not meet all of the requirements set forth by the N.A.C. standard, they are in agreement for the most part.

ICJS practice is different than N.A.C. standard - The ICJS practice is "neutral" in comparison to the required N.A.C. practice, i.e., there is an equal number of similarities and dissimilarities.

ICJS practice is significantly different than N.A.C. standard - The ICJS practice does not conform to the N.A.C. in those areas of greatest importance.

ICJS practice is inconsistent with the N.A.C. standard - There is no relation whatsoever between the N.A.C. standard and the ICJS practice.

In addition to comparing practice, the "principle" behind each N.A.C. Standard and the principle of the related ICJS practice will be compared in the analysis.

For the analysis, "principle" is defined as the rationale and fundamental purpose for the practice. Each standard's principle is obtained by reading that standard's commentary in the N.A.C. Report. To establish the principle behind the relevant ICJS practice a thorough evaluation of the relevant ICJS will be made.

Such a comparison will be of greatest significance when developing implementation procedures. If it is shown that the N.A.C. and the ICJS agree in principle, then implementation of the Standard's practices will not be resisted and may have been already adopted voluntarily by criminal justice agents. However, if there are significant differences then the ICJS will not be compatible with the N.A.C. Standard and implementation in Iowa will be met by resistance. In other words, if the ICJS does not accept the underlying assumptions behind the N.A.C. proposal, then it (ICJS personnel, organizations, philosophy) will resist implementation. Being aware of possible incompatibility is essential before such standards are implemented through coercive devices such as legislation.

Using a format similar to the "practice" analysis, there are five (5) categories that will be used uniformly:

ICJS principle is the same as N.A.C. principle - The principle behind the N.A.C. standard is wholly accepted by I.C.J.S.

ICJS principle is similar to N.A.C. principle - While some areas of the standard's rationale may not gain full endorsement by I.C.J.S., they are in general agreement.

ICJS principle is different than N.A.C. principle - The two principles are "neutral", i.e., the I.C.J.S. both agrees and disagrees on the standard's principle.

ICJS principle is significantly different than N.A.C. principle - The I.C.J.S. disagrees for the most part on the standard's rationale.

ICJS principle is inconsistent with the N.A.C. principle - The N.A.C. standard's principle is totally incompatible with the current I.C.J.S. (Implementation of N.A.C. standard will be met with resistance).

In addition to the "practice and principle" comparison, commentary will be included in the analysis. This commentary will give a brief explanation as to how the comparison was determined as well as additional information which the reader should be made aware of.

- E In order to facilitate immediate reader comprehension of the N.A.C./I.C.J.S. relationship, a "P-Grid" will appear on every comparison. The function of the "P-Grid" is to inform the reader instantly of the "practice-principle" analysis of the entire standard.

The design of the P-Grid is very simplistic.

PRACTICE	PRINCIPLE

In the boxes under the corresponding title, a numerical average of the analysis will be included. Each comparative category has been designated a number.

<u>Comparison</u>	<u>Value</u>
Practice	
ICJS meets N.A.C. standard	5
ICJS is similar to N.A.C. standard	4
ICJS is different than N.A.C. standard	3
ICJS is significantly different than N.A.C. standard	2
ICJS is inconsistent with N.A.C. standard	1

<u>Comparison</u>	<u>Value</u>
Principle	
ICJS is the same as N.A.C. standard	5
ICJS is similar to N.A.C. standard	4
ICJS is different than N.A.C. standard	3
ICJS is significantly different than N.A.C. standard	2
ICJS is inconsistent with N.A.C. standard	1

As may have become evident, the higher the numerical value given a comparison, the greater agreement there is between the I.C.J.S. and the N.A.C. standard.

Thus:

PRACTICE	PRINCIPLE
5	5

I.C.J.S. agrees with the principle behind the N.A.C. standard and has fully met the standard's required practices.

PRACTICE	PRINCIPLE
1	1

I.C.J.S. does not agree with the practice or principle espoused by N.A.C. standard.

PRACTICE	PRINCIPLE
1	5

I.C.J.S. accepts and is prepared for implementation of the Standard's required practice but as yet made no real progress.

Inasmuch as that the "P-Grid" will be representative of the entire standard, the "P-value" will be obtained by averaging the comparisons of all the standard's subsections equally. Therefore, the P-values may result in digits with decimal points.

Example:

Standard 35.1 has five subsections. By coding each of their analysis, there results five sets of P-values

Subsection	Practice/Principle
1	4/4
2	2/5
3	1/3
4	5/5
5	3/2
	<u>15/19</u>

$$\frac{15/19}{5 \text{ (number of subsections)}} =$$

PRACTICE	PRINCIPLE
3	3.8

This P-Grid immediately informs the reader that, for standard 35.1,

I.C.J.S. practice is different than N.A.C. standard

I.C.J.S. principle is similar to N.A.C. standard



## OVERVIEW: Iowa Law Enforcement

The law enforcement component of Iowa's criminal justice system is the responsibility of various agencies at the federal, state, county, and municipal level. Although law enforcement is chiefly provided by municipal and county departments, the state's Department of Public Safety provides indispensable supportive services. All told, there are more than 650 departments serving the 3 million Iowans residing in the state's 99 counties and 950 towns and cities. With a cumulative force of approximately 4,500 part- and full-time officers, each department is, for all intents and purposes, autonomous. Notwithstanding constitutional due process requirement, i.e., "Miranda", and statewide requirements for personnel selection and training, each agency functions according to self-originating rules, practices, and procedures. Consequently, the quality of law enforcement can and does vary widely between jurisdictions.

As in other mid-western states, there is great diversity in the socio-economic composition of Iowa's communities. Since Iowa is, basically, a rural state with an agrarian economy, the vast majority of departments serve jurisdictions that are classified as small cities, towns, or rural unincorporated areas. Only 30 municipalities (approx., 1970 census) have populations in excess of 10,000 people. Of these, seven contain more than 50,000 pop. and are classified as S.M.S.A.'s (Standard Metropolitan Statistical Area). These seven metropolitan areas are the Cities of:

Des Moines	200,000
Cedar Rapids	110,000
Davenport	98,000
Sioux City	85,000
Waterloo	75,000
Dubuque	62,000
Council Bluffs	60,000

Due to Iowa's population distribution, nearly all of its police agencies are relatively small. Of the 650 police agencies in the state, only 30 (approx.) consist of 20 or more sworn personnel. This figure includes 8 departments - the 7 S.M.S.A.'s and the D.P.S. - that employ 75 or more sworn personnel. This factor, the predominance of small agencies, is of greatest significance when developing statewide standards.

As stated by the N.A.C. in "Standard 5.2," the most significant element of quality law enforcement is the ability of an agency to provide 24-hour coverage. Research indicates that offender apprehension is positively correlated to police response time and that response time is highly dependent upon the availability of sworn officers. Recognizing this relationship, it was disturbing when recent research revealed that between 30-40% of Iowa's population are not provided with 24-hour patrol coverage by either their municipal department or their county sheriff. Data indicates that of the State's 99 counties only 36 are able to maintain 24-hour patrol. Of the 950 cities and towns in Iowa only 8.4% provide 24-hour coverage. Without doubt, the establishment of 24-hour patrol statewide will be the principle objective of any system revision.

Although Iowa has a relatively low crime rate, it's intermediate-size and major population centers experience criminal activity indigenous to all urban areas nationwide. Its law enforcement agencies routinely deal with organized criminal activity, drug trafficking, rising property and violent personal criminal activity. In response to the rising threat to the public's safety, attempts are being made at the state and local level to ensure that existing police resources are utilized in the most efficient and cost-effective manner. In part, current on-going efforts are in the areas of agency consolidation, telecommunications, crime prevention, police training and enhanced professionalism, specialization, inter-agency coordination, community relations, and agency internal reorganization. While system upgrading will primarily depend upon the voluntary cooperation of local units of government - particularly in the area of agency consolidation - the state will continue to play a major role through establishing mandatory law enforcement standards, i.e., mandatory basic training, Uniform Crime Reporting. It is anticipated that the statewide standards and goals, when developed and adopted, will guide and support these state and local efforts.

The development of viable law enforcement standards for Iowa will not be an easy task. The great diversity in the size and function of the agencies rules out uniform statewide standards. While the vast majority of the municipal and county sheriff departments are, as noted above, relatively small, there is a significant number of larger and more complex metropolitan departments. By the same token, the Department of Public Safety is a major component of Iowa law enforcement yet neither operates in the same manner nor shares the same problems as a conventional local police agency. Therefore, each standard must be altered to ensure compatibility and relevancy to all existing law enforcement agencies.



COMPARATIVE ANALYSIS

## N.A.C. Police Standard 1.1 The Police Function

Every police chief executive immediately should develop written policy, based on policies of the governing body that provides formal authority for the police function, and should set forth the objectives and priorities that will guide the agency's delivery of police services. Agency police should articulate the role of the agency in the protection of constitutional guarantees, the enforcement of the law, and the provision of services necessary to reduce crime, to maintain public order, and to respond to the needs of the community.

3.6	4.4
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Related Standards  
1.2 Limits of Authority  
1.3 Police Discretion  
2.1(1) Development of Goals and Objectives  
2.2 Establishment of Policy  
5.1(1)(2) Responsibility for Police Services  
8.1 Establishing the Role of the Patrol Officer  
8.2(2) Enhancing the Role of the Patrol Officer  
8.3(2) Deployment of Patrol Officers  
16.3(1)(3) Preparatory Training

1. Every police chief executive should acknowledge that the basic purpose of the police is the maintenance of public order and the control of conduct legislatively defined as crime. The basic purpose may not limit the police role, but should be central to its full definition.

ICJS - To varying degrees, all of Iowa's police chief executives acknowledge what the basic function and role of the police should be. This is done through written policy statements in the D.P.S. and the urban departments and verbal statements in the intermediate sized and rural agencies.

### Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

2. Every police chief executive should identify those crimes on which police resources will be concentrated. In the allocation of resources, those crimes that are most serious, stimulate the greatest fear, and cause the greatest economic losses should be afforded the highest priority.

- ICJS - Many urban, intermediate size, and rural chief executives have not established written policy statements which identify those crimes on which police resources will be concentrated.

Available data reveals, that chief executives give higher priority to those offenses involving violent personal behavior or great economic loss.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

3. Every police chief executive should recognize that some government services that are not essentially a police function are, under some circumstances, appropriately performed by the police. Such services include those provided in the interest of effective government or in response to established community needs. A chief executive:

- a. Should determine if the service to be provided has a relationship to the objectives established by the police agency. If not, the chief executive should resist that service becoming a duty of the agency;
- b. Should determine the budgetary cost of the service; and
- c. Should inform the public and its representatives of the projected effect that provision of the service by the police will have on the ability of the agency to continue the present level of enforcement services.
- d. If the service must be provided by the police agency, it should be placed in perspective with all other agency services and it should be considered when establishing priorities for the delivery of all police services.
- e. The service should be made a part of the agency's police role until such time as it is no longer necessary for the police agency to perform the service.

- ICJS - It is clear that all chief executives, when the situation arises, decide whether or not their agency should provide non-law enforcement services. Usually, this decision is made in conjunction with local government officials, i.e., city manager, board of supervisors. At that time factors such as budgetary costs, deployment priorities, and possible effect on police performance are taken into consideration.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

Police 1.1 - con't

4. In connection with the preparation of their budgets, all police agencies should study and revise annually the objectives and priorities which have been established for the enforcement of laws and the delivery of services.

ICJS - Usually, formal annual revision of objectives and priorities only occurs in the largest agencies. The vast majority of Iowa's police agencies are only capable of providing minimal services, e.g., many departments cannot provide 24-hour patrol. Consequently, the objectives and priorities of these agencies are rather limited and do not substantially differ from year to year.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

5. Every police agency should determine the scope and availability of other government services and public and private social services, and develop its ability to make effective referrals to those services.

ICJS - Inasmuch as that most agencies have only enough manpower to perform law enforcement related functions, they must, out of necessity, maintain liaison with all other public-service organizations. According to all available information, police agencies make efforts to ensure that their personnel are cognizant of these organizations and are able to make effective referrals to them.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

## N.A.C. Police Standard 1.2 Limits of Authority

Every police chief executive immediately should establish and disseminate to the public and to every agency employee written policy acknowledging that police effectiveness depends upon public approval and acceptance of police authority. This policy at least:

PRACTICE	PRINCIPLE
2	3.75

### Related Standards

- 1.1 The Police Function
- 1.3 Police Discretion
- 2.2(3) Establishment of Policy
- 3.1(2) Crime Problem Identification and Resource Development
- 7.5(1)(2) Legal Consideration
- 19.2 Complaint Reception Procedures

1. Should acknowledge that the limits of police authority as strictly prescribed by law and that there can be no situation which justifies extralegal police practices.

ICJS - Whereas many agencies, particularly rural, do not have formal written policy statements regarding the limits of police authority, all officers undergo I.L.E.A. approved basic training where they are taught that no situation justifies extralegal practices.

### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is similar to NAC

It is evident that most police administrators assume that the public is aware of the limits placed on police authority.

2. Should acknowledge that there are times when force must be used in the performance of police tasks, but there can be no situation which justifies the use of unreasonable force.

ICJS - Only in the larger urban departments and the D.P.S. will the chief executive develop written guidelines, vis-a-vis use of force, and disseminate them to his personnel.

### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is similar to NAC

As in subsection .1, the chief executive oftentimes assumes that the public is aware that the police cannot use unreasonable force. While public information programs may cover this issue, it is never the main objective of the program.

3. Should acknowledge that in their exercise of authority the police must be accountable to the community by providing formal procedures for receiving both commendations and complaints from the public regarding individual officer performance. These procedures at least should stipulate that:

- a. There will be appropriate publicity to inform the public that complaints and commendations will be received and acted upon by the police agency;
- b. Every person who commends the performance of an individual officer in writing will receive a personal letter of acknowledgement; and
- c. Every allegation of misconduct will be investigated fully and impartially by the police agency, and the results made known to the complainant or the alleged victim of police misconduct.

ICJS - Very few departments inform the public with appropriate publicity that complaints and commendations will be received and acted upon.

Large urban departments with a community-relations unit usually have a formalized procedure by which all persons that commend an officer will receive a letter of acknowledgement.

Whereas most departments do not actively inform the public that complaints will be accepted, agencies do acknowledge that all complaints will be considered and investigated by the police. In such instances the complainant will be made aware of the outcome.

#### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is similar to NAC

Particularly in the smaller agencies a person making a complaint will oftentimes get little satisfaction in dealing with the agency itself. In such instances, the complainant will deal directly with the local officials, i.e., mayor.

It is likely that the complainant's status in the community is significant in determining whether or not an official investigation will be conducted. Both the chief executive and local officials have total discretion in deciding on cases involving alleged police misconduct.

4. Should provide for immediate adoption of formal procedures to respond to complaints, suggestions, and requests regarding police services and formulation of policies. These procedures at least should stipulate that:

- a. There will be appropriate notice to the public acknowledging that the police agency desires community involvement;
- b. The public will be involved in the development of formal procedures as well as in the policies that result from their establishment; and
- c. Periodic public surveys will be made to elicit evaluations of police service and to determine the law enforcement needs and expectations of the community.

ICJS - As noted above, the larger urban departments have pre-existing formal procedures to respond to complaints. Although this procedure varies between agencies, it is substantially equivalent; nonserious complaints are handled in an informal manner either by the agency's community relations unit or by the accused officer's immediate supervisor; serious accusations are investigated by command level personnel or by command level advisory boards.

Being that intermediate size and rural agencies do not receive many complaints, they operate on an ad-hoc basis. As noted, procedures are informal and discretionary.

There is evidence that, on occasion, the larger urban departments will seek community involvement. Various public relations programs encourage community input vis-a-vis agency procedure and operations. There are few indications, however, that urban agencies periodically conduct public surveys designed to elicit the law enforcement needs and expectations of the community.

#### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC



### N.A.C. Police Standard 1.3 Police Discretion

Every police agency should acknowledge the existence of the broad range of administrative and operational discretion that is exercised by all police agencies and individual officers. That acknowledgment should take the form of comprehensive policy statements that publicly establish the limits of discretion, that provide guidelines for its exercise within those limits, and that eliminate discriminatory enforcement of the law.

PRACTICE	PRINCIPLE
1.2	1.5

#### Related Standards

- 1.1 The Police Foundation
- 1.2 Limits of Authority
- 2.2(1) Establishment of Policy
- 2.3 Inspections
- 4.4(1) Citation and Release  
on Own Recognizance
- 8.1(1) Establishing the Role  
of the Patrol Officer
- 8.2(2) Enhancing the Role of  
the Patrol Officer
- 9.7 Criminal Investigation

1. Every police chief executive should have the authority to establish his agency's fundamental objectives and priorities and to implement them through discretionary allocation and control of agency resources. In the exercise of his authority, every chief executive:

- a. Should seek legislation that grants him the authority to exercise his discretion in allocating police resources and in establishing his agency's fundamental objectives and priorities;
- b. Should review all existing criminal statutes, determine the ability of the agency to enforce these statutes effectively, and advise the legislature of the statutes' practicality from an enforcement standpoint; and
- c. Should advise the legislature of the practicality of each proposed criminal statute from an enforcement standpoint, and the impact of such proposed statutes on the ability of the agency to maintain the existing level of police services.

ICJS - As a rule, law enforcement agencies in Iowa do not formally recognize police discretion. According to Iowa law (see section 748.4) sworn personnel are prohibited from exercising discretion. It is the sworn duty of every law enforcement officer to pursue, apprehend, and arrest all lawbreakers. Needless to say, probably no police chief executive in Iowa has established written policy procedures which recognizes and legitimates administrative or operational discretion. The converse is also true; if there cannot be discretion, then police police chiefs cannot write guidelines establishing its limits.

As noted in a recent article (Iowa Law Review, 58.4, April 1973):

"... the (Iowa) chief's role in formulation departmental policy has been largely restricted to matters such as departmental discipline, shift assignment policies, and uniform regulations, while policies on selective enforcement have been left to develop by more informal means."

Data indicates that law enforcement chief executives, particularly those in charge of major departments (S.M.S.A.'s, D.P.S.), frequently confer with and advise legislators. There is little evidence, however, that these police administrators seek legislation which would enable them, and their personnel, to have greater administrative and operational discretion. It must be recognized that, especially in Iowa, municipal police chiefs function as administrators. Ultimate authority and responsibility for police services is statutorily vested in the office of the city manager or mayor.

#### Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

As a result of statutory non-recognition of police discretion, police chief executives have limited control over agency operational practices. Since officers cannot viably enforce all law-and they are not guided as to what laws should be enforced - each officer, out of necessity, enforces only those laws which he believes should be enforced in his own fashion.

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

Police 1.3 - con't

- ICJS - As noted above, police agencies in Iowa theoretically function in a strictly legalistic manner. Most, if not all, chief executives have not established guidelines which would ensure that discretion was exercised uniformly and fairly by all sworn personnel.

While several of the larger departments have established written policy guiding the exercise of discretion by personnel vis-a-vis arrest alternatives, guidelines are vague, i.e., "unnecessary force should not be used."

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is significantly different than NAC

It is evident that any officer's action is determined by informal guidelines, i.e., peer group influence, rather than formal agency policy (which is usually non-existent).

3. Every police chief executive should establish policy that limits the exercise of discretion by police personnel in conducting investigations, and that provides guidelines for the exercise of discretion within those limits. This policy:

- a. Should be based on codified laws, judicial decisions, public policy, and police experience in investigating criminal conduct;
- b. Should identify situations where there can be no investigative discretion; and
- c. Should establish guidelines for situations requiring the exercise of investigative discretion.

- ICJS - Administrative non-recognition of investigative discretion is among Iowa's police organizations. As a rule, a chief executive's policy is that all reported crimes are investigated, all known offenders are apprehended and arrested, and that the offender's constitutional rights are not violated.

Police personnel must rely upon their own informal guidelines during an investigation. Whether or not known offenders are apprehended and arrested depends entirely upon the informal criteria established by the officers themselves.

Analysis and Commentary

ICJS practice is inconsistent with the NAC Standard  
ICJS principle is significantly different than NAC

### Police 1.3 - con't

4. Every police chief executive should establish policy that governs the exercise of discretion by police personnel in providing routine peacekeeping and other police services that, because of their frequent recurrence, lend themselves to the development of a uniform agency response.

5. Every police chief executive should formalize procedures for developing and implementing the foregoing written agency policy.

6. Every police chief executive immediately should adopt inspection and control procedure to insure that officers exercise their discretion in a manner consistent with agency policy.

ICJS - Being that police chief executives do not formally recognize discretion, written policies that govern the exercise of discretion by personnel performing routine peacekeeping and other police services have not been established.

As a rule, an officer's use of discretion is informally controlled by his peer group. Official action will only be taken if an officer deviates from the informal guidelines, i.e., assaulting a vagrant or skid-row alcoholic.

#### Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is inconsistent with NAC

## N.A.C. Police Standard 1.4 Communicating with the Public

Every police agency should recognize the importance of bilateral communication with the public and should constantly seek to improve its ability to determine the needs and expectations of the public, to act upon those needs and expectations, and to inform the public of the resulting policies developed to improve delivery of police services.

PRACTICE	PRINCIPLE
4.5	4.5

### Related Standards

- 1.1(5) The Police Function
- 1.2(3) Limits of Authority
- 1.6 Public Understanding of the Police Role
- 3.1(3) Crime Problem Identification and Resource Development
- 6.2(3) Implementation of Team Policing
- 8.1(4) Establishing the Role of the Patrol Officer
- 8.2(2) Enhancing the Role of the Patrol Officer
- 9.6(10) Traffic Operations
- 9.10(2) Narcotic and Drug Investigation
- 16.4 Interpersonal Communications Training
- 19.2(2) Complaint Reception Procedures

1. Every police agency should immediately adopt policies and procedures that provide for effective communication with the public through agency employees. Those policies and procedures should insure:

- a. That every employee with duties involving public contact has sufficient information with which to respond to questions regarding agency policies; and
- b. That information he receives is transmitted through the chain of command and acted upon at the appropriate level.

ICJS - Based upon all available data it is evident that agencies in the state maintain relatively good rapport with the public they serve. Although formal programs are lacking, personnel are provided with sufficient information to respond to questions about agency policy. Indeed, data indicates that personnel are encouraged to communicate with the public. In many agencies there are semi-formal lines of communication by which information, received by the officer, is passed on to appropriate agency personnel.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

2. Every police agency that has racial and ethnic minority groups of significant size within its jurisdiction should recognize their police needs and should, where appropriate, develop means to insure effective communication with such groups.

ICJS - Attempts have and are being made by those urban departments, i.e., Des Moines and Waterloo, which serve minority group populations to open up lines of communication with them. Police efforts are generally two-fold; 1) formal programs consisting of public-service advertising in minority newspapers or liaison with students (police-school liaison, cadet program), and 2) continual informal liaison between police personnel and community leaders.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

There are strong indications that, in the past, most police attempts to communicate with minority populations have not met with success. Currently, unsuccessful programs are being evaluated and, with a period of time, new techniques will be developed that are expected to enhance communication between the agency and minority groups.

3. Every police agency with a substantial non-English-speaking population in its jurisdiction should provide readily available bilingual employees to answer requests for police services. In addition, existing agency programs should be adapted to insure adequate communication between non-English-speaking groups and the police agency.

ICJS - There are no departments in the State serving a substantial non-English-speaking population.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

Police 1.4 - con't

4. Every police agency with more than 400 employees should establish a specialized unit responsible for maintaining communication with the community. In smaller agencies, this responsibility should be the executive's, using whatever agency resources are necessary and appropriate to accomplish the task.

a. The unit should establish lines of communication between the agency and recognized community leaders and should elicit information from the citizen on the street who may feel that he has little voice in government or in the provision of its services.

b. The unit should be no more than one step removed from the chief executive in the chain of command.

c. The unit should identify impediments to communication with the community, research and devise methods to overcome those impediments, and develop programs which facilitate communication between the agency and the community.

d. The unit should conduct constant evaluation of all programs intended to improve communication and should recommend discontinuance of programs when their objectives have been achieved or when another program might more beneficially achieve the identified functional objective.

ICJS - Whereas there are no local agencies in the state with more than 400 employees most of the urban departments have community-relations units, youth bureaus, or designated personnel that are responsible for maintaining communication with the community. Usually, liaison with the community is achieved through presentations at local civic organizations, public information programs, police-school liaison programs, and liaison with local (minority) leaders.

These units and/or designated personnel are, in many instances, located within the administrative services division and have relatively direct contact with the chief executive. In the smaller rural agencies the chief executive is personally responsible for maintaining liaison with the community.

While formal evaluations of community liaison programs are non-existent, modifications do occur when the need arises. It must be recognized that, except for the larger agencies, the extent of community programs primarily consist of presentations to local civic organizations.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC



## N.A.C. Police Standard 1.5 Police Understanding of Their Role

Every police agency immediately should take steps to insure that every officer has an understanding of his role, and an awareness of the culture of the community where he works.

PRACTICE	PRINCIPLE
2.2	3

### Related Standards

- 1.1 The Police Function
- 1.2 Limits of Authority
- 1.3 Police Discretion
- 1.6 Public Understanding of the Police Role
- 2.2 Establishment of Policy
- 8.2(2) Enhancing the Role of the Patrol Officer
- 16.3 Preparatory Training
- 16.5 In-Service Training

1. The procedure for developing policy regarding the police role should involve officers of the basic rank, first line supervisors, and middle managers. Every police employee should receive written policy defining the police role.

ICJS - Definition of the police role, found in the S.M.S.A. and D.P.S. policy handbooks are usually written by command level personnel without substantial input by uniform or first line supervisory personnel. In agencies without written policy, the personnel may be informed verbally by either the chief executive or command personnel.

### Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

2. Explicit instruction in the police role and community culture should be provided in all recruit and in-service training.

3. The philosophy behind the defined police role should be a part of all instruction and direction given to officers.

4. Middle managers and first line supervisors should receive training in the police role and thereafter continually reinforce those principles by example and by direction of those they supervise.

ICJS - Taking into consideration that most law enforcement personnel in Iowa do not undergo formal in-service training, the extent of their instruction in the police role consists of a 1-2 hour session while in basic training (ILEA 240-hour course allows 1 hour for a topic called, "Changing Concepts of Police Responsibility").

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

It is evident that virtually all law enforcement personnel are not receiving adequate training in the police role.

While middle managers and first line supervisors do, on occasion, attend special training sessions, it is probable that the police role is not stressed by the instructors.

5. Methods of routinely evaluating individual officer performance should take into account all activities performed within the context of the defined role. Promotion and other incentives should be based on total performance within the defined role, rather than on any isolated aspect of that role.

ICJS - Available data indicates that personnel evaluations, conducted for promotional purposes by civil service commissions and law enforcement agencies, are based on all aspects of that agency's defined police role.

It is evident, however, that superlative performance in one aspect of the police role, e.g., narcotics busts, will offset personal deficiencies, e.g., writing reports.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

## N.A.C. Police Standard 1.6 Public Understanding of the Police Role

Every police agency immediately should establish programs to inform the public of the agency's defined police role. These programs should include, but not be limited to, the following:

PRACTICE	PRINCIPLE
3.75	4.1

### Related Standards

- 1.1 The Police Function
- 1.4(1) Communicating with the Public
- 1.5 Police Understanding of Their Role
- 3.1(3) Crime Problem Identification and Resource Development
- 4.1(4) Cooperation and Coordination
- 6.2(3) Implementation of Team Policing
- 8.1(4) Establishing the Role of the Patrol Officer
- 9.6(10) Traffic Operations
- 9.10(2) Narcotic and Drug Investigation

1. Every police agency should arrange for at least an annual classroom presentation by a uniformed officer at every public and private elementary school within its jurisdiction.

a. The content of the presentation should be tailored to the learning needs of the students; however, each presentation should include a basic description of the police role.

b. Every agency should work through the school to develop a basic study unit to be presented by the teacher prior to the officer's arrival, and every officer assigned to a school visit should be provided with prepared subject matter to be reviewed prior to making his visit.

ICJS - Through sundry programs, police agencies and elementary schools have recognized that young children must be informed of the role and function of the peace officer. These programs have generally fallen into two categories; traffic safety education and the peace officer function.

In traffic safety classes, children (pre-schoolers; first, second and third graders) are instructed on how to cross streets safely, how to operate a push button signal, traffic laws and bicycle safety.

Police 1.6 - con't

Although most agencies do not conduct extensive presentations, all SMSA departments and the D.P.S. distribute pamphlets that are printed by private firms (insurance companies, bicycle tire companies) the cost is negligible.

The other type of program is directly related to the role and function of the peace officer. These programs are aimed at establishing the image of policeman as a friend, and to dispel any fear regarding his uniform, car, or equipment. One of these programs, "Officer Bill," was established in Sioux City during 1972. There, a uniformed officer makes a presentation to the youngsters describing the function of the police and explaining in a non-threatening manner the purposes of various item of police equipment.

While police agencies are not currently required to perform such services, there has been general acceptance of such programs. In those agencies where there is a pre-existing community relations unit, such as in Des Moines, the procedure for a classroom presentation has already been established. However, in those areas where the police agency cannot support a full-time unit to coordinate such projects, the local Youth Bureau has been advised by the Iowa Crime Commission to assume responsibility.

In those rural areas where the local department does not have the available personnel to conduct programs, the Iowa Highway Patrol has Traffic Education Officers (one assigned to each of the four I.H.P.'s district offices) that perform this function.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

2. Every police agency with more than 400 employees should, dependent upon securing the cooperation of local school authorities, assign a full-time officer to each junior and senior high school in its jurisdiction.
  - a. The officer's assignment should include teaching classes in the role of the police, and serving as a counselor. His assignment should not include law enforcement duties except as related to counseling.
  - b. Course content should be developed in cooperation with the schools and should include discussion of the police role, juvenile laws, and enforcement policies and practices relating to juveniles.

ICJS - It has long been recognized in Iowa that there is a need to decrease the social distance between the police and the students, to effect an earlier identification of delinquents within the school system, and to decrease the number of

youths who formally enter the criminal justice system. To meet this objective, approximately five SMSA police agencies have already incorporated a police-school liaison project into their repertoire (programs implemented with Iowa Crime Commission funding). While the structure of the programs vary considerably, five purposes of the school-liaison policeman's role are often identified;

1. To build better police-community relations by improving the police image.
2. To improve the attitudes of students toward police.
3. To improve police teamwork with teachers in handling problem youth.
4. To encourage understanding between police and young people.
5. To establish collaboration between the police and school in preventing crime and delinquency.

The police-liaison project in Des Moines can best demonstrate how these programs operate. Approximately ten officers are assigned full time to Des Moines' 18 junior and senior high schools. Although an officer may cover two or three schools, schools with the greatest need for these services receive priority attention. The officers are capable men who besides taking special courses at the University of Minnesota, have been specially chosen due to their ability to develop personal relationships with youths. These officers serve as counselors for those youths who, without informal supervision and assistance, would come to the attention of the juvenile justice system. The image which these officers attempt to maintain is one of a friend and not as an agent of the law. Consequently, the officer does not wear uniform and does not engage in the arrest procedures when a student is apprehended.

In addition to working with students and teachers in school during the day, the liaison officers are required to attend many extracurricular activities in an unofficial capacity.

#### Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

It is evident that, due to unavailability of police manpower, most rural schools cannot be provided with full- or part-time police personnel for such programs.

3. Every police agency, where permitted by local conditions, should participate in government and civic classes offered in local evening adult schools and community colleges.

Police 1.6 - con't

- ICJS - At the present time, there are no known government or civic classes taught by law enforcement personnel.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is different than NAC

Although police personnel do teach law enforcement courses at local community colleges that are open to the public, generally only law enforcement personnel will attend due to the cost of tuition. For the most part, these courses are highly technical and deal with police tactics and operating procedures.

4. With agency resources, where available, or in cooperation with employee organizations or local civic groups, every police agency should develop or participate in youth programs including scouting and other athletic or camping activities.

a. All such programs should be designed to provide officers and young people with the opportunity to become personally acquainted with each other.

b. Every officer participating in youth programs should be provided with written material describing the objective of the program and its relationship to the police role.

- ICJS - Data reveals that many S.M.S.A. and intermediate-size agencies are involved in and actively support organizations such as YMCA and YWCA athletic programs, Boy Scouting and Girl Scouting, ride-along programs (youths can ride in patrol cars), baseball teams, and Police Juvenile Leagues" (police and youths organize for recreational activities).

While most urban departments are capable of supporting such activities, most rural departments cannot. In such areas, there are very few programs although the police may support the local "4-H" chapter.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

Most programs enhancing police-youth relations are aimed at involving the "good" youth. There is little evidence that those youths identified as delinquent are encouraged to join activities.

5. Every police agency should accept invitations for officers to speak to business and civic organizations. Efforts should be made to provide speakers in response to every reasonable request and to coordinate the speaker's ability and background with the intended audience. Every opportunity should be taken to describe the police role and the agency's objectives and priorities.

ICJS - The number of speakers that a police agency provides for business or civic organizations depends upon the availability of personnel and the demand for services; i.e., invitations. As can be expected, those agencies which will receive most invitations are located in those urban areas with the largest forces. In order to formalize the procedure in which speakers are provided, all urban agencies have either a community-relations unit, a Youth Bureau, or designated personnel responsible for giving presentations. And as can best be determined by all available data, all SMSA's, the I.H.P., and many other urban, suburban and rural agencies have the capacity to provide capable speakers in response to all invitations. For the most part, the officers provided are well versed in all aspects of law enforcement as well as their function and role.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

6. Every police agency with more than 150 employees should publish a statement of the police role, and the agency's activities to implement its role. An annual report should be used for this purpose. In addition, periodic statistical reports on crime, arrests, and property loss due to crime should be disseminated to the public. These reports should include an evaluation of significant trends and other interpretations.

ICJS - At the present time there is no state-wide regulation that requires a law enforcement agency to publish an annual report.

Annual reports, if complied at all, are published by only a few of the largest SMSA's on a sporadic basis, i.e., occasionally skipping a year; even then there usually are no adequate procedures to disseminate copies to the public.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

It can be assumed that most agencies, rather than publishing an annual report which is time consuming and expensive, prefer to disseminate crime data and trends through the media on a continuous basis.

7. Every police agency should inquire into the availability of public service resources from advertising and communication organizations to assist in developing support for the agency and its programs.

ICJS - In those areas where the media (daily newspapers, radio, television, roadside billboards, businesses) is under local control, there is usually support for the agency and its programs. In Des Moines, for example, the agency's community-relations unit is in daily contact with the local newspapers. Furthermore, there has been active support of the agency's crime prevention programs, such as "Crime Alert", by the local television stations businesses. Indeed, in all areas there is evidence of a satisfactory relationship between the agency and the media.

Agencies located in rural areas will receive only minimal media support due to the lack of rural-based media.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

8. Every police agency should hold an annual open house and should provide other tours of police facilities and demonstrations of police equipment and tactics when appropriate to create greater public awareness of the police role.

ICJS - While only a few SMSA agencies conduct a formal annual open house presentation, most larger departments conduct student tours when requested by local schools. In Des Moines, where there is an annual open house during Police Week, citizens are invited to visit the station house. The presentation consists of demonstrations of police equipment, tours of the cells, talks by the officers describing their function and role, and distribution of pamphlets. Prior to the open house there is a publicity blitz and in the past it has been reported, citizen attendance has been favorable.



Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

Since a substantial segment of the State's population resides in rural areas under the jurisdiction of small sheriff departments they cannot benefit from many police/community liaison programs. To compensate for the sheriffs apparent inability to incorporate such projects, it must be remembered that in these areas the sheriff is an elected official. Consequently, it may be assumed that the sheriff, in order to be re-elected, would enhance police-civilian rapport through means that are best suited to his county.

## N.A.C. Police Standard 1.7 News Media Relations

Every police chief executive immediately should acknowledge in written policy statements the important role of the news media and the need for the police agency to be open in its relations with the media. The agency should promote an aggressive police of presenting public information rather than merely responding to occasional inquiries.

PRACTICE

PRINCIPLE

3.25

4.25

### Related Standards

- 1.1 The Police Function
- 1.4 Communicating with the Public
- 1.6(7) Public Understanding of the Police Role
- 2.2(3) Establishment of Policy
- 13.1(7) General Police Recruiting
- 13.3(3) Minority Recruiting

1. The news media relations policy should be included in the agency training curricula, and copies of it provided to all agency personnel, media representatives, and the public. This policy should acknowledge:

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

ICJS - Except for singular instances, law enforcement and the news media in Iowa maintain good rapport. Both parties recognize that in order to adequately function, they must remain inter-dependent.

The ILEA basic training curriculum includes a 1-hour course entitled, "Law Enforcement and the News Media." One objective of this session is to enhance the spirit of cooperation between media and law enforcement personnel.

In those urban agencies with police manuals there is generally found a section regarding news media relations. In departments without written manuals, agency policy vis-a-vis the news media is most probably verbally communicated.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

2. The news media relations program should provide regular liaison between the agency and the media through an officer or unit, depending upon the size of the agency and the nature and frequency of local news media demands.

ICJS - While no agency feels the need to designate full-time news media liaison officers, most urban agencies have formalized procedures by which periodic liaison between the agency and the media is maintained. For example, personnel from the D.P.S. (public-relations officers) and the Des Moines P.D. meet daily with the media. Generally, local media personnel are aware of the officer designated by the agency as a source, of information.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

3. Every police chief executive should establish a means of local, regional, or State accreditation of legitimate news media representatives or of recognizing accreditation by other agencies to assist media representatives in receiving police cooperation.

ICJS - There is no evidence that lists of accredited media personnel have been established. It is likely that, particularly in those departments have continual liaison with the local media, accredited personnel are known by the liaison officer within the department.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

It must be recognized that, particularly outside the SMSA regions, there are a limited number of media personnel located in Iowa.

Police 1.7 - con't

4. Every police chief executive, in cooperation with the media, should prepare a written policy establishing the relationship between his agency and the news media during unusual occurrences.

ICJS - Although there is usually an "understanding" that the police and the media will cooperate in the event of an unusual occurrence, most chief executives have not formalized this relationship in written form. It can be expected that any special cooperation or coordination will be developed ad-hoc.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is similar to NAC

## N.A.C. Police Standard 2.1 Development of Goals and Objectives

Every police agency immediately should develop short- and long-range goals and objectives to guide agency functions. To assist in this development, every unit commander should review and put into writing the principle goals and objectives of his unit.

PRACTICE	PRINCIPLE
2.5	2.5

### Related Standards

- 1.1 The Police Function
- 1.2 Limits of Authority
- 1.3 Police Discretion
- 1.4(4) Communicating with the Public
- 2.2 Establishment of Policy

1. Every police agency and every unit within the agency should insure that its goals and objectives are:
  - a. Consistent with the role of the police as defined by the agency's chief executive;
  - b. Responsive to community needs;
  - c. Reasonably attainable;
  - d. Sufficiently flexible to permit change as needed; and
  - e. Quantifiable and measurable where possible.
2. Every police agency should provide for maximum input both within and outside the agency in the development of its goals and objectives. It should:
  - a. Create an atmosphere that encourages unrestricted submission of ideas by all employees regardless of rank; and
  - b. Establish methods to obtain ideas from a variety of organizations and individuals outside the agency.
3. Every police agency and every unit within each agency should publish and disseminate its goals and objectives to provide uniform direction of employee efforts.

ICJS - Except in the largest law enforcement agencies in Iowa, e.g., some of the S.M.S.A.'s and the D.P.S., specific goals and objectives (other than broad statements such as "protection of the community") do not exist. Generally, departments with fewer than 75 have not formally recognized that goals and objectives should be developed to guide agency policy. The only goal or objective in the vast majority of Iowa's law enforcement agencies - 25 or fewer sworn personnel - is to maintain viable 24-hour patrol and minimal investigative capacity. Indeed, many of the largest agencies operate in this fashion reacting to each new problem in an ad hoc, unsystematic manner.

For the most part, department "S.O.P.'s" (standard operating procedure) substitute for formalized goals and objectives. Police personnel are made aware of their agency's S.O.P. through written policy statements in the largest agencies and verbally in all others. Available data indicates that input, particularly by individuals outside the agency, into the S.O.P. decision making process is limited.

Police 2.1 - con't

It is highly unlikely that any individual or group of individuals without political influence could have significant effect upon department policy and/or objectives.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is significantly different than NAC

4. Every police chief executive should require every unit commander to make a periodic review of unit goals and objectives and submit a written evaluation of the progress made toward the attainment of these goals. Annually, in conjunction with the budget preparation, every police chief executive should provide for review and evaluation of all agency goals and objectives and for revisions where appropriate.

ICJS - Systematic review of each unit's goals and objectives normally occur only in the larger agencies. Obviously, departments with fewer than 25 sworn officers are not decentralized, i.e., the agency has only one primary unit. In these agencies, review by the chief executive consists of an informal evaluation of a unit's S.O.P.'s. Such review is generally technical in nature, i.e., can a higher arrest rate be attained through redeployment of a patrol car.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

## N.A.C. Police Standard 2.2 Establishment of Policy

Every police chief executive immediately should establish written policies in those areas of operations in which guidance is needed to direct agency employees toward the attainment of agency goals and objectives.

PRACTICE	PRINCIPLE
2.3	2.6

### Related Standards

1.2 Limits of Authority  
1.3 Police Discretion  
1.4(4) Communicating with  
the Public  
1.7 News Media Relations  
2.1 Development of Goals  
and Objectives  
11.2(2) Legal Assistance

1. Every police chief executive should promulgate policy that provides clear direction without necessarily limiting employee's exercise of discretion.

ICJS - Written policy statements are usually only found in the larger departments. Agencies with fewer than 30 sworn personnel rarely have established written operational policies.

In virtually all cases, written policy does not limit police discretion. Indeed, it is usually so broad as to set no limits whatsoever upon operational practices. It is not unusual for written policy to establish what officers cannot do, rather than what should be done.

### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is significantly different than NAC

2. Every police chief executive should provide for maximum participation in the policy formulation process. This participation should include at least:

a. Input from all levels within the agency--from the level of execution to that of management--through informal meetings between the police chief executive and members of the basic rank, idea incentive programs, and any other methods that will promote the upward flow of communications; and organizations, and the specific community affected.

ICJS - Operational policy, in all but a few agencies, is developed entirely by the chief executive, command and supervisory level personnel, and, on occasion, by local government officials. There is little indication that basic rank personnel have





**CONTINUED**

**1 OF 8**

Police 2.2 - con't

much, if any, input into agency operational policy. Community organizations without political influence will also have little input into police policy.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is significantly different than NAC

It is likely that other governmental agencies would have input through coercion, i.e., awarding or discontinuing federal grants.

3. Every police chief executive should provide written policies in those areas in which direction is needed, including:

- a. General goals and objectives of the agency;
- b. Administrative matters;
- c. Community relations;
- d. Public and press relations;
- e. Personnel procedures and relations;
- f. Personal conduct of employees;
- g. Specific law enforcement operations with emphasis on such sensitive areas as the use of force, the use of lethal and nonlethal weapons, and arrest and custody; and
- h. Use of support services.

ICJS - As noted above, only the larger departments have established written operational policy. Generally, this policy consists of community relations, public and press relations, et.al. It must be recognized that operational policy in these areas are often so broad as to allow the officer almost complete discretion.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

## N.A.C. Police Standard 2.3 Inspections

Every police agency should immediately establish a formal inspection system to provide the police chief executive with the information he needs to evaluate the efficiency and effectiveness of agency operations.

PRACTICE	PRINCIPLE
2.5	2.5

### Related Standards

1.3(6) Police Discretion  
2.1 Development of Goals and Objectives  
2.2(3) Establishment of Policy  
9.7(5) Criminal Investigation  
9.10(5) Narcotic and Drug Investigations  
16.3(2) Preparatory Training  
21.1(5) Police Uniforms  
21.2(4) Firearms and Auxiliary Equipment  
22.3(1) Fleet Safety

1. Every police agency should require ongoing line inspections. Every police chief executive should give every manager and supervisor the responsibility and the authority to hold inspections and:

- a. To conduct continual inspections of all personnel subordinate and directly responsible to him through any level of the chain command and to inspect the equipment used and the operations performed by such subordinate personnel;
- b. To take immediate action indicated by the results of such inspections: commendation for exemplary performance and correction of deficiencies.

ICJS - In the vast majority of agencies - those with fewer than 25 employee - the chief executive personally conducts all inspections. Except for the D.P.S. and approximately 3 S.M.S.A. departments, formal inspections are conducted in the larger agencies by command level and supervisory personnel.

In these four S.M.S.A. departments, special inspection units have been established usually consisting of mid-level officers, i.e., lieutenants. These units report directly to the chief executive. Subsequently, in those departments without specialized units, command and supervisory personnel are responsible for inspecting their subordinates. It is unlikely, however, that these officers would report their findings directly to the chief.

Actions taken by command level and supervisory personnel as a result of an inspection are only limited by their authority and rank.

Analysis and Commentary

ICJS practice is different than NAC Standard

ICJS principle is different than NAC

2. Every police chief executive should implement routine scheduled and unscheduled inspections of all personnel, material, and operations. When the police chief executive personally cannot conduct these inspections often enough, he should provide for staff inspections to meet these needs.

a. Every police agency with 400 or more personnel should establish a unit staffed with at least one employee whose full-time responsibility is staff inspection. The size and or organization of the inspection unit should correspond to the size of the agency and the complexity of the inspections task;

b. Every police agency with at least 75 but fewer than 400 personnel should, where necessary, establish an inspection unit or assign an employee whose full-time responsibility is staff inspection. If a full-time assignment is not justified, staff inspections should be assigned to an employee who performs related duties but is neither responsible to supervisors of the units being inspected nor responsible for the operations of such units;

c. Every police agency with fewer than 75 personnel, and in which the chief executive cannot conduct his own inspections, should assign responsibility for staff inspections to an employee who performs related duties but is neither responsible to supervisors of the units being inspected nor responsible for the operations of such units;

d. Staff inspections should include inspection of materials, facilities, personnel, procedures and operations. A written report of the findings of the inspection should be forwarded to the chief executive; and

e. Where possible, the rank of the employee responsible for staff inspections or that of the charge of the inspections unit should be no lower than the rank of the employee in charge of the unit being inspected. There should be no more than one person between the inspecting employee and the chief executive in the chain of command. The person conducting a staff inspection should be a direct representative of the police chief executive.

ICJS - The only law enforcement agency in Iowa with 400 or more sworn personnel is the Iowa Highway Patrol (D.P.S.). In addition to the inspectional responsibilities awarded area and district commanders, there is a full-time inspector who reports directly to the I.H.P. Chief.

All of the S.M.S.A. departments have between 75 and 300 (400) sworn personnel. Approximately three of these have special inspection units. In the other agencies, inspections are most likely the responsibility of the assistant chiefs

or division commanders. It is probable that no one command level officer is formally delegated to conduct inspections. Furthermore, these officers would be inspecting units which they personally are responsible for.

In all other agencies, the chief executive would be personally responsible for inspections.

A formal written report of the inspector's findings would only be found in those departments with the special units. However, data indicates that in these agencies and in those without specialized units, report of all inspections are oftentimes not forwarded to the chief.

Notwithstanding one notable exception, the rank of the inspector is usually higher than the personnel under inspection.

Inspectional units in the S.M.S.A. departments are directly linked to the chief executive in the agency's organizational structure.

#### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is significantly different than NAC

It is likely that formal inspections are non-existent in most departments. Inspections may only consist of a cursory check of an officer's appearance during a briefing session. There are strong indications that an inspection, if it is conducted, does not cover operating procedures.

## N.A.C. Police Standard 3.1 Crime Problem Identification and Resource Development

Every police agency should insure that patrolmen and members of the public are brought together to solve crime problems on a local basis. Police agencies with more than 75 personnel should immediately adopt a program identification.

PRACTICE	PRINCIPLE
3.25	3

### Related Standards

- 1.2 Limits of Authority
- 1.4(4) Communicating with the Public
- 1.6 Public Understanding of the Police Role
- 3.2 Crime Prevention
- 5.5 Police-Community Physical Planning
- 6.1 Selecting a Team Policing Plan
- 6.2 Implementation of Team Policing
- 8.1(4) Establishing the Role of the Patrol Officer
- 8.2(2) Enhancing the Role of the Patrol Officer
- 8.3 Deployment of Patrol Officer

1. Every police agency should, consistent with local police needs and its internal organization, adopt geographic policing programs which insure stability of assignment for individual officers who are operationally deployed.

ICJS - Except for proposed deployment changes in the Council Bluffs P.D., there are currently no geographic policing programs in Iowa. However, to a limited degree, S.M.S.A. departments maintain geographic patrol. Each jurisdiction is divided into sectors and uniform officers are assigned to an area on a permanent basis. Officers are usually deployed to specific sectors for periods of one to two years. Only when it becomes obvious to the supervisor that an officer's personality is unsuited for a specific sector, i.e., prejudiced officer is in a minority neighborhood, or when the officer applies for transfer, will he be redeployed.

### Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is different than NAC

### Police 3.1 - con't

Whereas in a true geographic policing program officers are assigned to a sector for long periods of time, S.M.S.A. personnel are usually redeployed.

The division of a city into sectors is primarily an administrative procedure to facilitate rapid response time and ensure equal community protection.

2. Every patrol officer assigned to a geographic policing program should be responsible for the control of crime in his area and, consistent with agency priorities and policies and subject to normal approval, should be granted authority to determine the immediate means he will use in fulfilling that responsibility.

ICJS - As noted, no S.M.S.A. department currently operates a geographic policing program. Officers are not responsible for crime control within their assigned sector and cannot act with greater discretion.

#### Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is different than NAC

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

ICJS - Currently, no agency has a policing program that formally establishes channels of communication between officers and the community.

#### Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is different than NAC

Being that officers are usually assigned to sectors for long periods of time (1-2 years) it is probable that, to varying degrees, there is liaison with area residents.

Police 3.1 - con't

4. Every agency having more than 75 personnel should establish a specialized unit which provides support services, functional supervision, and administrative review and evaluation of the geographic policing program.

ICJS - There are currently no geographic policing programs.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is different than NAC



## N.A.C. Police Standard 3.2 Crime Prevention

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

PRACTICE	PRINCIPLE
2.5	3.5

### Related Standards

- 1.4(4) Communicating with the Public
- 1.6 Public Understanding of the Police Role
- 1.7 News Media Relations
- 3.1 Crime Problem Identification and Resource Development
- 6.1 Selecting a Team Policing Plan
- 6.2 Implementation of Team Policing
- 8.1(1)(4) Establishing the Role of the Officer
- 11.1(2) Use of Professional Expertise
- 23.1(1) Police Use of the Telephone System
- 23.2(4) Command and Control Operations

1. Every police agency should assist actively in the establishment of volunteer neighborhood security programs that involve the public in neighborhood crime prevention and reduction.

a. The police agency should provide the community with information and assistance regarding means to avoid being victimized by crime and should make every effort to inform neighborhoods of developing crime trends that may affect their area.

b. The police agency should instruct neighborhood volunteers to telephone the police concerning suspicious situations and to identify themselves as volunteers and provide necessary information.

c. Participating volunteers should not take enforcement action themselves.

d. Police units should respond directly to the incident rather than to the reporting volunteer.

e. If further information is required from the volunteer, the police agency should contact him by telephone.

f. In an arrest results from the volunteer's information, the police agency should immediately notify him by telephone.

g. The police agency should acknowledge through personal contact, telephone call, or letter, every person who provides information.

Police 3.2 - con't

2. Every police agency should establish or assist programs that involve trade, business, industry, and community participation in preventing and reducing commercial crimes.

ICJS - Although several law enforcement agencies in Iowa have supported, and are supporting, crime prevention programs, it is evident that, taken as a whole, little has been accomplished in this area. Those programs that had been implemented were short-lived and of questionable deterrent value. Current programs, i.e., Urbandale's identification program, have limited impact because only local residents will benefit. Furthermore, many programs were developed without professional assistance, i.e., media specialists. No one agency has personnel who are qualified to develop and implement such programs. Data indicates that crime prevention programs are most efficient and cost-effective when operated on a regional or statewide basis. Recognizing this, a statewide crime prevention plan, coordinating the activities of all major departments, is currently being considered by the Iowa Crime Commission. As proposed, designated personnel from participating agencies will undergo professional training and be provided with all materials needed to implement a program in their agency's region.

It is anticipated that the statewide program will be multi-faceted consisting of property identification, neighborhood volunteer, media advertising, business and industry involvement.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is the same as NAC

3. Every police agency should seek the enactment of local ordinances that establish minimum security standards for all new construction and for existing commercial structures. Once regulated buildings are constructed, ordinances should be enforced through inspection by operational police personnel.

ICJS - Available data indicates that local governments have not established minimum security standards for new construction or for existing commercial structures. 0

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

Police 3.2 - con't

4. Every police agency should conduct, upon request, security inspections of businesses and residences and recommend measures to avoid being victimized by crime.

ICJS - Data reveals that most law enforcement agencies will, upon request, conduct security inspections of businesses and residences. It is evident, however, that most departments do not have the personnel capable of providing an adequate inspection.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

5. Every police agency having more than 75 personnel should establish a specialized unit to provide support services to and jurisdictionwide coordination of the agency's crime prevention programs; however such programs should be operationally decentralized whenever possible.

ICJS - See ICJS 3.2(.1)

## N.A.C. Police Standard 4.1 Cooperation and Coordination

Every police agency immediately should act to insure understanding and cooperation between the agency and all other elements of the criminal justice system, and should immediately plan and implement appropriate coordination of its efforts with those of other elements of the criminal justice system.

PRACTICE	PRINCIPLE
1.66	2.3

### Related Standards

- 4.2 Police Operational Effectiveness within the Criminal Justice System
- 4.3 Diversion
- 4.4 Citation and Release on Own Recognizance
- 4.5 Criminal Case Followup
- 5.2 Combined Police Services
- 7.1 Command and Control Planning
- 7.6(2) Training for Unusual Occurrences
- 9.5(2)(4) Juvenile Operations
- 12.2(4) The Crime Laboratory
- 16.7(3) Police Training Academies and Criminal Justice Training Centers
- 24.1(1)(3) Police Reporting

1. Every police agency should cooperate with other elements of the criminal justice system in processing criminal cases from arrest to trial within 60 days.

ICJS - Cooperation between police agencies and local prosecutors varies widely. There is little indication that police personnel feel obligated to ensure a defendant trial within 60 days after the preliminary arraignment. Indeed, in Iowa, defendants in criminal cases may be held up to 90 days before trial (preliminary hearing to trial). This time period can be broken down into two district entities: In State v. Morningstar, 1973, 207 N.W. 2d 772, indictments must be filed within 30 days after the preliminary examination; State v. Gorham, 1973, 206 N.W. 2d 908, allows only 60 days after indictment for the trial unless good cause is shown.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is significantly different than NAC

2. Every police agency should consider and where appropriate seek the formation of a criminal justice coordinating council with members representative of law enforcement, other criminal justice agencies, and local government.

The council:

- a. Should have as its overall objective the fair and effective disposition of all criminal cases and other more specific goals and activities related to crime prevention and reduction; and
- b. Should develop policy and institute planning and coordination programs that serve to achieve its objective.

ICJS - Area Crime Commissions (of the Iowa Crime Commission) consist of individuals from the local criminal justice system. In addition to other functions, the commission operates as a planning unit to enhance the cooperation between the local criminal justice sub-systems (police-county attorney-district judge). To augment the Area Commissions, a few counties still maintain county crime commissions. As can best be determined, other local criminal justice coordinating councils do not exist in Iowa.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

3. Every police agency should support training programs that promote understanding and cooperation through the development of unified interdisciplinary training for all elements of the criminal justice system. Those programs:

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

Police 4.1 - con't

ICJS - There are no indications that law enforcement agencies provide interdisciplinary training for their personnel. Except for rudimentary training upon employment, or direct on-the-job contact, personnel are not familiar with the functions of other criminal justice agencies.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

N.A.C. Police Standard 4.2 Police Operational Effectiveness Within the Criminal Justice System

Every police agency immediately should insure its operational effectiveness in dealing with other elements of the criminal justice system.

PRACTICE	PRINCIPLE
1.66	2.6

Related Standards

4.1 Cooperation and Coordination  
4.5 Criminal Case Followup  
7.1 Command and Control  
Planning  
7.3 Organizing for Control  
24.1(4) Police Reporting

1. Every police agency should develop procedure in cooperation with local courts and prosecutors to allow on-duty officers to be on call when subpoenaed to testify in criminal matters.

ICJS - While procedures may vary between agencies, data indicates that the majority of departments (rural, intermediate sized, S.M.S.A., and State) maintain minimal liaison with the local courts. Formalized procedures, by which officers can be subpoenaed while on-duty, are virtually non-existent.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

2. Every police agency should develop and maintain liaison with:

- a. Local courts and prosecutors to facilitate the timely issuance of arrest and search warrants, issuance of criminal complaints, and arraignment of prisoners;
- b. Juvenile courts to divert, in appropriate circumstances, juvenile from the juvenile justice system and to preserve confidentiality of proceedings to the greatest extent possible;
- c. Corrections agencies, including probation and parole, in order to enhance information on the status and activities of released persons who are still under sentence; and
- d. Other Federal, State, and local law enforcement agencies in order to arrange for the arrest and return of fugitives, to exchange information in criminal investigations, to establish joint plans for dealing with criminal conduct, and to share statistical and support services.

ICJS - All available data indicates that, while many law enforcement agencies do cooperate with local prosecutors and courts, cooperation is limited to primary functions,

e.g., issuance of arrest and search warrants. There is little evidence that these criminal justice subsystems actively cooperate to ensure that their joint functions are conducted in the most efficient and cost-effective manner.

Only recently have formal court-police liaison projects been implemented. One program, funded by the Iowa Crime Commission, is the "Police-Court Liaison Officer" located in Clinton. This officer will serve as a liaison between the county's law enforcement agencies and the courts.

Departments with youth bureaus (10-15 currently; eventually all departments serving 10,000 + population) usually maintain informal liaison with the juvenile court. In such instances, youth bureau personnel are required to cooperate with the court via the juvenile probation officer. The primary function of the youth bureau is to screen all cases and divert youths from the juvenile justice system.

Liaison between law enforcement and correctional agencies is sporadic and conducted on an ad hoc basis. B.C.I. agents stationed near the State's maximum security facilities are kept notified of all releases.

Except in several of the S.M.S.A. regions, there is little evidence of formal liaison between law enforcement agencies. Generally, they maintain liaison only when it is expedient to do so, i.e., arrest and return of fugitives.

Coordination with extra-state agencies (other States, Federal) is almost always conducted by the D.P.S. Furthermore, most liaison between specialized local agency units i.e., intelligence, occurs via D.P.S. channels.

#### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

3. Every police agency cooperate in the establishment of task force efforts with other criminal justice agencies and Federal, State, and local law enforcement agencies, where appropriate, to deal with major crime problems.

ICJS - It is unlikely that police agencies, of any size, cooperate with other criminal justice agencies in task forces. While there undoubtedly is liaison between these subsystems in many areas, formal task forces have not been developed.



Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

### N.A.C. Police Standard 4.3 Diversion

Every police agency, where permitted by law, immediately should divert from the criminal and juvenile justice systems any individual who comes to the attention of the police, and for whom the purpose of the criminal or juvenile process would be inappropriate, or in whose case other resources would be more effective. All diversion dispositions should be made pursuant to written agency policy that insures fairness and uniformity of treatment.

PRACTICE	PRINCIPLE
1.3	2.3

#### Related Standards

4.1 Cooperation and Coordination  
4.2(2) Police Operational Effectiveness within the Criminal Justice System  
9.5 Juvenile Operations

1. Police chief executives may develop written policies and procedures which allow, in appropriate cases, for juveniles who come to the attention of the agency to be diverted from the juvenile justice process. Such policies and procedures should be prepared in cooperation with other elements of the juvenile justice system.

ICJS - As a rule, police chief executives have not established written policy regarding juvenile diversion. In agencies with youth bureaus, the decision to divert the youth from the juvenile justice system is made entirely by the juvenile officer. Most, if not all, youth bureaus operate according to informal procedures established by youth bureau personnel and, in some instances, juvenile probation officers.

Agencies without youth bureaus oftentimes do not recognize diversion and, consequently, all youths are introduced into the juvenile justice system.

#### Analysis and Commentary

ICJS practice is inconsistent with the NAC Standard  
ICJS principle is significantly different than NAC

2. These policies and procedures should allow for processing mentally ill persons who come to the attention of the agency, should be prepared in cooperation with mental health authorities and courts, and should provide for mental health agency referral of those persons who are in need of professional assistance but are not taken into custody.

ICJS - There is little evidence that police agencies have established policies and procedures with the courts and mental health authorities for dealing with mentally ill individuals. Generally, police personnel are informed, either in written

Police 4.3 - con't

policy statements or verbally that all "mentally unstable" individuals, who would normally be taken into custody, are to be taken to a designated medical facility. Where such facilities are not conveniently located, the mentally unstable individual is taken to the regular holding facility.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

3. These policies should allow for effective alternatives when arrest for some misdemeanor offenses would be inappropriate.

ICJS - Police chief executives have not recognized alternatives to arrest for any offense, misdemeanor or felony. Criteria for arrest alternatives for non-traffic misdemeanor offenses have not been formally established. Any action taken by the officer other than arrest is unauthorized.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

#### N.A.C. Police Standard 4.4 Citation and Release on Own Recognizance

Every police agency immediately should make maximum effective use of State statutes permitting police agencies or prearrest confinement summonses and citations in lieu of physical arrest or prearrest confinement. Every police agency also should cooperate in programs that permit arraigned defendants to be released on their own recognizance in lieu of money bail in appropriate cases.

PRACTICE	PRINCIPLE
1:6	2

#### Related Standards

1.1(1)(2) The Police Function  
1.3(2) Police Discretion  
4.1 Cooperation and Coordination  
4.5(4) Criminal Case Followup  
24.1(4) Police Reporting  
24.2 Basic Police Records  
24.3 Data Retrieval

1. Every police agency should adopt policies and procedures that provide guidelines for the exercise of individual officer's discretion in the implementation of State statutes that permit issuance of citations and summonses, in lieu of physical arrest or prearrest confinement.

ICJS - Provisions exist for the issuance of a citation in lieu of arrest. Section 753.5 states that "whenever it would be lawful for a peace officer to arrest a person without a warrant, he may issue a citation instead of making the arrest and taking the person before a magistrate."

Data indicates that the use of citations in lieu of arrest, except for minor traffic violations, is rather limited. Departments have not established formal policy whereby criteria for issuing citations is specified.

#### Analysis and Commentary

ICJS practice significantly different than NAC Standard  
ICJS principle is similar to NAC

2. Every police agency should take all available steps to insure that at the time arraigned defendants are considered for pretrial release, their previous criminal history or present conditional release status, if any, is documented and evaluated by the court in determining whether the defendants are released or confined pending trial.

ICJS - Pre-trial release in Iowa functions with great judicial discretion. Depending upon the jurisdiction, police agencies may, or may not, be required to submit a defendant's criminal record during arraignment. Available data indicates that agencies do not, on their own initiative, supply this data to the court.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

3. Every police agency should place special emphasis on expeditiously serving all outstanding arrest warrants obtained by the agency, particularly those issued due to a defendant's failure to appear at court proceedings.

ICJS - Arrest warrants issued due to a defendant's failure to appear at court proceedings are generally the responsibility of the county sheriff's department. This function is served by deputies who are designated as court bailiffs. Data indicates that such warrants are, to the extent possible, awarded priority attention.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

## N.A.C. Police Standard 4.5 Criminal Case Followup

Every police agency immediately should develop policies and procedures to follow up on the disposition of criminal cases initiated by the agency. This should be done in cooperation with local courts and prosecuting agencies.

PRACTICE	PRINCIPLE
2	3.75

### Related Standards

4.1 Cooperation and Coordination  
9.7(5)(6) Criminal Investigation  
11.2 Legal Assistance  
12.1(5) The Evidence Technician  
24.1(3) Police Reporting  
24.2 Basic Police Records

1. Every police agency, in cooperation with local courts and prosecuting agencies, should provide for the administrative followup of selected criminal cases. Policies and procedure should be developed:

- a. To identify criminal cases which, because of extenuating circumstances or the defendants' criminal histories, require special attention by the prosecuting agency; and
- b. To require a police representative to attend personally all open judicial proceedings related to these cases, and to maintain close personal liaison with assigned prosecutors.

ICJS - There is little evidence that police agencies have developed formal procedures with local courts and prosecutors to follow up on the disposition of criminal cases. Generally, the police agency will be notified of the disposition only in those cases of vital concern, i.e., narcotics unit. However, such liaison is achieved on an informal, ad hoc basis.

### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

2. Every police agency should review administratively all major criminal cases in which prosecuting agencies decline to prosecute or later cause to be dismissed. That review:

- a. Should result in a referral of each such case to the concerned officer's commanding officer for administrative action to correct any police deficiencies which may have weakened the case; or
- b. Should result in a referral of each case to the prosecuting agency for that agency's action to correct any deficiencies for which it may have been responsible.

ICJS - Although specific criminal cases which are not prosecuted are usually administratively reviewed, it is unlikely that this procedure has been

formalized in many agencies. Concerned officers are likely to be informed in this same informal manner.

Case review with the prosecuting agency is additionally conducted in an informal, ad hoc manner. Only in Polk County, as a result of the prosecutor's "charge analysis" unit, are cases reviewed prior to arraignment in Polk County District Court.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is similar to NAC

Recognizing that adequate feedback and legal guidance must be supplied to police personnel, S.M.S.A. departments are beginning to incorporate legal advisors into their organization. These advisors will ensure that the agency's operational policy does not impede criminal prosecution.

3. Every police agency should encourage courts and prosecuting agencies routinely to evaluate investigations, case preparation, and the courtroom demeanor and testimony of police officers and to inform the police agency of those evaluations.

ICJS - Normally, prosecutors are not requested by police agencies to evaluate police performance vis-a-vis criminal prosecution.

It is expected that this function will eventually be served, in Iowa's 16 largest departments, by the police legal advisor.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is similar to NAC

4. Every police agency formally should make information from its files available to other criminal justice agencies and to the courts for reference in making diversion, sentencing, probation, and parole determinations. In addition to records of past contacts with the defendant, useful information might include the effect the crime had on the victim, and the likelihood of future crime resulting from defendant's presence in the community.

Police 4.5 - con't

ICJS - Although not a formalized procedure in many agencies, authorized personnel from other criminal justice agencies can gain access to police criminal history files. Other information, i.e., effect of crime on victim, can only be obtained informally by personal liaison with concerned personnel.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC



## N.A.C. Police Standard 5.1 Responsibility for Police Service

Every State and local government immediately should provide complete and competent police service through an organizational structure that most effectively and efficiently meets its responsibility. The government responsible for this service should provide for a police organization that performs the duties described as the police role.

PRACTICE	PRINCIPLE
1.65	4

### Related Standards

1.1 The Police Function  
5.2 Combined Police Function  
5.3 Commitment to Planning  
5.4(4) Agency and Jurisdictional Planning  
7.1(1) Command Control Planning  
7.4(1) Mass Processing of Arrestees  
7.5(1) Legal Considerations  
7.6(2) Training for Unusual Occurrences  
8.3 Deployment of Patrol Officers  
9.1 Specialized Assignment  
23.1 Digital Communications System

1. Every police agency should provide for access to police service and response to police emergency situations 24 hours a day.

2. Every local government unable to support a police agency and provide 24-hour-a-day services should arrange immediately for the necessary services by mutual agreement with an agency that can provide them.

ICJS - "Currently, of the approximately 950 cities and towns in Iowa, only 8.4% (no. = 80) provide police services with five or more full time men. This means that only 8.4% of the cities and towns in Iowa possess the tax base or the willingness or both to provide 24 hour police patrol made theoretically possible through police agency staffing of five full-time officers. On the county level, 36.4% (N = 36) of the sheriff's offices are staffed with five entire county. It must be considered, however, that the county sheriffs in Iowa must provide civil support to the courts and this reduces manpower available to engage in active patrol.

Approximately 55% of Iowa's population resides in the cities and towns that can offer 24 hour patrol coverage. The remaining 45% of Iowa's population

Police 5.1 - con't

resides in cities or towns that do not provide 24 hour patrol coverage or in rural areas that must rely upon the county sheriff for police services. Recalling that approximately 36% of county sheriff's can provide 24 hour patrol coverage, it can be estimated that 60-70% of Iowa's population currently resides in jurisdictions that do or at least possess the on-board personnel, at the local or county level to provide 24 hour patrol coverage. The remaining 30-40% of Iowa's population resides in jurisdictions that do not possess the available resources to provide 24 hour patrol coverage."

-1975 Iowa Criminal Justice Plan

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is similar to NAC

See 5.2 for procedures by which local governments without  
24-hour law enforcement provide for such services.

3. Every police chief executive should establish an organizational structure that will best insure effective and efficient performance of the police functions necessary to fulfill the agency's role within the community. Every police chief executive:

- a. Should, in conjunction with the annual budget preparation, review the agency's organizational structure in view of modern management practices and provide for necessary changes.
- b. Should insure that the organizational structure facilitates the rendering of direct assistance practical to the people.
- c. Should organize the agency's staff elements to insure that the organizational structure provides for direct assistance and service to line elements.
- d. Should limit functional units, recognizing that they increase the need for coordination, create impediments to horizontal communications, and increase the danger of functional objectives superseding agency goals.
- e. Should establish only those levels of management necessary to provide adequate direction and control.
- f. Should define the lines of authority and insure that responsibility is placed at every level with commensurate authority to carry out assigned responsibility.
- g. Should not be encumbered by traditional principles of organization if the agency goals can best be achieved by less formal means.

## Police 5.1 - con't

- ICJS - To the extent possible, chief executives modify the organizational structure of their departments to facilitate effective and efficient performance of the police function. It must be recognized, however, that in those departments with fewer than 15 sworn personnel (approximately 30 municipal/county/state law enforcement agencies have more than 15 full time sworn personnel) any re-organization is extremely limited. Only in those agencies capable of providing specialized functions, i.e., any police service except uniform patrol, can re-organization be accomplished. In fact, only in those departments with an extensive pre-existing organizational structure, e.g., S.M.S.A. departments, D.P.S., sheriff's departments with 25 + full-time sworn personnel, will re-organization have viable impact.

### Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

Several S.M.S.A. and intermediate size departments have contracted the International Association of Chiefs of Police (IACP) to conduct surveys. These surveys oftentimes are used by the contracting agency for re-organizational purposes.

## N.A.C. Police Standard 5.2 Combined Police Services

Every State and local government and every police agency should provide police services by the most effective and efficient organizational means available to it. In determining this means, each should acknowledge that the police organization (and any functional unit within it) should be large enough to be effective but small enough to be responsive to the people. If the most effective and efficient police service can be provided through mutual agreement or joint participation with other criminal justice agencies, the governmental entity or the police agency immediately should enter into the appropriate agreement or joint operation. At a minimum police agencies that employ fewer than 10 sworn employees should consolidate for improved efficiency and effectiveness.

PRACTICE	PRINCIPLE
2.8	3.4

### Related Standards

- 5.1 Responsibility for Police Service
- 5.4(4) Agency and Jurisdictional Planning
- 7.1(1) Command and Control Planning
- 7.4(1) Mass Processing of Arrestees
- 7.5(1) Legal Consideration
- 7.6(2) Training for Unusual Occurrences
- 9.11(2) Intelligence Operations
- 11.2(2) Legal Assistance

1. Every State should enact legislation enabling local governments and police and criminal justice agencies, with the concurrence of their governing bodies, to enter into interagency agreements to permit total or partial police services. This legislation:

- a. Should permit police service agreements and joint participation between agencies at all levels of government;
- b. Should encourage interagency agreements for and joint participation in police services where beneficial to agencies involved;
- c. Should permit reasonable local control or responsiveness to local needs.

ICJS - The Iowa Code enables local governments (municipal, county, State) to enter into mutually beneficial interagency agreements for the delivery of police services. See section 28E.

### Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

As a result of several retirement systems established for Iowa's law enforcement officers in the Code, consolidation between agencies with different systems may result in confusion and possible loss of benefits for personnel. (See NAC Police Standard 20.5).

It has been suggested that retirement system legislation would be required in order to facilitate consolidation of municipal/county law enforcement agencies.

Legislation may also be required to ensure that 28E agreements are more binding in nature. Any law enforcement agency currently operating pursuant to 28E is basically unstable being that participating governments are not required to renew the contract.

2. Every local government should take whatever other actions are necessary or joint participation where such services can be provided most effectively.

3. No State or local government or police agency should enter into any agreement for or participate in any police service that would not be responsive to the needs of its jurisdiction and that does not at least:

- a. Maintain the current level of a service at a reduced cost;
- b. Improve the current level of a service either at the same cost or at an increased cost if justified; or
- c. Provide an additional service at least as effectively and economically as it could be provided by the agency alone.

ICJS - Theoretically, all areas of the State are provided with police services. Chapter 748.4 of the Code gives the Sheriff county-wide jurisdiction; this power exists whether or not the municipal corporation has a police department or hires town marshals within their respective territorial limits. However, since most sheriff's departments (60%) cannot provide county-wide 24-hour services, it is evident that many small municipalities must maintain their own department or do without viable law enforcement. Recognizing that only 8.4% of the cities and towns in Iowa possess the tax base or the willingness or both to provide 24-hour patrol, i.e., hiring five (5) full-time officers, then they rely upon the inadequate services provided by the sheriff's department.

Police 5.2 - con't

In order to enhance the sporadic delivery of services provided by the sheriff, particularly crime preventive functions such as patrol, many local governments who are unable to maintain full time personnel contract with the sheriff for extra coverage. This system enables the local government to pay for specific services from the sheriff which would not usually be provided. Thus, while a deputy may normally patrol the municipality 15 minutes per day, under the terms of the contract such services may be increased to two or three hours. In this manner, local governments without the funds for their own personnel can receive additional police services. Furthermore, as a result of the extra income to the county, the sheriff's department can employ more deputies.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

While all local governments was statutorially permitted to enter into agreements with the county sheriff's department (or other local governments) for additional services, most localities, as yet, have not done so. See 1975 Criminal Justice Plan for additional data.

4. Every State, in cooperation with all police agencies within it, should develop a comprehensive statewide mutual aid plan to provide for mutual aid in civil disorders, natural disasters, and other contingencies where manpower or material requirements might exceed the response capability of single agencies.

ICJS - All available data indicates that the current statewide mutual aid plan was developed by the D.P.S. with little input by local agencies. In the event of an emergency, D.P.S. personnel will have full authority with local personnel acting in an ad hoc supportive capacity.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

5. Every State should provide, at no cost to all police agencies within the State, those staff services such as laboratory services, information systems, and intelligence and communications systems, which fill a need common to all these agencies and which would not be economical or effective for a single agency to provide for itself.

Police 5.2 - con't

ICJS - Staff services provided free of charge by the Department of Public Safety include laboratory services (B.C.I. Criminalistics Laboratory), information systems (TRACIS) and intelligence (Criminal Conspiracy Unit-B.C.I.). See comparative analysis, "Police 12.1, 12.2, Chapters 23 and 24."

With the implementation of the Iowa Telecommunications Plan a statewide mutual aid communications channel will be fully operational.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

Agencies are required to pay a rental fee of \$100/month for a TRACIS terminal. Agencies without a terminal may request TRACIS data, via radio, without charge.

6. Every local government and every local policy agency should study possibilities for combined and contract police services, and where appropriate, implement such services. Combined and contract service may include:

- a. Total consolidation of local government services: the merging of two city governments, or city-county governments;
- b. Total consolidation of police services: the merging of two or more police agencies or of all police agencies (i.e., regional consolidation) in a given geographic area;
- c. Partial consolidation of police services: the merging of specific functional units of two or more agencies;
- d. Regionalization of specific police service: the combination of personnel and material resources to provide specific police services on a geographic rather than jurisdictional basis;
- e. Metropolitanization: the provision of public services (including police) through a single government to the communities within a metropolitan area;
- f. Contracting for total police services: the provision of all police services by contract with another government (city with city, city with county, county with city, or city or county with State);
- g. Contracting for specific police services: the provision of limited or special police or criminal justice agency; and
- h. Service sharing: the sharing of support services by two or more agencies.

ICJS - Implementation of county-wide consolidated and contract law enforcement has already begun in Iowa and, to varying degrees, is being considered by local governments in many counties.

As noted in the 1975 Criminal Justice Plan (see also Consolidated Law Enforcement in Iowa, S.I.A.C.C., 1974) there are four (4) basic consolidated law enforcement designs which are under consideration.

1. County to City Agreement or the Sheriff - Deputy System: All incorporated areas within a county would enter into a agreement with the county sheriff's department. The cost of each municipality would be determined by their need for police services. Thus, a town needing a full-time deputy will pay more than those towns needing only sporadic patrol. With the additional income and greater population base more deputies could be employed. Theoretically, implementation of such a system in sparsely populated counties would meet with little resistance because the sheriff's department is the primary pre-existing law enforcement agency. In addition, cost-effectiveness is obtained because a municipality will only pay for the law enforcement services it needs and receives.
2. City - County Agreement: In those counties where the primary pre-existing law enforcement agency is located in a municipality, an agreement can be reached so that the municipal department serves the entire county. Since a municipality is statutorily permitted to enter into an agreement with other municipalities and the county (Chapter 28E), the county board of supervisors and other local governments will pay the predominant agency to provide police services. Obviously, under such a system, the county sheriff would be relieved of his law enforcement duties.
3. County Law Enforcement Agency: Instead of designating a pre-existing agency, all local governments would enter into an agreement for the creation of a new law enforcement entity. This new county law enforcement agency would assume the sole responsibility for law enforcement within the county. This system could best be implemented in those counties where there is neither a predominant nor effective law enforcement agency.
4. Special Police District: A fourth alternative for unified law enforcement would exist in the event that the legislature created a single purpose special district to provide for law enforcement within a given geographical area. Such a district would not represent the reorganization of government but the creation of a special unit to furnish a service which the political subdivisions within the unit had formerly furnished. Major urban departments which share similar enforcement problems with adjacent suburban agencies may be joined in one district to enhance police efficiency and cost-effectiveness.



Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

The Iowa Crime Commission has designated consolidated and contract law enforcement high priority and is funding its implementation in those counties desiring such a system. Statewide implementation will be a multi-year project.

While most counties would benefit from some form of unified law enforcement, its implementation has been resisted. Some of the reasons for this are:

1. Vested interest: Under any unified system, some supervisory and command level personnel will have to sacrifice authority/prestige/salary. This is particularly true in #2 and #3 where the sheriff's department would no longer have a law enforcement function.
2. Instability of command: Under system #1 (Sheriff-Deputy), the chief executive will not be required to have any law enforcement experience and could possibly subvert the agency's function for political reasons, i.e., only do what is politically expedient. Being that the sheriff is an elected official, confusion will result whenever a new sheriff is elected.
3. Contract instability: Agreements made between local governments pursuant to Chapter 28E are of limited duration and reversible, i.e., escape clauses. Thus, after Iowa Crime Commission funding has been used to develop a county-wide system, any participating municipality or sheriff's department would not be required to renew the agreement thereby removing the department's tax and population base.

Police 5.2 - con't

Any unified system could be seriously disrupted by the election of new government officials or sheriffs. Since all 28E contracts must be periodically renewed by all participants, newly elected officials may have different notions as to how the law enforcement function should be provided and vote against renewal of the agreement. Furthermore, under systems #2 and #3, a newly elected sheriff may demand reversion of the law enforcement function to his department.

As noted in the 1975 Criminal Justice Plan, a major Crime Commission priority in the field of law enforcement in Iowa is development of efficient 24 hour police service through consolidation of agencies with under five, full time, sworn officers.

Support will be in three primary areas, consolidated law enforcement, combined facilities and contract law enforcement. Contract law enforcement will enable towns with insufficient population to support a professional police department to contract with outside agencies for this service. It is expected that unified law enforcement will come into greater demand in the future, and is considered a priority program area. The contract concept applies primarily to the rural areas, however, the concept of unified law enforcement and shared facilities can be applied in both rural and urban areas.

There are several major facets of Iowa Crime Commission involvement in the development of consolidated law enforcement programs in Iowa.

1. The Iowa Crime Commission will offer funding incentives for development of consolidated law enforcement projects or components thereof.
2. The Area Crime Commissions in Iowa will assume the role of coordinating and encouraging the development of consolidated law enforcement services within each area with responsibility for engineering statewide coordination and development being vested in the Iowa Crime Commission.

3. That the development of any consolidated law enforcement program in Iowa include consideration of all applicable criminal justice standards adopted for Iowa.
4. That the capability to provide 24 hour active patrol service be utilized as a key factor in determining the need to consolidate police services. This would set the recommended minimum police agency size in Iowa at five full time officers plus the necessary support personnel i.e. dispatchers, jailers, matrons.
5. Considering that the county sheriff is a part of at least two of the possible methods for combining police services in Iowa, establishment of minimum qualifications for candidates for the elective office of sheriff is supported by the Iowa Crime Commission. This would insure the professional competence of those individuals charged with the direct responsibility for operation of each consolidated police agency.
6. The Commission supports legislative action occurring to clarify the situation surrounding the retirement system to be utilized in consolidated law enforcement agencies employing officers of agencies currently operating under different retirement system.
7. That the development of any consolidated law enforcement program supported by the Commission include development of an adequate telecommunication capability in accordance with the state communications plan.
8. That any consolidated law enforcement program supported by the Commission establish an effective records system and comply with all reporting requirements established for the Iowa Criminal Justice System.
9. That any officer employed in consolidated law enforcement program supported by the Commission receive basic

recruit training offered in accordance with Iowa law prior to being actively employed and exercising any enforcement duties.

10. That any consolidated law enforcement program supported by the Commission establish and maintain salaries that attract and retain qualified sworn personnel capable of performing the increasingly complex and demanding functions of police work.

Funding in this program area will be a continuous long term process. The establishment of 24 hour police services and all attendant services is an undertaking requiring several years to accomplish. It is anticipated that consolidated law enforcement projects implemented in future years will also serve as vehicles for implementation of many police standards.

7. Every police agency should immediately, and annually thereafter, evaluate its staff services to determine if they are adequate and cost effective whether these services would meet operational needs more effectively or efficiently if they were combined with those of other police or criminal justice agencies, or if agency staff services were secured from another agency by mutual agreement.

8. Every police agency that maintains cost-effectiveness staff service should offer the services to other agencies if by so doing it can increase the cost-effectiveness of the staff service.

9. Every police chief executive should identify those line operations of his agency that might be more effective and efficient in preventing, deterring, or investigating multijurisdictional criminal activity if combined with like operations of other agencies. Having identified these operations, he should:

- a. Confer regularly with all other chief executives within his area, exchange information about regional criminal activity, and jointly develop and maintain the best organizational means for regional control of this activity; and

- b. Cooperate in planning, organizing, and implementing regional law enforcement efforts where such efforts will directly or indirectly benefit the jurisdiction he serves.

ICJS - For all intents and purposes, sharing and unification of staff services occurs only when such actions are the obvious solution to an immediate problem or when vital staff services depend upon multi-jurisdictional unification. It is unlikely that most intermediate size and rural chief executives periodically consider the need for consolidation of staff services. This is because agencies of this size rely primarily upon the D.P.S. for specialized functions. In S.M.S.A. departments with

## Police 5.2 - con't

the existing need for specialized staff functions there is evidence of consolidation. One example is M.A.N.S. (Metropolitan Area Narcotics Squad) which serves Des Moines and the adjacent suburbs. Personnel from participating departments function as one unit and have jurisdiction in the entire problem area.

Available data indicates, however, that formal periodic planning by police administrators for implementation of regional staff units is not standard procedure. As noted, most consolidated projects are initiated by Crime Commission area directors with Commission funding.

### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

## N.A.C. Police Standard 5.3 Commitment ot Planning

Every police agency should develop planning processes which will anticipate short- and long-term problems and suggest alternative solutions to them. Policy should be written to guide all employees toward effective administrative and operational planning decisions. Every police agency should adopt procedures immediately to assure the planning competency of its personnel through the establishment of qualifications for selection and training.

PRACTICE	PRINCIPLE
2.8	3.2
Related Standards	
1.1 The Police Function	
2.1 Development of Goals and Objectives	
5.4 Agency and Jurisdictional Planning	
5.5 Police Community Physical Planning	
5.7 Fiscal Management Procedures	
7.1 Command and Control Planning	

1. Every police agency should establish written policy setting out specific goals and objectives of the planning effort, quantified and measurable where possible, which at least include the following:

- a. To develop and suggest plans that will improve police service in furthering the goals of the agency;
- b. To review existing agency plans to ascertain their suitability, to determine any weaknesses, to update or devise improvement when needed, and to assure they are suitably recorded;
- c. To gather and organize into usable format information needed for agency planning.

2. Every police agency should stress the necessity for continual planning in all areas throughout the agency, to include at least:

- a. Within administrative planning: long range, fiscal and management plans;
- b. Within operational planning: specific operational procedural, and tactical plans;
- c. Extradepartmental plans; and
- d. Research and development.

ICJS - Although the larger departments have the need for short- and long-term planning virtually all intermediate-sized and rural agencies do not. Recognizing that the sole responsibility of many smaller agencies (3-35 sworn officers) consists of basic police functions, i.e., uniform patrol, civil process serving, the need for long range planning would be minimal. Only in the more diverse, multi-functional agencies will planning be needed to ensure that the available resources are used to meet the agency's objectives in the most efficient and cost-effective manner.

Even in the larger urban departments much of the planning is accomplished in a sporadic, ad hoc manner. Short-term planning is usually a direct result of an immediate problem or need. Long range planning is oftentimes based on vague, undefined, and unwritten objectives.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is different than NAC

3. Every police agency should establish written qualifications for employees assigned specifically to planning activities.

4. Every police agency should provide training necessary for all personnel to carry out their planning responsibilities.

ICJS - All available data indicates that written qualifications for employees specifically assigned to planning activities are virtually nonexistent. Furthermore, training for police planners primarily consists of on-the-job training.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is different than NAC

5. If there are planning needs that cannot be satisfied by agency personnel, the police agency should satisfy these needs through an appropriate arrangement with another police agency, another governmental agency, or a private consultant.

ICJS - A great deal of police planning has been accomplished through extra-agency personnel. Several agencies have contracted with private consulting firms, i.e., International Association of Chiefs of Police, government agencies, i.e., Iowa Crime Commission regional personnel, and other police agencies, i.e., D.P.S. technical assistance.

Except for those few departments with specialized planning personnel, most agency planning is conducted with the assistance of extra-agency personnel.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

## N.A.C. Police Standard 5.4 Agency And Jurisdictional Planning

Every police agency should immediately identify the types of planning necessary for effective operation, and should assign specific responsibility for research and development, and police agency and jurisdictional planning.

PRACTICE PRINCIPLE

2.8	3.4
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### Related Standards

5.1(3) Responsibility for Police Service  
5.3 Commitment of Planning  
5.5 Police Community Physical Planning  
5.6(1) Responsibility for Fiscal Management  
5.7 Fiscal Management Procedures  
6.2(1) Implementation of Team Policing  
7.1 Command and Control Planning  
7.4(1) Mass Processing of Arrestees  
7.5(1) Legal Consideration  
7.6(2) Training for Unusual Occurrences

1. Every police agency with 75 or more personnel should establish a unit staffed with at least one employee whose full-time responsibility will be intra-agency administrative planning and coordination of all planning activities for the agency.

a. The size and composition of this planning unit should be proportionate to the size of the agency and the magnitude of the present and anticipated planning task.

b. The employee in charge of the planning unit should have no more than one person in the chain of command between him and the police chief executive.

ICJS - Of the eight law enforcement departments in Iowa with 75 or more sworn personnel only four have full-time planning units. (I.H.P. and three S.M.S.A. departments). These units are directly linked to the chief executive in the chain of command.

### Analysis and Commentary

ICJS practice is different than NAC Standard.  
ICJS principle is the same as NAC



The Iowa Crime Commission will be supporting police planner/crime analysts for all the S.M.S.A. departments. One to three departments could be supported in 1975 with the remainder supported in 1976 and 1977 (1975 Criminal Justice Plan).

2. Every police agency organized into subdivisions should delineate divisional planning responsibilities and should provide personnel accordingly.

a. To the extent feasible, divisional planning should be a staff activity performed by the agency's central planning unit. If centralized planning for a division is not feasible, the agency should assign planning personnel to the division.

b. The agency should assign a specialized section of the central planning unit or a separate specialized planning unit to specialized divisions or to divisions with specialized planning requirements.

c. The agency should insure coordination of all agency planning efforts.

ICJS - Divisional planning is conducted by the divisional chiefs in cooperation with the agency's planning unit. No agency with planning capabilities has decentralized the planning function.

#### Analysis and Commentary

ICJS practice meets NAC Standard.  
ICJS principle is similar to NAC

3. Every police agency with fewer than 75 personnel should assign responsibility for administrative planning and coordination of all planning activities of the agency.

a. If the magnitude of the agency's planning task justifies a full-time employee, one should be assigned; and

b. If it does not, this task should be assigned to an employee with related duties.

ICJS - In agencies without a full-time unit, the planning and research function is the responsibility of the chief executive. Usually, the chief will work in conjunction with his command level personnel.

In many of the smallest local agencies, i.e., five or fewer personnel, local officials serve in this capacity. Recently, area crime commission staff personnel have had increasing input into these planning activities.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is significantly different than NAC

4. Every police agency should assign responsibility for maintaining close interagency planning.
  - a. Interagency planning should be engaged in by police agencies that are geographically close, that regularly operate concurrently within the same jurisdictional boundaries, that participate in a plan for mutual aid, or that logically should participate in any combined or regional police effort.
  - b. Where regional police planning agencies exist, every police agency should assign responsibility for planning with those regional police planning agencies whose decisions might affect the assigning agency. This responsibility should include liaison with the established regional planning agency or other representative of the State Planning Agency.

ICJS - Data indicates that interagency planning is oftentimes conducted on an ad hoc basis. There is little indication that adjacent police agencies have formalized planning efforts.

Generally, inter-agency planning is achieved through liaison with the Iowa Crime Commission's regional office. Chief executives either maintain liaison personally with the regional staff or delegate these duties to either his planning staff or command level personnel.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

5. Every police agency should participate in cooperative planning with all other governmental subdivisions of the jurisdiction when such planning can have an effect on crime, public safety, or efficient police operations.
  - a. Every local governmental entity, in all matters of mutual interest, immediately should provide for police planning with that of other governmental subdivisions of the jurisdiction.
  - b. Every police agency should assign responsibility for joint planning, when applicable, with the local government administrative office, local government attorney's office, finance department, purchasing department, personnel department, civil service commission, fire department, department of public works, utilities department, building inspection unit, street or highway department, parks department, recreation department, planning unit, and health department.

Police 5.4 - con't

ICJS - As noted, inter-agency planning is an informal process conducted on an ad hoc basis when mutual problems arise. There is little indication that local governments have established formal planning units which would establish permanent on-going liaison between police and other governmental agencies.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

## N.A.C. Police Standard 5.5 Police-Community Physical Planning

Every police agency should participate with local planning agencies and organizations, public and private, in community physical planning that affects the rate or nature of crime or the fear of crime.

PRACTICE	PRINCIPLE
3	4

### Related Standards

- 3.1 Crime Problem Identification and Resource Development
- 5.3 Commitment of Planning
- 5.4(5) Agency and Jurisdictional Planning

1. Every government entity should seek police participation with public and private agencies and organizations involved in community physical planning within the jurisdiction.
2. Every police agency should assist in planning with public and private organizations involved in police-related community physical planning. This assistance should at least include planning involving:
  - a. Industrial area development;
  - b. Business and commercial area development;
  - c. Residential area development, both low rise and high rise;
  - d. Governmental or health facility complex development;
  - e. Open area development, both park and other recreation;
  - f. Redevelopment projects such as urban renewal; and
  - g. Building requirements (target hardening), both residential and commercial.

ICJS - Available data reveals that most law enforcement agencies in Iowa will, upon request, provide community physical planning assistance. As a rule, assistance is provided in an informal manner on an ad hoc basis.

It is evident that only the most diversified agencies have the specialized personnel capable of serving in this capacity. Consequently, many public and private organizations request B.C.I. assistance. Private organizations cannot deal directly with the B.C.I.; requests for assistance must be made via local government channels.

### Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

## N.A.C. Police Standard 5.6 Responsibility for Fiscal Management

Every State or local government maintaining a police agency should immediately assign responsibility of fiscal management to the police chief executive. Where he does not personally perform the fiscal management function, this responsibility should be delegated to a fiscal affairs officer with staff as needed.

PRACTICE	PRINCIPLE
4.5	4.5

### Related Standards

1.1(4) The Police Function  
5.3(2) Commitment to Planning  
5.4(1)(3) Agency and Jurisdictional Planning  
5.7 Fiscal Management Procedures  
5.8 Funding

1. The police chief executive's primary areas of fiscal management responsibility should include fiscal planning, budget preparation and presentation, and fiscal control.

ICJS - Notwithstanding municipal departments with 1-15 sworn officers, police chief executives are responsible for their agency's fiscal planning, budget preparation, et.al. Local officials have full fiscal responsibility in the smaller municipalities.

### Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

2. Every police chief executive should immediately delegate the fiscal management responsibilities that he does not personally perform.

a. Every chief executive of a police agency with more than 150 personnel should delegate fiscal management to a fiscal affairs officer with staff as needed.

b. Every chief executive of a police agency with 150 or fewer personnel should appoint a fiscal affairs officer and staff when this can be justified.

c. Every police chief executive should provide that the responsibilities of the fiscal affairs officer include annual budget development, maintenance of liaison with the jurisdictional fiscal affairs officer, supervision of internal expenditures and related controls, and familiarization with recent developments in fiscal affairs management.

ICJS - All law enforcement agencies with 150 + sworn personnel maintain a fiscal officer or unit. Fiscal personnel coordinate fiscal and budgetary planning in addition to monitoring expenditures.

Police 5.6 - con't

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

## N.A.C. Police Standard 5.7 Fiscal Management Procedures

PRACTICE PRINCIPLE

3.5

4

Every police chief executive should use the most effective and appropriate fiscal management techniques available. He should establish policy and procedures so budgeting is a fundamental part of the management planning process.

### Related Standards

- 5.3(2) Commitment to Planning
- 5.4(1)(3) Agency and Jurisdictional Planning
- 5.6 Responsibility for Fiscal Management
- 5.8 Funding

1. Every police chief executive should initiate annual budget planning with a detailed statement on budget preparation. This statement should reflect fiscal direction received from the fiscal affairs officer of the jurisdiction.

ICJS - Formalized fiscal management policies and procedures are usually only found in agencies with 30 + sworn personnel. In departments with fewer employees, the chief executive has first hand knowledge of the agency's fiscal needs and requirements. These agencies have not diversified, i.e., a composite administrative and operational division, thereby allowing the chief to personally manage all fiscal transactions.

To varying degrees, all S.M.S.A. departments and the D.P.S. have established fiscal policies and procedures. All personnel who actively participate in fiscal management are supplied with detailed written procedures. In addition, participants confer with the chief and fiscal planning staff to ensure compliance with agency procedure.

### Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

2. Every organizational element of the police agency should be involved in budget planning and should prepare a draft budget appropriate to its needs; adequate justification should be provided as part of the budget document for all major continuing expenditures, significant changes in minor continuing expenditures, and all new budget items.

ICJS - In multi-divisional agencies, the division chiefs are responsible for drafting divisional budgets. These budgets are developed in cooperation with

Police 5.7 - con't

the chief and the fiscal officer. When applying for additional funding many S.M.S.A. agencies require the divisional chief to justify requests. Justification consists of a written statement in the budget stating divisional objectives.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

3. Every police chief executive should develop the fiscal controls necessary for the agency to stay within funding restrictions, to insure that funds are being spent for authorized purposes, to account property for monies received from the public, and to alert management to possible fiscal problems requiring remedial action. This function also should include:
- a. Developing policy and procedures for highly flexible interaccount transfers as changing needs arise during budget years; and
  - b. Preparing, on a quarterly basis in large agencies and on a monthly basis in small ones, summaries of expenditures, balances, and interaccount transfers.

ICJS - Except in the smallest municipal departments, monitoring of fiscal expenditures is the ultimate responsibility of the chief executive. In departments with fiscal personnel this function has been delegated to them. Data indicates that, in the larger departments, summaries of expenditures, balances, et.al... are prepared and reviewed either monthly or quarterly.

In nearly all agencies, the chief executive has sufficient budget flexibility to transfer funds intra-agency. However, many agencies must receive the approval of the municipal finance committee if the transfer exceeds a pre-determined amount.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

- 4.. Every police agency should study and experiment with various forms of systems budgeting: budgeting based on the consolidation of functionally unrelated tasks and corresponding resources to form a system that will achieve an identified objective. If the value of systems budgeting will offset the simplicity



Police 5.7 - con't

and convenience of line item or other modified budgeting methods already in use, the agency should adopt such a system.

a. If systems budgeting is adopted, it should be under the control of the police agency fiscal affairs officer.

b. The police agency fiscal affairs officer should be thoroughly competent in whatever systems budgeting might be adopted, and the chief executive and the major organizational element commanders should be thoroughly oriented in it.

c. Preferably, systems budgeting should be adopted by the police agency when it is adopted by all governmental agencies of the jurisdiction.

ICJS - There is little indication that any police agency in Iowa has implemented or is considering alternative budget systems such as PPBS. Many agencies have only recently incorporated an efficient line budget system. Furthermore, PPBS would be of questionable value in Iowa being that all departments are relatively small.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC



**CONTINUED**

**2 OF 8**

## N.A.C. Police Standard 5.8 Funding

Every police chief executive and every police fiscal affairs officer should be thoroughly familiar with all means by which the agency can derive all the benefits possible from local funding, city-State-Federal revenue sharing, grants and grantsmanship, and the use of bonds. They should understand the implications of each and use these means to provide funding for agency programs.

PRACTICE PRINCIPLE

4.25

4.25

### Related Standards

5.6 Responsibility for  
Fiscal Management

5.7 Fiscal Management  
Procedures

7.5(1) Legal Consideration

9.9(4) Vice Operations

9.10(6) Narcotic and Drug  
Investigations

9.11 Intelligence Operations

11.2(2) Legal Assistance

12.2(4)(5) The Crime Laboratory

17.2(4) Formal Personal Develop-  
ment Activities

1. No police agency should enforce local ordinances for the sole or primary purpose of raising revenue, and no income arising from enforcement action should be earmarked specifically for any single enforcement agency.

ICJS - There is little indication that local ordinances are enforced primarily for raising revenue. Revenue arising from enforcement action is, in a number of departments, channeled back into the agency to augment the annual budget.

### Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is different than NAC

2. No police chief executive should seek referenda that would govern the size of the personnel complement, the allocation of resources to specific agency programs, or the setting of police salaries except as specifically provided by the laws or legislative body of the jurisdiction.

ICJS - Data does not indicate any instances where police chief executives have sought referenda for the setting of police salaries, et.al.

### Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

Police 5.8 - con't

3. Every police agency should use grants under explicit conditions to fund planning and experimentation in all phases of police service.

a. Functional responsibility for the procurement of grants from Federal and State agencies and foundations should be made the specific responsibility of a police agency employee designated by the chief executive.

b. Grants should not be sought to initiate long-range programs unless the jurisdiction will commit itself to continued funding on successful completion of the funded portion of the portion of the project.

c. Any employee assigned to grant procurement should be given appropriate training.

ICJS - Functional responsibility for the procurement of grants is usually delegated to the planning unit in the larger agencies. In agencies without a planning or research unit, the chief, or a designated command level officer, acts in this capacity.

As a rule, police agencies must have local government fiscal commitment prior to submitting a grant application for a long range project.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

4. Every police agency should use bonds only for capital purchases such as land acquisition, building construction, and major equipment installations. Bonds should not be used to augment budgets for personnel and operating expenses.

ICJS - Available data indicates that bonds are only used for capital purchases.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

## N.A.C. Police Standard 6.1 Selecting a Team Policing Plan

Every police agency should examine the team policing concept to determine its value in increasing coordination of patrol and specialized functions within the agency. A team policing system should be adopted when research and testing indicate that such a system would enable the agency to use its resources more efficiently.

PRACTICE	PRINCIPLE
3	3.5

### Related Standards

#### 3.1 Crime Problem

Identification and  
Resource Development

#### 3.2 Crime Prevention

#### 6.2 Implementation of Team Policing

#### 8.3 Deployment of Patrol Officers

1. Every police agency should conduct research into the team policing concept to determine its value to the agency. This research should include:
  - a. Evaluation of the structure and effectiveness of various forms of team policing applied by other agencies of comparable size and resources; and
  - b. Assessment of the resources necessary to implement various team policing systems.

ICJS - In Iowa there are approximately seven (7) departments (S.M.S.A.'s) that have the potential for a team policing operation. Other agencies have neither the need nor the manpower for such a system. Several of the S.M.S.A. departments have considered team policing and one, Council Bluffs, is in the process of developing implementation procedures. There is little evidence, however, that the other S.M.S.A. departments have conducted extensive research into the feasibility team policing.

### Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

2. Every police agency should test and evaluate applicable forms of team policing prior to formal implementation. Testing should be conducted:
  - a. To minimize disruption of ongoing agency operations; and
  - b. To measure effectiveness in achieving predetermined objectives and goals.

ICJS - Being that the Council Bluff's team policing plan is currently in the planning stage, it has yet to be determined whether a trial test period will be conducted and evaluated before formal implementation.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is different than NAC

## N.A.C. Police Standard 6.2 Implementation of Team Policing

Every police agency implementing team policing should insure that the system effectively facilitates the agency's efforts to reduce crime, detect and apprehend criminal offenders, improve the quality of police services, and enhance police-community cooperation.

PRACTICE	PRINCIPLE
3.3	4

### Related Standards

- 1.4(1) Communicating with the Public
- 1.6 Public Understanding of the Police Role
- 3.1 Crime Problem Identification and Resource Development
- 3.2 Crime Prevention
- 5.3 Commitment to Planning
- 5.4(3) Agency and Jurisdictional Planning
- 6.1 Selecting a Team Policing Plan
- 16.3 Preparatory Training
- 16.4 Interpersonal Communications Training
- 16.5 Inservice Training

1. Every police agency should include agency personnel in the team policing planning and implementation process. Personnel participation should be consistent with the degree of ultimate involvement in the team policing system.

ICJS - The Council Bluffs Team Policing was developed by a special Task Force. Personnel input into team policing planning has not been determined.

### Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is different than NAC

2. Every police agency should provide preparatory and inservice training for all personnel involved in the team policing system. The objectives of the training program should be to acquaint all agency personnel with team policing policy, procedures, objectives and goals, and to provide specific training according to the extent and nature of personnel involvement in the team policing effort.



Police 6.2 - con't

- ICJS - All Council Bluffs' personnel functioning in the team policing program will undergo an extensive training program. As proposed, this program will stress human relations and inter-personal communications training; officers will undergo 8-hours of in-service training each week.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

3. Every police agency should develop programs to encourage community involvement in the agency's team policing system.

- ICJS - According to the preliminary report, the Council Bluffs' team policing program does not actively seek public assistance and participation. Although improved police-community relations is the main objective of the program:

"The teams will not have 'storefront' locations as points of neighborhood contact as seen in many larger communities. Beat committees usually found in such programs will not be immediately utilized. The major structural element that our team program has in common with others is the assembling of officers who had previously functioned as individuals or two-man teams and assigning the shared responsibility for policing a relatively small geographic area."

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is similar to NAC

## N.A.C. Police Standard 7.1 Command and Control Planning

The chief executive of every municipality should have ultimate responsibility for developing plans for coordination of all government and private agencies involved in unusual occurrence control activities. Every police chief executive should develop plans immediately for the effective command and control of police resources during mass disorders and natural disasters. These plans should be developed and applied in cooperation with allied local, State, and Federal agencies and should be directed toward restoring normal conditions as rapidly as possible.

PRACTICE	PRINCIPLE
2	3
<u>Related Standards</u>	
4.1 Cooperation and Coordination	
5.4(4) Agency and Jurisdictional Planning	
7.2 Executive Responsibility	
7.3 Organizing for Control	
7.4 Mass Processing of Arrestees	
7.5 Legal Considerations	
7.6 Training and Unusual Occurrences	
9.11(3) Intelligence Operations	
11.2(2) Legal Assistance	
23.3 Radio Communications	

1. Every police agency should develop intra-agency command and control plans to activate the resources of the agency rapidly to control any unusual occurrence that may occur within its jurisdiction. These plans should provide for:

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

ICJS - Theoretically, the city manager (or mayor) and the chief executive are responsible for the formulation written procedures that would be adhered to in the event of an unusual occurrence. Data indicates, however, that in most smaller urban, suburban and rural areas there has been no such planning. Indeed, many of the larger urban areas have developed plans that are limited in scope. Only the D.P.S., in conjunction with state, federal, and some local organizations, has developed a functional contingency plan that is kept up-to-date.

In the event of an unusual occurrence, liaison and cooperation between local police agencies and other emergency organizations would be ad-hoc.

As noted, the D.P.S. has the most extensive plan in the state. Their "Emergency Action Plan" coordinates the activities of statewide organizations,

Police 7.1 - con't

e.g., C.C.U. for intelligence gathering and the I.H.P. for riot control and apprehension of offenders. Whereas the larger urban departments are familiar with this plan, local personnel are not being relied upon to carry out operations.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

Although Iowa has its share of natural disasters, its cultural life-style and social environment is not conducive to man-made disasters, i.e., civil disturbance, racial riots. During the unrest of the 1960's only those few areas with substantial minority group and college student populations experienced disturbance (Des Moines and Waterloo have sizable minority populations. The University of Iowa's students at Iowa City.)

2. Every police agency should furnish current copies of command and control plans to every organization likely to participate directly in the control effort.

ICJS - Most agencies do not periodically revise their plans; when plans are modified there is no assurance that they will be disseminated. Participating organizations are not kept informed of the current unusual occurrence control activities.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

3. Every police agency should insure that every employee is familiar with command and control plans that relate to any function the employee might be called upon to perform, or any function that might relate to his performance.

ICJS - Only command level personnel are kept informed of their agency's unusual occurrence plans. Basic rank, first line supervisors, and middle management

Police 7.1 - con't

oftentimes are not aware if the department has a plan and, if they are, have not been informed what special function they might serve.

Data indicates that D.P.S. line personnel, i.e., C.C.U. and B.C.I. personnel, are kept familiar with planned operations and the function they will be required to serve.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

## N.A.C. Police Standard 7.2 Executive Responsibility

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

PRACTICE	PRINCIPLE
2.5	3

### Related Standards

1.3(1) Police Discretion  
7.1 Command and Control  
Planning  
7.3 Organizing for Control  
7.5 Legal Considerations  
8.3 Deployment of Patrol  
Officers

1. Every local government should provide by law that the police chief executive be responsible for all law enforcement resources used to control unusual occurrences within the jurisdiction. The police chief executive immediately should establish a system designating executive command in his absence.
  - a. A system of succession of command should be established; and
  - b. A senior officer should be designated the acting chief executive in the absence of the chief executive.

ICJS - In accordance with Iowa law, ultimate law enforcement authority within municipalities is delegated to the mayor or city-manager (chapter 363C.7(5), 363E.1) and in unincorporated areas to the sheriff. The municipal police chief executive is, in effect, an administrator and during an unusual occurrence his authority to supervise police operations can be superseded by the mayor/city-manager/city council. There is no data which indicates that, in any Iowa municipality, the police during an unusual occurrence. In addition, there are no statutory provisions for the chief executive to assume control over participating agencies such as the fire department. If the police administration is allowed to retain control over operations during an unusual occurrence then the succession of command will be determined by the pre-existing chain of command; special contingency plans for the succession of command have not been established.

### Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

Police 7.2 - con't

2. The chief executive or his delegate should be available to assume command without delay at all times. This individual should:

- a. Assess the agency's needs in the involved area and in the remainder of the jurisdiction;
- b. Make decisions based on available information, and issue appropriate instructions to the agency to insure coordinated and effective deployment of personnel and equipment for control of the occurrence and for effective minimum policing of the remainder of the agency's jurisdiction;
- c. Insure that all actions taken by law enforcement personnel deployed in the affected area are supervised and directed; and
- d. Apply control measures according to established command and control plans and predetermined strategies.

ICJS - Assuming that the police chief executive retains control over agency operations, he will have ultimate control over deployment of personnel, coordinate activities, and apply control measures according to the established plan if such a plan had been previously developed.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

## N.A.C. Police Standard 7.3 Organizing for Control

Every police agency should develop an interim unusual occurrence control organization. This organization should be capable of rapid and orderly activation, assembly, and deployment of all needed agency resources and should be flexible enough to permit incremental activation. It should provide the following services under the command of the police chief executive:

PRACTICE	PRINCIPLE
2	3
<u>Related Standards</u>	
4.2(3) Police Operational Effectiveness within the Criminal Justice System	
7.1 Command and Control Planning	
7.2 Executive Responsibility	
7.4 Mass Processing of Arrestees	
7.5 Legal Considerations	
7.6 Training for Unusual Occurrences	
9.11(3) Intelligency Operations	
11.1(1) Use of Professional Expertise	
11.2(2) Legal Assistance	
23.2 Command and Control Operations	
23.3 Radio Communications	

1. A control center should be established to act as the agency command post responsible for:
  - a. Coordinating all agency unusual occurrence control activities;
  - b. Obtaining all resources and assistance required for the field forces from agency and outside sources;
  - c. Maintaining chronological logs and preparing periodic reports concerning the unusual occurrence situations; and
  - d. Collecting and disseminating information from field forces, agency sources, and outside agencies.
2. An intelligency organization should be responsible for collecting, evaluating, and disseminating information. The intelligency function should be performed by:
  - a. Field units;
  - b. A coordinating unit located at the agency control center; and
  - c. Outside agencies contributing intelligence through the coordinating unit.
3. A personnel unit should be established to:
  - a. Activate a predetermined personnel call-up system;
  - b. Maintain current personnel availability information and a continuous accounting of all agency personnel;

Police 7.3 - con't

- c. Anticipate the personnel needs of the field forces and provide for them;
- d. Advise the agency commanding officer of the availability of personnel when the number of officers committed to the unusual occurrence indicates the need for partial or total mobilization, or a request for mutual aid or military assistance; and
- e. Make proper and timely notifications of deaths and injuries of agency personnel.
- 4. A logistics unit should be established to:
  - a. Procure the needed vehicles, maintenance, supplies, and equipment;
  - b. Account for the disruption of all vehicles, supplies, and equipment deployed in the unusual occurrence;
  - c. Determine appropriate staging areas and maintain a current list of them;
  - d. Receive and safeguard evidence and property for the field forces; and
  - e. Provide for feeding of field forces, when necessary.
- 5. A field command post should be established and staffed with personnel to support the field commander. The field command post should be staffed and organized to enable the field commander to:
  - a. Direct the operation necessary to control the unusual occurrence;
  - b. Assemble and assign agency resources;
  - c. Collect, evaluate, and disseminate intelligence concerning the incident;
  - d. Communicate with concerned task force officers and units;
  - e. Apply the strategy and tactics necessary to accomplish the police mission;
  - f. Gather, record, and preserve evidence; and
  - g. Maintain appropriate records of field operations.
- 6. A casualty information center should be established and staffed with qualified personnel to:
  - a. Gather, record, and disseminate all information concerning dead, injured, missing, and lost persons;
  - b. Establish liaison with relief agencies to obtain information on evacuees and evacuation centers;
  - c. Establish liaison with the medical examiner or coroner;
  - d. Deploy personnel, as needed, to hospitals, first aid stations, and morgues; and
  - e. Prepare casualty statistical reports periodically for the agency commanding officer.

ICJS - As noted in ICJS 7.1, the only viable unusual occurrence planning in Iowa exists at the State level. It is evident that in the event of an unusual occurrence, municipal and county departments would have to rely upon D.P.S. equipment and manpower. Recognizing their dependence upon the D.P.S., most agencies have not developed contingency plans.

Basically, D.P.S.'s Emergency Action Plan will serve the following functions:



Police 7.3 - con't

1. Coordination of all D.P.S. and local agency personnel through a command center.
2. Intelligence operations conducted by C.C.U. personnel.
3. Statewide mutual aid radio frequencies (see 23.3, Telecommunications).
4. Immediate statewide redeployment of I.H.P. personnel and equipment, e.g., patrol cars.
5. Liaison with media personnel by command personnel.
6. Command liaison with other emergency agencies, e.g., civil defense.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

#### N.A.C. Police Standard 7.4 Mass Processing of Arrestees

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

PRACTICE PRINCIPLE

1	2
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#### Related Standards

1.7(4) News Media Relations  
4.2(2) Police Operational Effectiveness within the Criminal Justice System  
5.2(4) Combined Police Services  
5.4(4) Agency and Jurisdictional Planning  
7.1 Command and Control Planning  
7.5(3) Legal Considerations  
11.2(2) Legal Assistance  
12.4 The Detention System

1. The mass arrest system should insure that arrestees are processed as rapidly as possible. The system should provide:

- a. A procedure for gathering and preserving available evidence to connect the arrestee to the crime he is to be charged with. The evidence may include photographs, recordings, videotapes, statements of witnesses, or other evidence;
- b. A procedure for receiving each prisoner from the arresting officer and facilitating the officer's return to his field assignment as soon as possible;
- c. Positive identification of the arrestee and the arresting officer;
- d. A procedure for receiving and maintaining continuity of evidence;
- e. Rapid removal of arrestees from the affected area. Security should be provided en route to prevent attempts to free prisoners;
- f. A secure detention area to prevent escape or attempts to free prisoners. The facility should be adequate to maintain custody of a number of prisoners in safety;
- g. Prearranged interagency agreements to facilitate the assimilation of the arrestees into the jail system when the arresting agency is not the custodial agency;
- h. Defense counsel visitations after processing. These visitations should not be permitted under field conditions or at temporary detention facilities unless adequate security is provided. Prisoners should be transported to a secure detention facility without delay; and
- i. Liaison with local courts and prosecutors to determine procedures and temporary court sites for speedy arraignment of arrestees.

2. The mass arrest system should make the name and charge of persons arrested available to public inquiry as soon as possible after the arrestee has been processed. A current list of arrestees should be

Police 7.4 - con't

communicated to the agency command center as the information becomes available. Inquiries should be directed to one central location.

ICJS - No law enforcement agency in Iowa has established special procedures for mass processing of arrestees during an unusual occurrence. In the event of a situation where mass arrests are necessary, police agencies will function in an ad-hoc manner.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is different than NAC

## N.A.C. Police Standard 7.5 Legal Considerations

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

PRACICE	PRINCIPLE
2.5	3.5
Related Standards	
1.2 Limits of Authority	
1.3(1) Police Discretion	
5.2(4) Combined Police Services	
5.4(4) Agency and Jurisdictional Planning	
5.8 Funding	
7.1 Command and Control Planning	
7.4 Mass Processing of Arrestees	
7.6 Training for Unusual Occurrences	
11.2 Legal Assistance	

1. Full-time protection should be afforded every community by permanent legislation to provide for:
  - a. Federal and State reimbursement of local law enforcement agencies required to react to Federal and State events, such as conventions, campaigns, or VIP visits, and extraordinary costs incurred in responding to mutual aid requests;
  - b. Mutual aid agreements between local, county, and State police, and the National Guard;
  - c. The prohibition of unnecessary force or violence in making arrests;
  - d. The prohibition of any sanctuary by providing police access to any area, public or private, within the jurisdiction or close enough to constitute an immediate threat to public order within the jurisdiction;
  - e. The prohibition of interference with or attacks upon firemen or other emergency personnel;
  - f. The prohibition against failure to disperse any unlawful assemblies;
  - g. Prohibition of impeding pedestrian or vehicular traffic;
  - h. Strict controls on the manufacture, possession, transportation, or distribution of incendiary or explosive devices; and
  - i. Permits for parades, assemblies, and public events and regulations of the size and material used in picket signs and sign handles or any other device used in a public demonstration.

ICJS - State legislation specifically relating to unusual occurrences is relatively limited. Chapter 743, "Unlawful Assembly And Suppression of Riots," defines the term "riot" and criminal penalties for participants.

There has been no legislation authorizing State reimbursement of local law enforcement agencies required to react to state events, VIP visits, et.al.

The D.P.S.'s Emergency Action Plan is based upon mutual aid agreements with local departments. Chapter 28E authorizes such mutual aid pacts. The Iowa National Guard can only be employed at the express order of the governor. See section 27A.7.

In accordance with section 755.2, "No unnecessary force or violence shall be used in making the (arrest), and the person arrested shall not be subjected to any greater restraint than is necessary for his detention.

All private dwellings (sanctuaries) are protected by the fourth amendment. There are no special provisions allowing law enforcement personnel to enter a private dwelling without search warrant or without probable cause that a felony is being committed.

There are no provisions specifically prohibiting attacks on firemen or other emergency personnel. It is evident, however, that such acts would be covered under regular criminal statutes, i.e., aggravated assault.

In accordance with section 743.7, all responsible officials, i.e., magistrates or law enforcement personnel, who fail to arrest all persons engaged in an unlawful assembly, will be subject to prosecution (misdemeanor).

As defined in section 743.2, a riot can be considered any (violent or tumultuous) act (of three or more persons) impeding pedestrian or vehicular traffic.

While there is no legislation prohibiting the sale of firearms during an unusual occurrence, the manufacture, possession, transportation, and distribution of incendiary and explosive devices is strictly controlled. Chapter 697.

It is unlikely that municipal ordinances have been enacted ordinances that regulates the material to be used in picket signs, sign handles, et.al.

#### Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is different than NAC

Police 7.5 - con't

2. Emergency statutes specifically designed to cope with unusual occurrences should be enacted to provide for:

- a. The arrest powers of county and State police and National Guard forces which engaged with or without the local police agency's assistance in control operations within a local jurisdiction;
- b. Emergency police authority enabling local police to maintain public order by suspending due process where a clear and present danger exists that mob action will render ineffective any local police agency's ability to maintain order;
- c. Restrictions upon sales of gasoline, liquor, and weapons;
- d. The restriction of public access to certain geographic areas under specifically defined circumstances;
- e. Curfew, loitering, and other crowd control measures;
- f. The restriction of public use of schools, place of amusement, water, and private aircraft; and
- g. Control of the storage of firearms, firearms parts, and ammunition.

ICJS - All peace officers - sheriffs and deputies, marshals and policemen of cities and towns, D.P.S. sworn personnel ... (see section 748.3) - upon request, are statutorily authorized to act with full police power anywhere in the State. See section 748.6.

Iowa National Guard personnel may only aide, "the civil authorities of any political subdivision in cases of breaches of the peace or imminent danger..." See section 29A.8.

There are no provisions in the Code for suspending due process during an unusual occurrence.

There are no provisions in the Code for restricting gasoline, liquor, or weapon (firearms) sales.

Generally, municipal governments can restrict the use of public ways and grounds. "public areas may be temporarily closed by resolution, and may be vacated by ordinance." Section 364.12(2).

There are no provisions in the Code for special unusual occurrence crowd control, curfew, or loitering procedures.

No specific legislation exists restricting public use of schools, places of amusement, water and private aircraft. As noted above, section 364.12(2) enables municipal governments to temporarily close any public area.

Police 7.5 - con't

Emergency statutes dealing specifically with the storage of firearms do not exist.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is similar to NAC

Although emergency statutes vis-a-vis unusual occurrences  
do not exist, pre-existing legislation is broad enough to  
encompass most, if not all, of the NAC proposals.

## N.A.C. Police Standard 7.6 Training for Unusual Occurrences

Every police chief executive should immediately establish formal training programs in unusual occurrence control administration, strategy, tactics, resources, and standard operating procedures. This training should be given to selected personnel at all levels within the agency, personnel from other related public and private agencies. It should be given frequently enough to maintain proficiency between training sessions, and should be routinely scheduled during periods of peak personnel strength. Otherwise, it should be scheduled in advance of anticipated event.

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

PRACTICE	PRINCIPLE
1.3	2.6

### Related Standards

- 4.1(1) Cooperation and Coordination
- 7.1 Command and Control Planning
- 7.3 Organizing for Control
- 7.5(2) Legal Considerations
- 9.8 Special Crime Tactical Forces
- 15.3(2) College Credit for the Completion of Police Training Programs
- 16.1(2)(c) Stage Legislation and Fiscal Assistance for Police Training
- 16.2 Program Development
- 16.5 In-Service Training
- 16.6 Instruction Quality Control
- 16.7(2)(3) Police Training Academies and Criminal Justice Training Centers
- 23.1(1)(3) Police Use of the Telephone System
- 23.2 Command and Control Operation

### 1. Formal instruction should be implemented through:

- a. Frequent inservice training, such as roll-call training, to serve as a refresher course, to practice techniques, or to introduce new procedures;
- b. Periodic agency-conducted schools to familiarize personnel with agency unusual occurrence control procedures and organizational structure;
- c. Regional or Federal courses, particularly when agency size does not permit development of local schools; and
- d. A regional training institute to train instructors for local agencies.

ICJS - For all practical purposes, no agency conducts formal in-service unusual occurrence training. Such training is only provided to law enforcement personnel during basic training and then only for short duration (the ILEA 240-hour curriculum provides



4 hours civil disturbance training). Aside from supervisory officers who may infrequently attend special out-of-state sessions, municipal and county law enforcement personnel do not undergo any specialized unusual occurrence training.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is different than NAC

2. Practical exercises should be conducted periodically to develop proficiency and teamwork among personnel through:

- a. Field exercises for operational personnel to practice tactics and procedures;
- b. Command post exercises for formulating strategy and evaluating existing and new procedures;
- c. Regional exercises for familiarizing command personnel with mutual aid procedures and developing coordination between other local control agencies and nonlaw enforcement agencies; and
- d. Criminal justice system exercises to develop coordinated participation of all interrelated criminal justice and noncriminal justice agencies.

ICJS - There is no evidence that law enforcement agencies in Iowa conduct periodic practical unusual occurrence exercises.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is different than NAC

3. The training curriculum and the subjects for practice should be directed to:

- a. Administrative level personnel to familiarize them with agency and criminal justice system emergency organizational structure and procedures for requesting additional personnel and equipment from the military or through mutual aid; and
- b. Operational personnel to familiarize them with strategy, tactics, and standard operating procedures. The emphasis should be placed on a coordinated effort rather than individual action; use of chemical agents, communications equipment, and other specialized equipment; applicable laws; human relations training; and procedures for procuring logistical support.

ICJS - As noted, unusual occurrence training for law enforcement personnel is virtually non-existent. It must be recognized, however, that those agencies which conduct

Police 7.6 - con't

periodic in-service training sessions do teach courses that can be of benefit to the officer during an unusual occurrence, i.e., first-aid and use of special weapons.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is significantly different than NAC

## N.A.C. Police Standard 8.1 Establishing the Role of the Patrol Officer

Every police chief executive immediately should develop written policy that defines the role of the patrol officer, and should establish operational objectives and priorities that reflect the most effective use of the patrol officer in reducing crime.

PRACTICE PRINCIPLE

4.25

4.5

### Related Standards

- 1.1 The Police Function
- 1.4 Communicating with the Public
- 1.5 Police Understanding of Their Role
- 1.6 Public Understanding of the Police Role
- 2.1 Development of Goals and Objectives
- 2.2 Establishment of Policy
- 3.1(2) Crime Problem Identification and Resource Development
- 5.4(1)(3) Agency and Jurisdictional Planning
- 8.2(2) Enhancing the Role of the Patrol Officer
- 8.3 Deployment of Patrol Officers
- 9.6(1) Traffic Operations
- 9.9(1) Vice Operations
- 12.1(1)(3) The Evidence Technician
- 24.1(3) Police Reporting

1. Every police chief executive should acknowledge that the patrol officer is the agency's primary element for the deliverance of police services and prevention of criminal activity.

2. Every police chief executive should insure maximum efficiency in the deliverance of patrol services by setting out in written policy the objectives and priorities governing these services. This policy:

- a. Should insure that resources are concentrated on fundamental police duties;
- b. Should insure that patrol officers are engaged in tasks that are related to the police function;

## Police 8.1 - con't

c. Should require immediate response to incidents where there is an immediate threat to the safety of an individual, a crime in progress, or a crime committed and the apprehension of the suspected offender is likely. Urban area response time--from the time a call is dispatched to the arrival at the scene--under normal conditions should not exceed 3 minutes for emergency calls, and 20 minutes for nonemergency calls;

d. Should emphasize the need for preventive patrol to reduce the opportunity for criminal activity; and

e. Should provide a procedure for accepting reports of criminal incidents not requiring a field investigation.

ICJS - Except for several of the largest departments, written policy stating the goals and objectives of the patrol function is virtually non-existent. In the larger departments, the primary role and importance of the patrol officer is usually defined in written form within the policy handbook. Agencies without handbooks oftentimes do not have specialized units and therefore, the entire police function is performed by patrol officers.

Depending upon the size of agency, there may or may not be written policy statements insuring the delivery of patrol services. As noted, chief executives of small agencies have direct control over deployment of personnel. Where an extensive chain of command exists, the chief must assume that command personnel are carrying out both his written instructions and verbal commands.

Data indicates that the majority of the largest departments can respond to an emergency call within 3 minutes and non-emergency calls in 20 minutes.

It is evident that this response time can only be attained by the smaller urban departments under exceptionally ideal conditions. Response times for sheriff's departments cannot be determined; one hour response times are not unusual.

### Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

Being that there are no police agencies in Iowa that are so large as to prevent the chief from overseeing patrol operations, the chief usually has first hand knowledge of patrol procedures and operations.

Police 8.1 - con't

3. Every police chief executive should insure that all elements of the agency, especially the patrol and communications elements, know the priority place upon each request for police service.

ICJS - Through policy handbooks, policy statements, intra-agency memorandum, and verbal instructions chief executives attempt to establish agency priorities for police services.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

4. Every police chief executive should implement a public information program to inform the community of the agency's policies regarding the deliverance of police service. This program should include provisions to involve citizens in crime prevention activities.

ICJS - While some urban agencies have formal public information programs, nearly all agencies do have some vehicle to inform the public as to the delivery of police services. These include speaking engagements at schools and civic organizations, the media and public advertising. In most instances the public is aware of how they can prevent crime and, in the larger cities, a special police "hot-line" is often made available.

In rural areas of the state this function is served by the I.H.P. "education officers" that are assigned to each I.H.P. district.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

## N.A.C. Police Standard 8.2 Enhancing the Role of the Patrol Officer

Every local government and police chief executive, recognizing that the patrol function is the most important element of the police agency, immediately should adopt policies that attract and retain highly qualified personnel in the patrol force.

PRACTICE	PRINCIPLE
1	2.5

### Related Standards

1.4 Communicating with the Public  
1.5(5) Police Understanding of Their Role  
1.6 Public Understanding of the Police Role  
3.1(2) Crime Problem Identification and Resource Development  
8.1 Establishing the Role of the Patrol Officer  
8.3 Deployment of Patrol Officers  
9.7(1)(2) Criminal Investigation  
14.1(2) Police Salaries  
14.2(2) Position Classification Plan  
16.3 Preparatory Training  
16.5 Inservice Training

1. Every local government should expand its classification and pay system to provide greater advancement opportunities within the patrol ranks. The system should provide:
  - a. Multiple pay grades within the basic rank;
  - b. Opportunity for advancement within the basic rank to permit equality between patrol officers and investigators;
  - c. Parity in top salary step between patrol officers and nonsupervisory officers assigned to other operational functions;
  - d. Proficiency pay for personnel who have demonstrated expertise in specific field activities that contribute to more efficient police service.

ICJS - Based upon all available data, police agencies in Iowa do not provide any opportunity for advancement within the basic (patrol) rank. While there may be annual pay increases (steps) these are based upon longevity rather than

personal ability or achievement. As a rule, a rookie officer will attain his highest step within several years.

Career advancement in the patrol ranks is virtually non-existent. The status of the patrol officer, as well as his duties and responsibilities, remains far below that of investigators and supervisory personnel. Thus, there is no pay parity between a patrol officer's maximum salary and that of higher level officers.

Proficiency pay is not given to patrol officers who demonstrate expertise in specialized activities. Aside from incentive pay for completed college courses in a couple of agencies, officers cannot earn more than stated on the scheduled pay scale.

#### Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

Basically, lack of funds prevents agencies from enhancing the position of patrol officer.

2. Every police chief executive should seek continually to enhance the role of the patrol officer by providing status and recognition from the agency and encouraging similar status and recognition from the community. The police chief executive should:

- a. Provide distinctive insignia indicating demonstrated expertise in specific field activities;
- b. Insure that all elements within the agency provide maximum assistance and cooperation to the patrol officer;
- c. Implement a community information program emphasizing the importance of the patrol officer in the life of the community and encouraging community cooperation in providing police service;
- d. Provide comprehensive initial and inservice training thoroughly to equip the patrol officer for his role;
- e. Insure that field supervisory personnel possess the knowledge and skills necessary to guide the patrol officer;
- f. Implement procedures to provide agencywide recognition of patrol officers who have consistently performed in an efficient and commendable manner;
- g. Encourage suggestions on changes in policies, procedures, and other matters that affect the delivery of police services and reduction of crime;

Police 8.2 - con't

h. Provide deployment flexibility to facilitate various approaches to individual community crime problems;

i. Adopt policies and procedures that allow the patrol officer to conduct the complete investigation of crimes which do not require extensive followup investigation, and allow them to close the investigation of those crimes; and

j. Insure that promotional oral examination boards recognize that patrol work provides valuable experience for men seeking promotion to supervisory positions.

ICJS - There is little evidence that police chiefs actively seek to enhance the status and prestige of the patrol officer.

Patrol officers are not provided with distinctive insignia indicating demonstrated expertise.

While most agencies have some form of community information program, enhancement of the patrol officer is not necessarily its main objective.

In the vast majority of agencies, patrol officers do not undergo the comprehensive in-service training essential for optimal performance. Patrol officers must rely upon on-the-job training to learn needed skills. Specialized in-service training may consist of a ten minute briefing before each shift.

In order to provide field supervisory personnel capable of assisting the patrol officer, several agencies send first line supervisors (sergeants) to special training sessions. Such supervisory classes are conducted at training centers such as the I.L.E.A. at Camp Dodge. Due to lack of time and availability of personnel, most supervisors do not have the opportunity to attend these sessions.

Except under unusual circumstances, i.e., exceptional acts of bravery, there are no procedures to provide agencywide recognition for patrol officers.

In the many agencies it is evident that the chief executive encourages patrol personnel to have input into agency policy making. There are indications, however, that a great number of patrol personnel are hesitant to submit suggestions.

Data reveals that all agencies have the development flexibility needed to provide various approaches to individual community crime problems.



Being that all officers applying for supervisory positions are, or had been, patrol officer, and that a minimum number of years as a patrol officer are required before promotion, then it is evident that promotional boards recognize the valuable experience that patrol provides.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is different than NAC

The patrol officer in Iowa has the lowest status rank in the relatively low status occupation law enforcement. It is clearly evident that police administrators are usually unable to enhance the position through encouraging agency or community recognition. Only by raising each officer's self-esteem can the role of the patrol officer be enhanced. This can be accomplished through changes such as increased salaries, stricter entrance qualifications, increased responsibility, professional inservice training, and career development.

### N.A.C. Police Standard 8.3 Deployment of Patrol Officers

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

PRACTICE	PRINCIPLE
3.2	4.25

#### Related Standards

- 2.1 Development of Goals and Objectives
- 3.1(1) Crime Problem Identification and Resource Development
- 7.2(2) Executive Responsibility
- 7.3(3) Organizing for Control
- 8.1 Establishing the Role of the Patrol Officer
- 8.2 Enhancing the Role of the Patrol Officer
- 9.6(9) Traffic Operations
- 9.8(1) Special Crime Tactical Forces
- 10.1 Assignment of Civilian Police Personnel
- 10.2 Selection and Assignment of Reserve Police Officers
- 24.1(1) Police Reporting
- 24.2 Basic Police Records

1. Every police agency should establish a system for the collection and analysis of patrol deployment data according to area and time.

a. A census tract, reporting area, or permanent grid system should be developed to determine geographical distribution of data; and

b. Seasonal, daily, and hourly variations should be considered in determining chronological distribution of data.

ICJS - Only the S.M.S.A. departments (approx. 75 + sworn personnel) have a patrol deployment system. Most smaller departments, particularly rural, do not employ sufficient numbers of patrol personnel which would enable them to deploy selectively.

For the most part, S.M.S.A. departments maintain crime frequency records and other raw data necessary for deployment of personnel based upon need. To varying degrees, this data consists of crime statistics whereby incidence of criminal behavior is compared to geographic area, month of the year, day of the week and time of the day. This system is in its most advanced stage in Des Moines where such data is derived through a computer.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

2. Every police agency should conduct a comprehensive workload study to determine the nature and volume of the demands of police service and the time expended on all activities performed by patrol personnel. The workload study should be the first step in developing a deployment data base and should be conducted at least annually thereafter. Information obtained for the workload study should be used:
  - a. To develop operational objectives for patrol personnel;
  - b. To establish priorities on the types of activities to be performed by patrol personnel; and
  - c. To measure the efficiency and effectiveness of the patrol operation in achieving agency goals.

ICJS - While workload studies may have been conducted on a semi-formal basis at several S.M.S.A. departments, there is little to indicate that they are done routinely each year. However, as a result of major reorganization in several S.M.S.A., departments, it is likely that workload studies will eventually be undertaken.

Data which is routinely compiled by these departments consists of breakdowns of police activities, i.e., traffic enforcement, criminal investigations, number of stolen vehicles recovered. At the present time, only the Des Moines P.D. complies manpower allocation statistics, i.e., how many hours spent annually/daily per activity. As noted, many other S.M.S.A. departments may, in the near future, conduct such comprehensive workload studies. These studies are being used to deploy patrol personnel in the most efficient and cost-effective manner.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

Police 8.3 - con't

3. Every police agency should implement an allocation system for the geographical and chronological proportionate need distribution of patrol personnel. The allocation system should emphasize agency efforts to reduce crime, increase criminal apprehensions, minimize response time to calls for services, and equalize patrol personnel workload. This system should provide for the allocation of personnel to:

- a. Division or precincts in those agencies which are geographically decentralized;
- b. Shifts;
- c. Days of the week;
- d. Beats; and
- e. Fixed-post and relief assignments.

ICJS - Only in the larger departments, primarily S.M.S.A.'s, will patrol officer's be assigned to a specific geographic sector. The delineation of these sectors is based upon physical environment, i.e., a river may split the city, as well as the incidence of preventable criminal activity. Ideally, sector divisions also facilitate equal workloads for all patrol personnel.

Data reveals that several S.M.S.A. departments systematically modify sector delineations based upon time of day, day of the week, and season. These modifications compensate for the varying demand for police services.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

4. Every police agency should establish procedures for the implementation, operation, and periodic evaluation and revision of the agency's deployment system. These procedures should include provisions to insure the active participation and willing cooperation of all agency personnel.

ICJS - Currently, only a few of the largest S.M.S.A., departments conduct formal evaluation of their deployment system. If available, the research and planning unit will be responsible for system revisions. In those agencies without a specialized planning unit, the uniform division (patrol) chief will meet with records personnel and jointly modify existing deployment procedures. Such semi-formal meetings are usually conducted monthly. It is likely that deployment decisions, made without the benefit of a specialized planning staff, are arrived at in a dysfunctional manner.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

## N.A.C. Police 9.1 Specialized Assignment

Every police agency should use generalists (patrol officers) wherever possible and, before establishing any specialization necessary to improve the delivery of police service, specifically define the problem that may require specialization, determine precisely what forms of specialization are required to cope with this problem, and implement only those forms in a manner consistent with available resources and agency priorities.

PRACTICE	PRINCIPLE
2	3
Related Standards	
1.2(4) Limits of Authority	
1.4(1)(4) Communicating with the Public	
5.1(3) Responsibility for Police Service	
5.2(6) Combined Police Services	
9.2 Selection for Specialized Assignment	
9.3 Annual Review of Agency Specialization	
9.4 State Specialists	
11.2(2) Legal Assistance	

1. Every police chief executive should define the specific problem in concise written terms and in doing so should consider at least:
  - a. Whether the problem requires the action of another public or private organization;
  - b. The severity of the problem;
  - c. The period of time the problem is expected to exist; and
  - d. The community's geographic, physical, and population conditions that contribute to the problem or which may affect or be affected by the specialization.
2. Every police chief executive should consider community perception of the problem: community awareness, and the attitudes based on that awareness.
3. Every police chief executive should--based on his definition of the problem, community perception of it, and pertinent legal requirement--assess all resources and tactical alternatives available to the agency, and in doing so determine at least:
  - a. Whether the problem requires specialization;
  - b. The degree of specialization required;
  - c. The manpower and equipment resources required by specialization;
  - d. Which of the needed resources are available within the agency and which are available outside it;
  - e. The availability of necessary specialized training;
  - f. The expected duration of the need for specialization; and
  - g. The organizational changes needed as a result of specialization.
4. Every police chief executive should give special consideration to the impact of specialization on:

## Police 9.1 - con't

- a. The identified problem;
  - b. Personnel and fiscal resources;
  - c. Community attitudes toward the agency; and
  - d. The agency's delivery of general police services.
5. Every police agency should develop an operations effectiveness review for each new specialization. This review process should be carried out:
- a. As a goal-oriented activity analysis; and
  - b. On a specific schedule for the expected duration of the need.
6. Every police agency should terminate a specialized activity whenever the problem for which it was needed no longer exists, or can be controlled as well as better through other agency operations.

ICJS - For all intents and purposes, the only local departments with specialized units are the S.M.S.A.'s. It is unlikely that these police chief executives define specific problems in written terms. For the most part, decisions as to the formation of specialized units occur informally between the chief, command level personnel, and local officials. Special solutions to specific problems probably are based upon factors such as severity of the problem, community awareness and response, and availability of police manpower.

It is evident that if the creation of a specialized unit is deemed necessary, all concerned parties would be involved in the formation of the unit, i.e., - legal advisor, personnel manager, division chiefs, and local government representatives.

Once the unit is operational, its impact upon the problem is evaluated through devices such as crime reports and community perception.

The special unit is usually disbanded when the chief et. al. no longer consider the need for the unit a priority concern or when the manpower is no longer available.

### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

A major factor obviating the need for sundry specialized units within most agencies is the availability of state specialists. Any municipality or county can request the

Police 9.1 - con't

assistance of these highly qualified specialists at no cost to the local government. For example, if the Ottumwa police chief became aware of organized crime in jurisdiction, the C.C.U. of the Bureau of Criminal Investigation could be requested to advise and assist the department.



## N.A.C. Police Standard 9.2 Selection for Specialized Assignment

Every police agency immediately should establish written policy defining specific criteria for the selection and placement of specialist personnel so that they are effectively matched to the requirements of each speciality.

PRACTICE	PRINCIPLE
1.9	3.1

### Related Standards

- 9.1 Specialized Assignment
- 9.3 Annual Review of Agency Specialization
- 9.4 State Specialists
- 10.1 Assignment of Civilian Police Personnel
- 16.3(4) Preparatory Training
- 17.1 Personnel Development for Promotion and Advancement
- 17.5 Personnel Records

1. Every police agency should maintain a comprehensive personnel records system from which information is readily retrievable. This system should:
  - a. Include all pertinent data on every agency employee;
  - b. Employ a consistent format on all personnel records; and
  - c. Include procedures for continual updating.

ICJS - In a predominant number of agencies, police administrators have not established formal procedures for selecting personnel for specialized assignment.

Comprehensive personnel records will only be found in the largest departments. Pertinent updates such as annual personnel evaluation reports, commendations, sustained/non-sustained accusations of misbehavior, and special training are included only in some of the departments. There is little indication that these records are readily retrievable.

### Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

2. Every police agency should disseminate agencywide written announcements describing anticipated specialist position openings. These announcements should include:
  - a. The minimum personnel requirements for each position; and
  - b. The specialized skills or other attributes required by the position.

Police 9.2 - con't

3. Every police agency should establish written minimum requirements for every specialist position. These requirements should stipulate the required:

- a. Length and diversity of experience;
- b. Formal education; and
- c. Specialized skills, knowledge, and experience.

ICJS - Generally, written announcements of anticipated specialist positions are not disseminated. Minimum qualifications for positions are not established. Applicants applying for these positions are evaluated on wholly subjective criteria.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is significantly different than NAC

Data reveals that many police administrators do not recognize the need for formalized specialist selection. It is the widely held opinion that since the departments are relatively small all personnel are made aware of specialist openings via informal channels.

4. Command personnel within the specialty should interview every candidate for a specialist position. Interviewers should:

- a. Review the pertinent personnel records of every candidate;
- b. Consider the candidate's attitude toward the position as well as his objective qualifications for it; and
- c. Conduct a special personnel investigation where the specific position or candidate requires it.

ICJS - Depending upon the expertise required for the position, command level officers may, or may not, interview applicants. In most agencies, applications are screened prior to final consideration.

Selection decisions are based, in part, on past performance and applicant's interest in the position.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

Police 9.2 - con't

5. Every police agency should establish written training requirements for each specialty. These requirements may include:

- a. Formal preassignment training; and
- b. Formal on-the-job training.

ICJS - Except for positions requiring specific expertise, written training requirements have not been established for each specialty.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is different than NAC

6. Every police agency should require satisfactory completion of an internally administered internship in any specialist position before regular assignment to that position.

ICJS - Specialist personnel are not required to undergo an internship or probationary period prior to regular assignment.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is different than NAC

7. Every police agency should establish a rotation system that requires specialists to be regularly rotated from positions where potential for officer compromise is high to positions where this potential is low or the criminal "clientele" is different. This rotation system should include:

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

Police 9.2 - con't

ICJS - Although formalized rotation systems do not exist, most agencies do not permit personnel to remain in a high compromise position for an extended period of time (18 months - 3 years).

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is similar to NAC

### N.A.C. Police Standard 9.3 Annual Review of Agency Specialization

Every police agency which has established specialties should immediately, and thereafter, annually conduct a formal review of each specialty to determine its effectiveness in helping to achieve agency goals and objectives. In conducting this formal review:

PRACTICE	PRINCIPLE
4	5
Related Standards	
2.1(4) Development of Goals and Objectives	
2.3 Inspections	
5.2(6) Combined Police Services	
5.7(2)(3) Fiscal Management Procedures	
9.1 Specialized Assignment	
9.2 Selection for Specialized Assignment	
11.3 Management Consultation and Technical Assistance	

1. Every police chief executive should examine the problem for which the specialty was created and identify any modifications that problem may have undergone in the past year;

2. Every police chief executive should assess the cost-effectiveness of the specialty over the past year and from that assessment, determine whether the current level of resource commitment to the specialty is adequate or warranted.

3. Every police chief executive should take the action indicated by the results of the formal annual review of each specialty. This action may include:

a. Continuation of the specialization in its present form;

b. Adjustment of manpower and equipment allocations based on modifications in the problem or the cost-effectiveness of the specialization.

ICJS - Review of specialized units within police agencies usually consists of continual, informal meetings between the unit commanders and the chief executive. Inasmuch as that most chief executives are kept aware of all operations and activities within their department, it can be assumed that any modifications to be made, within the specialized units, can be accomplished on a monthly, weekly, or even daily basis. Since it is the chief executives' responsibility to develop the annual budget, it is evident that he will be aware of the needs of each specialized unit. While preparing the budget the chief executive has the option of renewing or modifying the budget for each unit or if he believes the situation

Police 9.3 - con't

merits it, dissolve the unit. It is likely that any major change in services provided by the agency, i.e. - dissolution of narcotics unit, would have to meet with the approval of local government officials.

As a result of the organizational structure within the D.P.S., the operations of special units (DNDE, CCU) are under the immediate supervision of command officers who are capable of evaluating and modifying each unit's operations. Formal reviews of operations are conducted at least annually. Reviews are mandatory in order to formulate budgets as well as to request funds for additional personnel and equipment.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

To the extent possible, the cost effectiveness of each specialized unit is evaluated by chief executives. It must be recognized, however, that it is very difficult, if not impossible, to determine the additional safety provided to the community by the specialized units.

## N.A.C. Police Standard 9.4 State Specialists

Every State, by 1975, should provide, upon the request of any local police agency in the State, specialists to assist in the investigation of crimes and other incidents that may require extensive or highly specialized investigative resources not otherwise available to the local agency. The State may also fund regional operational specialist activities. The State or regional specialists should not provide everyday needs to local law enforcement.

PRACTICE	PRINCIPLE
5	5

### Related Standards

- 5.4 Agency and Jurisdictional Planning
- 9.1 Specialized Assignment
- 9.2 Selection for Specialized Assignment
- 9.3 Annual Review of Agency Specialization

1. Every State should provide trained specialists who are properly equipped to assist local police agencies. Where appropriate, the State should provide funds to combine or consolidate local special investigative resources.

ICJS - Except for those urban police forces with the in-house capability to provide specialized law enforcement operations (agencies with 75 + sworn personnel), the Department of Public Safety provides specialized services for the entire state.

Due to the multi-functional nature of the Department, the services that it provides have been delegated to various divisions. These are as follows:

Bureau of Criminal Investigation - Any local government in the state can request the assistance of B.C.I. personnel to assist in or handle the investigation of a broad range of major crimes. The General Criminal Investigations Unit is generally called in if either the crime is 1) multi-jurisdictional, 2) of a serious enough nature to require the additional manpower and expertise of the state agents, or 3) a crime involving a state or public official. The Criminal Conspiracy Unit (CCU) is primarily involved in the acquisition, analysis, maintenance and utilization of criminal intelligence data and the suppression of organized criminal evidence submitted by any law enforcement agency in the state. The Criminal Identification Unit and TRACIS maintain criminal history files and crime data which is made available to all agencies. The Criminalistics Laboratory analyzes criminal evidence submitted by any law enforcement agency in the State.

Division of Narcotic and Drug Enforcement (DNDE) - Having original jurisdiction, the DNDE can initiate operations anywhere in the state without having to be

Police 9.4 - con't

requested by the local government of the locale. Its primary function is the identification and apprehension of the major sources of illicit drugs in Iowa with the emphasis on heroin traffickers.

In addition to these services, the DPS also provides for arson investigations (Fire Marshalls Office) and enforcement of laws relating to the sale and use of alcoholic beverages (Liquor and Beer Division).

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

2. Every State should publish and distribute to every local police agency in the State the request procedure for obtaining specialists.

ICJS - All local law enforcement agencies are kept up to date of all services that can be provided by the the DPS. Chief executives, or local government officials, are aware of the procedure to request DPS assistance.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

3. Every State should insure that its specialists pursue the investigation in complete cooperation with and support of the local agency.

ICJS - It is DPS policy that when they are requested to provide assistance to a local agency, there is to be full cooperation with the local officials. During most investigations, the final responsibility for and ultimate control over the case rests with the local law enforcement agency. Only when working at the direction of state officials - investigations of public officials for crimes such as embezzlement generally originate with the Governor, State Auditor or Attorney General - will authority be held by the DPS.



Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

N.A.C. Police Standard 9.5 Juvenile Operations

The chief executive of every police agency immediately should develop written policy governing his agency's involvement in the detection, deterrence, and prevention of delinquent behavior and juvenile crime.

PRACTICE PRINCIPLE

3.2

4.6

Related Standards

- 1.2(4)(c) Limits of Authority
- 1.4(1)(4) Communicating with the Public
- 1.6(1)(2)(4) Public Understanding of the Police Role
- 4.3(1) Diversion
- 9.1 Specialized Assignment
- 9.2 Selection for Specialized Assignment
- 9.3 Annual Review of Agency Specialization
- 11.1(3) Use of Professional Expertise
- 16.3 Preparatory Training

1. Every police agency should provide all its police officers with specific training in preventing delinquent behavior and juvenile crime.

ICJS - Almost all of the formal training which peace officers receive occurs during basic training. According to the ILEA curriculum, only 4 hours of classroom time (240 hr. course) is spend dealing with juvenile justice. Being that the vast majority of the state's officers undergo this limited training program, and that formal in-service training is virtually non-existent in most agencies, then it is probable that most officers have only 4 hours of training in how to deal with juveniles.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is different than NAC

2. Every police agency should cooperate actively with other agencies and organizations, public and private, in order to employ all available resources to detect and deter delinquent behavior and combat juvenile crime.

Police 9.5 - con't

- ICJS - Based upon all available data it is evident that many of the larger urban departments actively cooperate with public and private organizations to detect and deter delinquent behavior. This function is served by youth bureau detectives or police-school liaison officers.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is the same as NAC

3. Every police agency should establish in cooperation with courts written policies and procedures governing agency action in juvenile matters. These policies and procedures should stipulate at least:
- a. The specific form of agency cooperation with other governmental agencies concerned with delinquent behavior, abandonment, neglect, and juvenile crime;
  - b. The specific form of agency cooperation with nongovernmental agencies and organizations where assistance in juvenile matters may be obtained;
  - c. The procedures for release of juveniles into parental custody; and
  - d. The procedures for the detention of juveniles.

- ICJS - All of the urban departments have formalized practices and procedures, usually written, with the courts governing agency action in juvenile matters. In the smaller rural agencies such procedures are more likely to be in the form of verbal agreements or understandings rather than written policy.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

4. Every police agency having more than 15 employees should establish juvenile investigation capabilities.
- a. The specific duties and responsibilities of these positions should be based upon the particular juvenile problems within the community.
  - b. The juvenile specialists, besides concentrating on law enforcement as related to juveniles, should provide support and coordination of all community efforts for the benefit of juveniles.

- ICJS - According to the 1975 Criminal Justice Plan, all police departments or sheriff's offices which serve a population of 10,000 or more and handle at least 100 juvenile cases per year should consider a juvenile officer or a Youth Bureau.



**CONTINUED**

**3 OF 8**

Police 9.5 - con't

This would include the 27 cities of over 10,000 population (agencies with approximately 15 + sworn personnel) of which 17 already have at least one full-time juvenile officer. All of the 27 cities with a population of over 10,000 will have a juvenile officer or Youth Bureau by 1977.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

5. Every police agency having more than 75 employees should establish a juvenile investigation unit, and every smaller police agency should establish a juvenile investigation unit if community conditions warrant. This unit:

- a. Should be assigned responsibility for conducting as many juvenile investigations as practicable, assisting field officers in juvenile matters, and maintaining liaison with other agencies and organizations interested in juvenile matters; and
- b. Should be functionally decentralized to the most effective command level.

ICJS - All of the larger urban departments have full-time juvenile investigation units. These Youth Bureaus' initially funded by the Iowa Crime Commission in many cities, provide full time personnel who, in addition to handling police business as it pertains to juveniles, can handle many cases on an unofficial basis. Departments where a juvenile bureau of two or more officers exist are eligible for Crime Commission Police-School Liaison funding at the present time. These officers, who work with youths in local schools, help deter delinquent behavior and complement the operations of both youth bureau personnel and other juvenile agencies.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

As evidenced by the creation of the youth bureaus and the police-school liaison programs, there is widespread support for juvenile justice projects in the state.

## N.A.C. Police Standard 9.6 Traffic Operations

Every police agency and every local government responsible for highway traffic safety should perform the basic functions of traffic law enforcement, traffic accident management and traffic direction and control.

PRACTICE	PRINCIPLE
4.9	5

### Related Standards

- 1.6 Public Understanding of the Police Role
- 8.3(1) Deployment of Patrol Officers
- 9.1 Specialized Assignment
- 9.2 Selection for Specialized Assignment
- 9.3 Annual Review of Agency Specialization
- 10.1(1)(2) Assignment of Civilian Police Personnel
- 22.1 Transportation Equipment Utility

1. Every police agency should perform the basic function of traffic law enforcement--the police activity specifically directed toward controlling traffic violations through preventive patrol and enforcement, case preparation, and court testimony. This function:
  - a. Should include line patrol, area patrol, selective location patrol, and records and logistics; and
  - b. Should be fundamental responsibility of all uniformed officers.

ICJS - According to all available information, all police agencies perform basic traffic enforcement duties. Only in the S.M.S.A.'s will there be specialized traffic units.

### Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

2. Every police agency should perform the basic function of traffic accident management. This function relates to police activities connected with traffic collisions, and includes providing assistance to the injured, protecting the scene, preparing reports, taking necessary enforcement action, and conducting followup investigations. The function should include:
  - a. Initial traffic accident investigation, followup investigation, traffic control at the scene, injury control, enforcement action, records, reports, and notifications; and

Police 9.6 - con't

b. On-scene investigations of all accidents involving a fatality, personal injury, or one or more vehicles that must be towed from the scene.

ICJS - All agencies provide the basic function of traffic accident management. On occasion, particularly during multiple-car accidents or inclement weather conditions, personnel from municipal, county, and state agencies work together to provide emergency assistance.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

3. Every local government with responsibility for traffic direction and control should perform the basic function of traffic control and direction which has a direct and immediate effect on traffic flow. Such activities are those which have an immediate and direct effect. These activities:

- a. May include intersection control, parking control, pedestrian control, police escort, special event control, and hazard control;
- b. Should be transferred, wherever possible, from the police agency to another local government agency, or be undertaken by the police agency but assigned to nonsworn employees;
- c. Should not be performed by employees if the need can be anticipated in advance, and electronic traffic control devices can be installed, unless employees are cost-effective.

ICJS - In most of the urban areas traffic direction is oftentimes under the control of a separate municipal agency, i.e. - department of traffic and transportation. This agency has ultimate responsibility in determining traffic flow under normal situations.

The immediate control of traffic and the enforcement of traffic laws is the responsibility of the local agency. It is assumed that agencies have the capability to maintain traffic flow during special events or inclement weather conditions. Agencies expecting increased traffic flow incorporate reserve officers to assist in traffic operations, i.e. - Des Moines reserve officers assist sworn personnel at the State Fair.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC



Police 9.6 - con't

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Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

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Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

Police 9.6 - con't

4. Every police agency should develop and implement written policies governing the investigation of traffic accidents, enforcement of State and local traffic laws and regulations, and traffic direction. Police chief executives should insure that these policies are regularly communicated to all supervisors and line personnel. These policies should include guidelines on:

- a. Physical arrests, issuance of warnings and citations, and transportation of arrestees;
- b. Investigation of traffic accidents;
- c. Interjurisdictional responsibility and authority for traffic supervision; and
- d. Ancillary services that have an indirect effect on traffic flow.

ICJS - All police agencies have established either written (urban agencies, IHP) or formalized verbal (rural departments) policy statements concerning traffic operations.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

5. Every State should assume complete responsibility for licensing all drivers of motor vehicles, vehicle registration, vehicle inspection, vehicle weight control, carrier and commercial regulations.

- a. Activities that do not require peace officer status should be assigned to nonsworn personnel.
- b. Observed failure to comply with driver licensing, vehicle registration, and equipment and safety regulations, should be subject to citation or reported to the appropriate agency through clearly established channels of communications.

ICJS - The Department of Public Safety and the Department of Transportation have complete responsibility for the registration and inspection of all motor vehicles and the licensing of all drivers. There are formal channels established to penalize all violators of traffic and motor vehicle ordinances.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

6. Every police agency should employ, where necessary, specialized equipment operated by specially trained personnel to implement effective traffic programs.

ICJS - Many law enforcement agencies use advanced speed detection devices, such as radar and vascar, to ensure compliance with posted speed limits.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

7. Municipal police agencies employing more than 400 personnel should, consistent with an analysis of need, establish specialized accident investigation and traffic enforcement units. These units:
- a. Should be staffed with a few personnel as the local traffic problem will permit; and
  - b. Should be functionally decentralized to the more effective command level.

ICJS - There are very few agencies in the state with the need for specialized accident investigation units. Many of these agencies already have formal traffic units who are responsible for accident investigations.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

8. Every police agency should make assignments for all traffic functions on the basis of traffic volume, accident experience, violation frequency, and congestion.
- a. Selective enforcement techniques should be implemented through assignment of men and equipment by time and location on the basis of demonstrated need.
  - b. The establishment of a selective enforcement task force should be considered when the State or community accident death rate exceeds the national average or exceeds the average for the State or community for the last 3 years.
  - c. Every police agency should have at least one employee specially trained in highway safety management and able to plan and evaluate effective traffic safety programs.
  - d. Specialization should be limited according to need, and the major street traffic duties should be performed by patrol officers.

ICJS - Data reveals that all law enforcement agencies with the available personnel and equipment incorporate selective enforcement techniques into their traffic control function. Statistical data is often used by the agency's traffic unit or specialist to determine where and when selective enforcement should occur.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

9. Every police agency should be capable of performing, or arrange for the performance of, activities necessary to support traffic line functions. These activities:

- a. May include administration, planning, budgeting, personnel management, research and analysis, public information, training, communications, transportation, records and identification, property control, equipment supply, and laboratory services; and
- b. Should enable the police agency to gather and analyze traffic information and to maintain records to guide the agency in the safe movement of traffic.

ICJS - Only the largest urban areas and the IHP have fairly extensive planning and analytical capability. Most smaller agencies cooperate with the IHP and rely upon DPS computer-derived data to formulate their own traffic control programs. Since the IHP has jurisdiction over all roads in unincorporated areas (outside the boundaries of municipalities) they must, out of necessity, incorporate selective enforcement techniques.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

10. Every police agency should periodically release traffic safety information and traffic safety educational material to the general public, and should cooperate with appropriate educational institutions in the preparation and presentation of traffic safety educational programs.

ICJS - All of the major urban departments periodically release traffic safety data to the general public. These agencies have extensive programs and specialized personnel, usually from the community relations unit, who make presentations at local schools and civic organizations. Traffic education officers are supplied by the IHP to conduct public information programs in rural areas throughout the state.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

## N.A.C. Police Standard 9.7 Criminal Investigation

Every police agency immediately should direct patrol officers to conduct thorough preliminary investigations and should establish in writing priorities to insure that investigative efforts are spent in a manner that will best achieve organizational goals.

PRACTICE PRINCIPLE

3.4

3.9

### Related Standards

- 1.1 The Police Function
- 1.3(3)(6) Police Discretion
- 1.7(1) News Media Relations
- 2.3 Inspections
- 4.2(2) Police Operational Effectiveness within the Criminal Justice System
- 7.3(4)(5) Organizing for Control
- 7.4(1) Mass Processing of Arrestees
- 8.2(2)(i) Enhancing the Role of the Patrol Officer
- 9.1 Specialized Assignment
- 9.2 Selection for Specialized Assignment
- 9.3 Annual Review of Agency Specialization
- 11.2(2) Legal Assistance
- 12.1 The Evidence Technician
- 12.2 The Crime Laboratory
- 19.3(2) Investigative Responsibility
- 19.5(7) Adjudication of Complaints

1. Every police agency should recognize that patrol officers are preliminary investigators and that they should conduct thorough preliminary investigations. However, investigative specialists should be assigned to very serious or complex preliminary investigations when delay will not hamper the investigation.

ICJS - In those larger agencies with sundry functional units, i.e. criminal investigation, patrol officers are recognized as preliminary investigators and are authorized to act in that capacity. Specialized investigators are assigned only in complex investigations.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

2. Every police agency should establish only as many specialized criminal investigative units as needed, staffed only with the number of personnel necessary to conduct timely investigations that lead to organizational objectives. The thoroughness of preliminary investigations by patrol officers should be insured, to reduce followup investigative efforts.

ICJS - The vast majority of Iowa's law enforcement agencies (1-30 sworn personnel) have not established specialized criminal investigation units. In addition to relying upon B.C.I. personnel to serve the investigatory function, the volume of criminal investigations could not support full-time in-house investigators.

Whereas all S.M.S.A. departments have criminal investigation units, the specialization varies. All departments have general criminal and juvenile investigatory capabilities. However, based upon need, some agencies also have specialized organized crime, narcotics, vice, property and personal crime units.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is different than NAC

At this time, it cannot be determined whether or not an agency's criminal investigation units are optimally staffed so as to function in the most efficient and cost effective manner. To ensure that all criminal investigations units meet this objective, manpower studies must be conducted at each agency.

3. Every police agency should establish investigative priorities according to the seriousness of the crime, how recently it was reported, the amount of readily available information about suspects, the availability of agency resources, and community attitudes.

ICJS - Investigative priorities are determined according to the seriousness of the crime, amount of available information, et.al...

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

4. Every police agency employing 75 or more personnel should assign full-time criminal investigators. Every agency with fewer than 75 personnel should assign criminal investigation specialists only where specific needs are present.

- a. Specialization within the criminal investigation unit should take place only when necessary to improve overall efficiency within the agency.
- b. Criminal investigation operations should be decentralized to the most effective command level. However, unusual cases or types of cases may be investigated by a centralized unit.

ICJS - All S.M.S.A. departments have full-time criminal investigatory capabilities. Except for the Des Moines P.D., these units are not decentralized. Agencies with fewer than 75 sworn personnel rely primarily upon B.C.I. personnel. Intermediate-sized departments oftentimes maintain part-time investigators. These investigators have received specialized training and function in this special capacity only when their skills are needed.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

5. Every police agency should establish quality control procedures to insure that every reported crime receives the investigation it warrants. These procedures should include:

- a. A followup report of each open investigation every 10 days and command approval of every continuance of an investigation past 30 days;
- b. Constant inspection and review of individual, team, and unit criminal investigation reports and investigator activity summaries; and
- c. Individual, team, and unit performance measures based at least on arrests and dispositions, crimes cleared, property recovered, and caseload.

ICJS - There is little indication that police agencies have established quality control procedures for investigations. Available data indicates that S.M.S.A. agencies do not require a written follow-up report to be filed on open investigations every 10 days. Command approval for every investigation lasting past 30 days need not be obtained. If investigatory activities and reports are inspected it occurs informally at irregular intervals.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

6. Every police agency with 75 or more personnel should consider the use of a case preparation operation to insure that all evidence that may lead to the conviction or acquittal of defendants is systematically prepared and presented for review by the prosecuting authority. A technician should be employed to handle any or all of the functions listed, whenever an agency can improve the quality of case preparation at the same or reduced cost.

a. Policies and procedures should be developed in cooperation with representatives of the local prosecutorial and judicial systems, and should contain the information required by all three systems.

b. All police information on each case prepared for prosecution should be in a systematically prepared, written report that contains the following documentation: copies of the incident report, followup reports, identification and laboratory reports, and any other reports necessitated by the investigation.

c. Every case also should contain written documentation relating to all case disposition information and notification records.

d. The case preparation technician may: establish case files and insure their completeness; present case files to prosecutors; present subjects in custody for arraignment, or obtain a warrant and disseminate warrant information; represent the agency at all pretrial hearings; notify witnesses; document final dispositions of cases; and return the case report file to the originating unit for retention.

ICJS - Of all police agencies with 75 + sworn personnel, only one (Des Moines P.D.) maintains an officer who functions somewhat like a case preparation technician. The Des Moines P.D. also cooperates with Polk County's "Charge Analysis" unit which screens criminal cases prior to preliminary arraignments. In all other agencies, preliminary investigations undergo no formal review. Reports of major investigations, i.e., homicide, are generally informally reviewed by supervisory personnel prior to presentation to the prosecutor.

The completeness of cases prepared for prosecution varies between agencies. Generally, policies and procedures for case preparation have not been developed in cooperation with representatives of the local prosecutorial and judicial systems.



Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

All S.M.S.A. departments will be incorporating legal advisors over the next few years. It is likely that development of proper case preparation policies will be a major function of the advisor.

7. Every police agency should coordinate criminal investigations with all other agency operations. This coordination should be supported by:

- a. Clearly defined procedures for the exchange of information between investigative specialists and between those specialists and uniformed patrol officers.
- b. Systematic rotation of generalists into investigative specialties; and
- c. Equitable publicity of the efforts of all agency elements.

ICJS - Although there is liaison between patrol personnel and criminal specialists, it is oftentimes achieved through informal channels. Data indicates that, in most agencies, patrol personnel are not regularly rotated into specialist positions. It is unlikely that patrol officers are awarded equitable publicity for joint specialist patrol efforts.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

N.A.C. Police Standard 9.8 Special Crime Tactical Forces

Every police agency employing more than 75 personnel should have immediately available, consistent with an analysis of its need, a flexible and highly mobile tactical force for rapid deployment against special crime problems.

PRACTICE	PRINCIPLE
4	5

Related Standards

7.1 Command and Control  
Planning  
7.2 Executive Responsibility  
7.3 Organizing for Control  
8.3 Deployment of Patrol  
Officers  
9.1 Specialized Assignment  
9.2 Selection for Specialized  
Assignment  
9.3 Annual Review of Agency  
Specialization  
11.2(2) Legal Assistance  
24.2 Basic Police Records

1. Every chief executive should establish written policies and procedures that govern deployment of the tactical force against any problem. These policies and procedures should stipulate at least:
  - a. That the tactical force will be deployed on the basis of current crime pattern analyses or validated current information on expected crime activity;
  - b. That the tactical force will be deployed against a problem only when the regularly assigned patrol force is not adequate to be effective against that problem; and
  - c. That tactical force deployment strategy will be based on an objective analysis of the problem: overt saturation as a highly visible preventive strategy, and covert saturation as a low visibility detection and apprehension operation.
2. Every police agency employing more than 400 personnel should consider maintaining a full-time tactical force, and every agency employing more than 75 but fewer than 400 should consider maintaining a full-or part-time tactical force, depending on local problems.
  - a. The numerical strength of the tactical force depend on agency needs and local problems.
  - b. A full-time tactical force should include an analytical staff element.
  - c. A part-time tactical force should use qualified personnel from anywhere within the agency.
  - d. Every tactical force should have a central headquarters and should operate from that headquarters when deployed against a problem.
  - e. Field commanders should be informed of tactical force activities within their area of responsibility. Tactical force activities should be consistent with the policies of the field commander of each area in which they are working.

Police 9.8 - con't

f. Every tactical force should be equipped with necessary equipment, vehicles, radios, vision devices, and weapons.

ICJS - According to all available data, only the Des Moines P.D. maintains a unit that can function as a special crime tactical force. There, the chief executive has established written policies and procedures governing their operations.

There are approximately 25 officers currently assigned to this unit.

The tactical unit consists of patrol officers and supervisors from the agency's uniform division. They have undergone enhanced in-service training and are capable of operating special weapons (machine guns, tear gas) as well as incorporating special tactics (undercover surveillance).

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

Recognizing that no local police department has over 400 sworn personnel, and that most of Iowa's urban areas are relatively small (except for Des Moines, all urban areas have between 75,000-100,000 population) the need for full-time tactical forces is minimal. To augment agency capabilities, the Waterloo P.D. has recently established a S.W.A.T. (Special Weapons and Tactics) team which will be available, upon request, to adjacent departments.

## N.A.C. Police Standard 9.9 Vice Operations

Every police agency should immediately insure its capability to conduct effective vice operations against illegal gambling traffic in liquor, prostitution, pandering, pornography, and obscene conduct. These operations should be capable of reducing the incidence of vice crimes and related criminal activity.

PRACTICE	PRINCIPLE
3	3.65

### Related Standards

1.2(4) Limits of Authority  
1.4(1)(4) Communicating with  
the Public  
2.3 Inspections  
4.7(2) Fiscal Management  
Procedures  
8.1 Establishing the Role of  
the Patrol Officer  
9.1 Specialized Assignment  
9.2 Selection for Specialized  
Assignment  
9.3 Annual Review of Agency  
Specialization  
9.7(5) Criminal Investigation  
9.10 Narcotic and Drug Invest-  
ment  
11.1 Use of Professional Expertise  
24.1 Police Reporting

1. Every chief executive should establish written policies governing vice operations. The policies, consistent with existing statutes:
  - a. Should reflect community attitudes toward vice crimes, the servity of the local vice problem on other local crime problems.
  - b. Should acknowledge that the patrol force is responsible for taking enforcement action against all vice violations they see.
2. Every police agency employing more than 75 personnel should have a full-time vice investigation capability. Every agency employing fewer than 75 personnel may assign vice operations specialists on a full- or part-time basis, depending on the local problem.

ICJS - Of all the major urban departments in the state, only one does not maintain the capability to conduct full-time vice operations. While this agency does not have full-time vice specialists it does have the capacity to operate vice investigations using part time personnel. Indeed, all agencies with an investigative division are, to varying degrees, able to initiate vice operations.

All agencies that either have full-time specialists or extensively use their part-time personnel usually have written policy statements established by the chief executive. In addition, the chief executive has acknowledged, either in written policy statements or verbal instructions, that the patrol force must take enforcement action against all vice violations.

Analysis and Commentary

ICJS practice is similar to NAC Standard

ICJS principle is similar to NAC

3. Every chief executive should insure close coordination and continual exchange of information between vice, narcotic and drug, patrol, and intelligence operations, and close liaison with other agencies conducting similar operations.

ICJS - In those agencies conducting vice operations there is, to the extent practical, information flow within the agency. However, there are indications that adjoining departments oftentimes do not share information on mutual problems. Furthermore, data reveals that agencies do not contact the B.C.I. even though they may have data primary to the investigation.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard

ICJS principle is different than NAC

4. Every police agency should provide vice operations with special funds, specialized equipment, vehicles, vision devices, and any other physical support necessary to conduct effective vice operations.

ICJS - While there is no indication that funding for the existing vice units is totally insufficient, it can be assumed that these units could function more effectively and with more expertise if there was additional fiscal support.

Analysis and Commentary

ICJS practice is different than NAC Standard

ICJS principle is similar to NAC

It is evident that the head of the vice unit must compete with all other units for additional funding when the annual police budget is being prepared. It is probable that if the unit is operating successfully, i.e., the incidence of vice offenses decreases, then the unit may get their funding cut inasmuch as that vice is no longer a priority.

5. Every chief executive should insure that every field commander reports in writing every 30 days to the chief executive, or his designee, the form and extent of the current vice problem in his area and the effort of vice operations on that problem. This report should contain:

- a. The number of vice arrests by type of offense location;
- b. Information received on vice problems; and
- c. Current vice operations directed against area vice problems.

ICJS - In agencies where there is full-time vice investigation capability, the chief executive is made fully aware of current problems and operations on either a daily, weekly, or monthly basis. Taking into consideration that no agency in the state has a complex organizational structure, the chief is almost always fully aware of operations within most specialized units.

In those agencies with part-time personnel, the chief executive may only be made aware of current problems if the problem is exceptional.

#### Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

6. Every police chief executive should insure, through written policies and procedures, that every vice complaint received by his agency will be reduced to writing and investigated as thoroughly as possible. Vice complaint policies and procedures should provide that:

- a. All vice complaints be distributed to the chief executive or his designee, and to the vice unit;
- b. Every 10 days a written followup report on each vice complaint be made to indicate the progress of the investigation; and
- c. Every vice complaint investigation not completed within 30 days of its receipt be reviewed and that all necessary steps be taken to expedite the investigation.

Police 9.9 - con't

ICJS - According to all available data, the chief executives of those agencies with vice personnel have established written policies and procedures on how the investigations are to be conducted. It is improbable that all vice complaints are distributed to the chief and that they will receive equal attention. Further, it is doubtful that the chief executive will receive a written follow-up report every ten days during the investigation. Only a few agencies give priority to those investigations lasting more than one month.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

N.A.C. Police Standard 9.10 Narcotic and Drug Investigations

Every police agency should acknowledge the direct relationship between narcotic and drug offenses and other criminal activity, and should have available a narcotic and drug investigation capability based on that acknowledgment.

PRACTICE	PRINCIPLE
4	4.5

Related Standards

1.4 Communicating with the Public  
1.6 Public Understanding of the Police Role  
2.3 Inspections  
5.7(2) Fiscal Management Procedures  
9.1 Specialized Assignment  
9.2 Selection for Specialized Assignment  
9.3 Annual Review of Agency Specialization  
9.7(5) Criminal Investigation  
9.9 Vice Operations  
11.1(1) Use of Professional Expertise  
12.2(1) The Crime Laboratory  
16.3 Preparatory Training

1. Every police agency should provide fundamental narcotic and drug investigation training to every officer during basic training.

ICJS - All law enforcement personnel in the state undergo fundamental narcotic and drug investigation training during mandatory basic training.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

2. Every police agency should cooperate in and, where necessary, establish narcotic and drug abuse awareness programs, such as school system educational programs, civic group programs, multi-agency programs, and Analysis Anonymous programs.



- ICJS - All agencies in the state with the available manpower and funds conduct fairly comprehensive drug abuse public awareness programs. Oftentimes, an agency will work with other public or private organizations in developing and implementing such programs. For the most part, the Iowa Drug Abuse Authority (I.D.A.A.) is responsible for such programs.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

3. Every police agency employing more than 75 personnel should have a full-time narcotic and drug investigation capability. Personnel in smaller agencies may be assigned where justified by the local problem.

- a. The number of personnel assigned to the narcotic and drug operation should be determined by the local problem.
- b. Where appropriate in agencies with 75 or less personnel, drug and narcotic operations may be consolidated with view operations.
- c. Drug and narcotic operations should be decentralized to the extent that the agency is; however, a central drug and narcotic unit should be maintained to coordinate the decentralized operations.

- ICJS - All available data indicates that all of the major departments (75 + sworn personnel) maintain full-time narcotics personnel. In smaller agencies, usually in rural areas, the services of the D.N.D.E. (State Division of Narcotic and Drug Enforcement) are available free of charge.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

There are approximately 15 officers currently assigned to the D.N.D.E. It is their responsibility to both initiate investigations and conduct specialized enforcement operations throughout the entire state.

4. Every police agency should insure coordination and the continual exchange of information between officers assigned to narcotic and drug enforcement, vice enforcement, intelligence, and uniformed patrol.

Police 9.10 - con't

- ICJS - There are indications that, in those agencies with sundry specialized units, there is functional coordination and liaison between these units. Inasmuch as that unit commanders meet together at frequent periodic intervals with the chief executive, cooperation is insured. Such cooperation also exists at the State level between the B.C.I. and the D.N.D.E. Additionally, the D.N.D.E. seeks the active cooperation, on occasion, with local agencies when conducting investigations.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

5. Every chief executive should establish written policies and procedures requiring that every narcotic and drug complaint will be reported in writing and thoroughly investigated. These policies and procedures should provide that:

- a. All narcotic and drug complaints be distributed to the chief executive or his delegate, and to the central narcotic and drug unit;
- b. A written followup report of every open drug or narcotic investigation be prepared every 30 days to indicate the progress of the investigation;
- c. Individual, team, and unit narcotic and drug investigation reports and activity summaries be inspected and reviewed continually;
- d. Individual, team, and unit performance measures continually be applied to drug and narcotic operations. These measures should include arrests and dispositions; number of purchases by type of drug or narcotic, quantity and quality of seized narcotics and drugs, other crimes cleared, and working caseload.

- ICJS - In those agencies with full-time narcotics personnel, there are written policy statements insuring that all drug complaints will be thoroughly investigated. It is not standard procedure, however, to distribute reports of all investigations to the chief executive. Furthermore, most agencies do not require a written followup report to be prepared every 30 days to indicate the status of the investigation. Prepared reports, as well as the unit's activities, are usually not formally reviewed. In most instances, the unit's performance is evaluated by the unit commander and the chief in an informal manner.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

Police 9.10 - con't

6. Every police agency should provide narcotic operations with special funds and specialized equipment such as vehicles, electronic equipment, and vision devices necessary to conduct effective narcotic and drug operations.

ICJS - To the extent practical, most narcotic units do receive special funding. It must be recognized, however, that law enforcement agencies, as a rule, do not receive adequate funding. Consequently, narcotics units, like the rest of the agency, must function below optimal performance levels as a result of a limited budget.

Analysis and Commentary

ICJS practice is similar to NAC  
ICJS principle is the same as NAC

## N.A.C. Police Standard 9.11 Intelligence Operations

Every police agency and every State immediately should establish and maintain the capability to gather and evaluate information and to disseminate intelligence in a manner which protects every individual's right to privacy while it curtails organized crime and public disorder.

PRACTICE	PRINCIPLE
3.0	4.0

### Related Standards

- 4.2(2) Police Operational Effectiveness within the Criminal Justice System
- 5.7(2) Fiscal Management Procedures
- 7.3(2)(5) Organizing for Control
- 9.1 Specialized Assignment
- 9.2 Selection for Specialized Assignment
- 9.3 Annual Review of Agency Specialization

1. Every State should establish a central gathering, analysis, and storage capability, and intelligency dissemination system.

- a. Every police agency should actively participate in providing information and receiving intelligence from this system.
- b. Every police agency should designate at least one person to be responsible for liaison with the State intelligence system.
- c. Every State intelligence system should disseminate specific intelligence to local agencies according to local needs and should disseminate general information throughout the State.

ICJS - At the present time, intelligence gathering operations in Iowa is in a state of flux. As a result of recent legislation (Section 749B Criminal History Data Act), strict limitations were placed upon its storage (Section 749B.8 prohibits intelligence or surveillance data from being placed in computer storage system) and its dissemination to local police agencies. As a result of these restrictions, as well as various other obstacles, an efficient and cost-effective system has yet to be developed.

Currently, all statewide intelligence gathering is conducted by the Criminal Conspiracy Unit (D.P.S.). To facilitate liaison with the urban agencies, most urban agencies designate an officer in their investigation division to function as a liaison officer. Liaison is also maintained with other enforcement divisions within the D.P.S. and adjacent agencies. The flow of intelligence data normally occurs in a somewhat informal manner on an ad hoc basis. Local agencies are

Police 9.11 - con't

neither required nor obligated to provide information to the C.C.U.; C.C.U data is usually forwarded to local agencies only when it is expedient to do so.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is similar to NAC

2. Every local agency should participate, where appropriate, in the establishment of a regional intelligence system. Every regional intelligence system should participate actively in the State system.

ICJS - Although there are no formalized regional intelligence systems, there are indications that many agencies in adjoining jurisdictions, particularly in S.M.S.A. areas, do cooperate and share intelligence data.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

3. Every police agency with more than 75 personnel should have a full-time intelligence capability.

a. The number of personnel assigned to this operation should be based on local conditions.

b. The intelligence operation should be centralized; however, intelligence specialists may be assigned, where appropriate, to major transportation centers.

c. When size of the intelligence operation permits, organized crime intelligence should be separate from civil disorder intelligence.

d. In smaller agencies the intelligence specialist should be required to take direct enforcement action only where limited agency resources make it absolutely necessary. In larger agencies the intelligence specialist should be required to take direct enforcement action only where a serious threat to life or property makes it absolutely necessary.

e. The intelligence operation should include an independent and well-secured reporting and record system.

ICJS - While all urban departments maintain intelligence gathering capabilities, only the largest departments have specialized intelligence units. Agencies without full-time staff usually assign a supervisory officer in the investigative division to collect data and maintain liaison with the C.C.U. The C.C.U. maintains liaison with nation-wide intelligence agencies and upon request, assists any local agency in collecting data. Except during unusual occurrences, i.e., civil disorder, intelligence gathering efforts are aimed at collecting data on

Police 9.11 - con't

organized criminal activity. Local conditions do not support separate operations; civil disorder and organized crime intelligence data are most probably collected and stored by the same agency personnel.

In accordance with the Criminal History Data Act, all intelligence data is to be kept apart from the regular record system; access to such data is to be so restrictive as to insure security and privacy.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

4. Every police agency should insure exchange of information and coordination between the intelligence operation and all other operational entities of the agency and with other government agencies.

ICJS - As noted, cooperation between and within the state, county, and local law enforcement agencies is sporadic and conducted on an ad hoc basis. There is much concern over how the Criminal History Data Act will affect the flow of intelligence data. It is believed that further interpretation of the Act, probably by the courts, will be a prerequisite to the creation of a formal systematic exchange of intelligence information.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

5. Every police agency should supply its intelligence operation with the funds, vehicles, vision devices, and other specialized equipment necessary to implement an effective intelligence operation.

ICJS - Whereas local intelligence units may receive limited funding or special equipment, the C.C.U. has received extensive funding by the Iowa Crime Commission to purchase needed equipment.

Taking into consideration that the C.C.U. collects intelligence data statewide, and oftentimes operates in conjunction with the urban departments, their equipment benefits all intelligence units.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

## N.A.C. Police Standard 10.1 Assignment of Civilian Police Personnel

Every police agency should assign civilian personnel to positions that do not require the exercise of police authority or the application of the special knowledge, skills, and aptitudes of the professional peace officer. To determine the proper deployment of civilian and sworn personnel, every agency immediately:

PRACTICE	PRINCIPLE
2.5	3.4
Related Standards	
8.3 Deployment of Patrol Officers	
9.6(3) Traffic Operations	
10.2 Selection and Assignment of Reserve Police Officers	
11.2(3)(4)(6) Legal Assistance	
12.2(3) The Crime Laboratory	
12.3(4) The Property System	
12.4(1) The Detention System	
13.1 General Police Recruiting	
14.1 Police Salaries	
14.2 Position Classification Plan	
16.3(3) Preparatory Training	
17.1 Personnel Development for Promotion and Advancement	
21.1(3) Police Uniforms	

1. Should identify those sworn positions which:
  - a. Do not require that the incumbent have peace officer status under local, State, or Federal statute;
  - b. Do not require that the incumbent exercise the full police power and authority normally exercised by a peace officer;
  - c. Do not require that the incumbent possess expertise which can be acquired only through actual field experience as a sworn police officer; and
  - d. Do not contribute significantly to the professional development of sworn personnel.
2. Should designate as civilian those positions that can be filled by a civilian employee according to the foregoing criteria;
3. Should staff with qualified civilian personnel all positions designated for civilians;
4. Should provide a continuing audit of all existing and future position to determine the feasibility of staffing with civilian personnel.

ICJS - Based upon the available information, it can only be assumed that each agency's administrator decides which positions can be filled by civilians. There is no evidence that formal review is standard operating procedure in any agency.



Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

Iowa's law enforcement agencies have, for a period of time, been cognizant of the advantages which employing civilians bring. While civilians, mostly women, have traditionally served as secretaries and clerks, rising costs and a greater demand for police services have opened several new positions for them.

For example, it was once standard operating procedure to require that only sworn personnel would operate radio equipment, many agencies now have women civilians in this position. The cause of this change is threefold; 1) agencies pay less to their civilian employees than to sworn personnel, 2) more sworn personnel can serve in patrol function, and 3) the crime commission has provided funding for civilian radio operator positions to enhance police performance and provide 24-hour service.

5. Should develop a salary and benefit structure for civilian personnel commensurate with their position classifications;

6. Should insure that an opportunity for career development exists within each civilian position classification where the nature of the position does not limit or bar such opportunity.

ICJS - Except for custodial positions civilians employed by police agencies are usually hired by that locality's civil service. Thus, all rights and privileges guaranteed by the civil service are offered to them. These include benefits and an established salary schedule with incremental pay raises.

While there is mobility in the larger agencies, civilians, for the most part, do not have any opportunity for career development. Civilians in positions of any responsibility are usually supervised by sworn personnel, thereby, prohibiting promotions.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

Police agencies often have difficulty retaining qualified personnel due to lack of opportunity for career development. If civilians were allowed to occupy supervisory positions then mobility for the sworn personnel would suffer.

7. Should conduct indepth personal background investigations of civilian applicants for confidential or sensitive positions. These background investigations should be as thorough as those of sworn applicants.

ICJS - Those civilians under consideration for positions directly related to law enforcement operations - i.e., radio operators, lab technicians - undergo a reasonably extensive personal background investigation.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

8. Should provide civilian training programs that insure the level of proficiency necessary to perform the duties of each assignment.

ICJS - The majority of civilian positions in agencies are not so technical as to require special training programs. Civilians doing specialized work either are taught on the job or must have the prerequisite training before initial employment.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

Police 10.1 - con't

A major criticism of civilian radio operators is that they often do not have the required skills needed to accurately communicate to the patrol units. Agencies should, therefore, ensure that all such civilians undergo a period of supervised on the job training.

9. Should inform all civilian employees of the requirements for sworn police status and interview them to determine their interest or desire to seek such status subsequently, and should record all information obtained during such interviews;

10. Should assign those civilian employees who express a desire to seek sworn status later to positions that will contribute to their professional development as police officers.

ICJS - It is obvious that civilians employed by police agencies are cognizant of the process by which they may attain sworn status, i.e., civil service or Merit. There is no data which indicates that civilian personnel are formally interviewed, vis-a-vis sworn police status.

Being that agencies have a limited number of civilian positions, there is limited flexibility in assignments. Civilians expressing interest in a sworn position will only receive informal assistance from agency personnel.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

N.A.C. Police Standard 10.2 Selection and Assignment of Reserve Police Officers

Every State and every police agency should consider employment of police reserve officers immediately to supplement the regular force of sworn personnel and increase community involvement in local police service.

PRACTICE	PRINCIPLE
1	2.5

Related Standards

- 8.3 Deployment of Patrol Officers
- 13.1 General Police Recruiting
- 13.4 State Mandated Minimum Standards for the Selection of Police Officer
- 16.1 State Legislation and Fiscal Assistance for Police Training
- 16.2 Program Development
- 16.3 Preparatory Training
- 16.4 Interpersonal Communications Training
- 20.1 Entry-Level Physical and Psychological Examinations
- 21.1 Police Uniforms
- 21.2 Firearms and Auxiliary Equipment

1. Every State immediately should establish minimum standards for reserve police officer selection and training according to the following criteria:

a. Reserve officer selection standards should be equivalent to those for regular sworn personnel except that the reserve specialist should be selected on the basis of those limited duties which he will perform. Reserve officer medical and age requirements may differ from those for regular sworn personnel since a retirement liability does not exist.

b. Reserve officer training standards should be equivalent to those for regular sworn personnel, but reserve specialists should be trained according to the requirements of the specialty which they will perform.

ICJS - The Iowa Code makes no provisions for the use of reserve officers. Consequently, no minimum standards have been established.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is different than NAC

There are strong indications that there is growing support for state control of reserve officers. This control would consist of 1) minimum qualifications which must be met by all reservists, 2) mandatory formal training, and 3) limitations upon the reserves function and law enforcement role.

2. Every police agency that has identified a specific need to augment its regular force of sworn personnel to alleviate manpower shortages or to cope with unique deployment problems, should immediately establish a police reserve program. To realize the maximum benefit from such a program, every agency:

a. Should establish recruitment and selection criteria equivalent to those for regular sworn personnel, with the exception of medical and age requirements;

b. Should provide reserve generalist training equivalent to that provided regular sworn personnel, and should provide reserve specialist training required by the specialty to which the reservist will be assigned;

c. Should insure that the reserve training program meets or exceeds State standards that regulate the training of regular, part-time or reserve officers;

d. Should assign the reserve generalist to supplement regular police personnel in the day-to-day delivery of police services and assign the reserve specialist to perform services within a particular field of expertise;

e. Should establish a reserve inservice training program equivalent to that for regular sworn personnel; and

f. Should furnish the reserve officer with the same uniform and equipment as a regular sworn officer only upon his completion of all training requirements. Until he has completed all training requirements, his uniform should readily identify him as a reserve officer, and he should perform his duties only under the direct supervision of a regular sworn officer.

ICJS - Taking into consideration that there are no minimum requirements for reserve officers and that, oftentimes, agencies use reservists because they cannot attract qualified personnel, selection criteria in many agencies is, for all intents and purposes, non-existent.

Reserve officers do not undergo any formal basic training. In-service training for reservists, like that for regular sworn personnel, is in most agencies totally inadequate.

Police 10.2 - con't

Reserve officers are neither trained for nor assigned to specialist positions.

Many reserve officers wear the same uniforms as sworn personnel. In several jurisdictions, reservists carry sidearms even though they often patrol without being supervised by sworn personnel.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

Although there is movement toward disbanding reserve units, many agencies within the state still rely heavily upon them. There are basically two reasons for this; 1) large urban areas often need extra help for special occurrences of short duration. For example, the Des Moines department receives assistance from reserve officers during the State Fair, 2) small agencies, i.e., 3 man sheriff departments, are able to provide a semblance of adequate police services.

Whereas the use of reserve officers by urban areas can be beneficial, their use by small departments often yields unanticipated and undesired results. These include; 1) needed sworn personnel will not be hired, 2) enforcement of the law will be in the hands of individuals whose integrity and morality have never been determined, 3) reserve units function outside the law - there is no authority for their existence within the Iowa Code, 4) since they have not been trained, they are more likely to violate citizens constitutional safeguards. Violations of due process will allow apprehended offenders to get their cases dismissed.

## N.A.C. Police Standard 11.1 Use of Professional Expertise

Every police agency should immediately establish liaison with professionals outside the police service who have expertise that can contribute to effective and efficient performance beyond the capabilities of agency employees. At a minimum, this liaison should implement working relationships, as necessary, with:

PRACTICE	PRINCIPLE
3.2	4.2

### Related Standards

- 1.6(1)(3) Public Understanding of the Police Role
- 11.3 Management Consultation and Technical Assistance
- 13.2(1) College Recruiting
- 13.5(2)(3) The Selection Process
- 19.6(1) Positive Prevention of Police Misconduct
- 20.1(1) Entry-Level Physical and Psychological Examinations

#### 1. Medical professional, particularly those with specific expertise in:

- a. Pathology;
- b. Gynecology;
- c. Psychiatry;
- d. Dentistry and orthodontics;
- e. Traumatic injuries;
- f. Medical laboratory technology; and
- g. Pharmacology

ICJS - Liaison between law enforcement and medical professionals, particularly in the rural areas of Iowa, is usually limited to homicide or suicide investigations. In accordance with chapter 339, law enforcement personnel must notify the county examiner when the cause of death is in the public interest. Aside from these occasions, there is little, if any, formal liaison.

As described in section 339.2, county medical examiners are required to be M.D.'s or D.O.'s. There is little indication that the examiners are specialists, i.e., pathologists, psychiatrists. Consequently, comprehensive autopsies may not always be obtained. Realizing this deficiency the legislature created the position of State medical examiner (see section 749A.5).

To ensure that the county medical examiner/law enforcement function is properly performed throughout the State, the State Medical Examiner is responsible for:

Police 11.1 - con't

- "1. Providing assistance, consultation, and training to county medical examiners and law enforcement officials.
2. Keeping complete records of all relevant information concerning deaths or crimes requiring investigation by the state medical examiner.
3. To promulgate rules pursuant to chapter 17A regarding the manner and techniques to be employed while conducting autopsies; the nature, character, and extent of investigations to be made in cases of homicide or suspected homicide necessary to allow a medical examiner to render a full and complete analysis and report; the format and matters to be contained in all reports rendered by medical examiners; and all other things necessary to carry out this chapter. All county medical examiners and peace officers shall be subject to such rules. (Section 749A.6)".

It is evident that the State examiner will also provide additional medical expertise during local investigations and autopsies.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

2. Business, trade, and industrial professional, particularly those knowledgeable in:
  - a. Banking;
  - b. Bookkeeping and accounting;
  - c. Labor relations;
  - d. The local economy; and
  - e. Local industry, business, and trades.
3. Educational professionals, particularly those with expertise in:
  - a. Elementary, secondary, and vocational education;
  - b. The physical, natural, and behavioral sciences; and
  - c. Research.
4. Behavioral science resources with expertise in:
  - a. Personnel selection, vocational assessment, and career counseling;
  - b. Teaching, training, and educational programming;
  - c. Research;
  - d. Management consultation;
  - e. Personal problem consulting; and
  - f. Specialist consultation.
5. Members of the clergy.



Police 11.1 - con't

ICJS - As a rule, the more diverse and complex an agency is the greater the reliance upon professional expertise. Available data indicates that, to varying degrees, S.M.S.A. departments and the D.P.S. do maintain liaison with civilian professionals. However, such liaison is almost always not an on-going working relationship inasmuch as that is usually occurs on an ad hoc basis. Only when problems arise - problems that cannot be solved by agency personnel - will professional civilians be contacted.

Obviously, many agencies do maintain on-going working relations with certain groups of professionals. For example; juvenile detective will regularly contact local businessmen to secure employment of youths. Local businessmen will also periodically meet with agency specialists to develop crime prevention programs. Police-school liaison officers meet constantly with educators and school officials. Officer recruit training is determined by professional educators who are members of the I.L.E.A. Council.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

## N.A.C. Police Standard 11.2 Legal Assistance

Every police agency should immediately acquire the legal assistance necessary to insure maximum effectiveness and efficiency in all its operations.

PRACTICE	PRINCIPLE
2	4

### Related Standards

1.7(1) News Media Relations  
5.8 Funding  
7.1 Command and Control Planning  
7.5 Legal Considerations  
9.1(3) Specialized Assignment  
10.1 Assignment of Civilian Police Personnel  
18.1 The Police Chief Executive and Employee Relations  
18.3 Collective Negotiation Process  
18.4 Work Stoppages and Job Action

1. Every police agency should make maximum use of the offices of its city attorney or county attorney, the county prosecutor, and the State attorney general, to acquire the legal assistance it needs. If it is necessary to provide legal assistance supplementary to these sources, a police legal adviser should be employed.

2. Every agency should obtain legal assistance in all agency operations where needed. This assistance may include:

- a. Provision of legal counsel to the police chief executive in all phases of administration and operations;
- b. Liaison with the city or county attorney, the county prosecutor, the State attorney general, the United States attorney, the courts, and the local bar association;
- c. Review of general orders, training bulletins, and other directives to insure legal sufficiency;
- d. Case consultation with arresting officers and review of affidavits in support of arrest and search warrants in cooperation with the prosecutor's office;
- e. Advisory participation in operations where difficult legal problems can be anticipated;
- f. Attendance at major disturbances--and an oncall status for minor ones--to permit rapid consultation regarding legal aspects of the incidents;
- g. Participation in training to insure continuing legal training at all levels within the agency;
- h. Drafting of procedural guides for the implementation of recent court decisions and newly enacted legislation; and
- i. Provision of legal counsel for ad hoc projects, grant proposal development, and special enforcement problems.

3. Every police agency with 200 or more personnel should establish a police legal unit with at least one attorney as a full-time legal adviser.

Police 11.2 - con't

- a. The size and composition of the legal unit should be proportionate to the size of the agency and the complexity of the legal assistance task.
  - b. One attorney should be designated as the director or administrative head when two or more attorneys are employed.
  - c. Adequate secretarial and clerical help should be provided, as well as police officers or law student interns for paralegal work.
  - d. Organizationally, the legal unit should be a separate entity, similar to the house counsel of a corporation, reporting directly to the chief executive and readily available to him.
  - e. Legal advisers should be civilian attorneys who serve at the request of the police chief executive.
4. Every police agency with fewer than 200 personnel may justify the establishment of a police legal unit with at least one full-time attorney legal adviser. When a full-time attorney legal adviser cannot be justified, and adequate legal advice cannot be obtained regularly by enlargement of the prosecutor's or the city or county attorney's role, the agency should obtain needed legal assistance through:
- a. Employment of part-time and contracted legal advisers; or
  - b. Use of the services of a multiagency or a State police legal unit.
5. Every police agency, in determining the need for a legal unit and the size of its staff, should consider at least the following:
- a. Whether the city or county attorney and the county prosecutor are located near police headquarters;
  - b. Whether the staffs of the city or county attorney and the county prosecutor are full-time or part-time, and whether they are permitted to engage in private practice;
  - c. Whether the city or county attorney and the county prosecutor have effective legislative programs;
  - d. Whether the county prosecutor's office can be consulted routinely on planned enforcement actions prior to arrests;
  - e. Whether assistant prosecutors discuss pending cases adequately with arresting officers prior to trial;
  - f. Whether the county prosecutor's office will draft affidavits for arrest and search warrants and give other legal assistance whenever needed;
  - g. Whether the city or county attorney's staff is willing to answer routine questions; how promptly they respond to requests for written opinions; and how detailed and complete such opinions are;
  - h. How willingly the city or county attorney files suits on behalf of the agency; how vigorously he defends suits against the agency and its members; and how experienced his staff is in matters of criminal law and police liability;
  - i. The educational level of police agency employees, comprehensiveness of preservice training given officers, and the quantity and quality of agency inservice training.
6. Every police agency should set firm minimum qualifications for the position of police legal adviser. These qualifications should require that each candidate for this position:

Police 11.2 - con't

a. Be a qualified attorney eligible, except for residence requirement, for admission to the State bar in the State in which he is employed and either licensed in the State or licensed in a State where licensing requires examination. He should become licensed in the State in which he is employed as soon as possible;

b. Have a wide breadth of professional and practical experiences in criminal justice, preferably in criminal trial work; and

c. Have attitudes and personality conducive to the development of trust and acceptance by police personnel.

7. Every police agency employing a legal adviser should provide in the assignment of his duties that he not:

a. Prosecute criminal cases;

b. Decide what cases are to be prosecuted or what charges are to be brought except by agreement with the prosecutor;

c. Be assigned tasks unrelated to the legal assistance function that would interfere with performance of that function; nor

d. Either prosecute infractions of discipline before internal trial boards, or serve as a member of any trial or arbitration board.

8. Every police agency employing a legal adviser who also engages in private practice should insure that he does not represent criminal defendants, bring a claim against a governmental agency he represents, lend his name to or have a financial interest in any law firm that represents criminal defendants, accept private business in an office located in a police station, or represent any police union or agency employee organization.

ICJS - At the present time, the only municipal/county law enforcement agency with a police-legal adviser is the Des Moines P.D. According to the 1975 Criminal Justice Plan, the Commission will be supporting such advisors over a multi-year period. It is anticipated that by 1978, 16 of the largest departments will have legal advice available to them.

Des Moines P.D.'s adviser is a lawyer working directly for the department and paid for from agency funds. Primarily, he provides administrative and operational legal assistance to the chief executive. Being assigned directly to the chief in the organizational chain of command and reporting directly to the chief, he does not usually review individual cases or decide which cases should be prosecuted. He is responsible for establishing in-service police legal training for all agency personnel.

Police 11.2 - con't

As proposed by the 1975 Plan, the 16 largest departments would be encouraged to utilize an assistant county attorney, assigned to the police department as the police legal adviser.

"This person, possessing a legal background, could be utilized by the entire department to assist in the interpretation of the law as it applies to police matters and also in the legal procedures which the officer must handle, such as the obtaining of search warrants."

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is similar to NAC

N.A.C. Police Standard 11.3 Management Consultation and Technical Assistance

Every State should immediately establish a police management consultation service to make technical assistance available at no cost to every police agency within the State.

PRACTICE PRINCIPLE

2

3

Related Standards

- 1.3(6) Police Discretion
- 2.1 Development of Goals and Objectives
- 2.3 Inspections
- 9.3 Annual Review of Agency Specialization
- 11.1 Use of Professional Expertise

1. Every State should provide technical assistance teams capable of conducting an evaluation of an entire police agency or of a specific division or operation thereof, analyzing its effectiveness, and making recommendations for improvement.

2. Every State should make this service available only upon the request of the chief executive of the police agency to receive the service.

3. The technical assistance team should submit a written report of its finding together with its recommendations for improvements, to the police chief executive of the agency.

ICJS - For all intents and purposes, there is no one State agency that functions as a consultation service for local police agencies. In the past, chief executives have had to contract private organizations, i.e., International Association of Chiefs of Police, at great expense to conduct evaluations of the entire department. Occasionally, S.P.A. personnel will perform this service. Technical assistance in specific areas, however, is made available by various State agencies.

Upon request, State Planning Agency personnel will evaluate a specific agency operation, i.e., records system. The Division of Communications, D.P.S. assists departments and counties in establishing communication networks. The I.L.E.A. Council will assist local departments in the development of in-service training programs. The D.P.S. is capable of providing needed technical expertise to agencies in specific areas, i.e., development of a crime lab.

Consequently, it is likely that chief executives could obtain free technical assistance in many areas. However, no one State agency is capable of evaluating an entire department upon request.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

## N.A.C. Police Standard 12.1 The Evidence Technician

Every State and every police agency should acknowledge the importance of efficient identification, collection, and preservation of physical evidence; its accurate and speedy analysis; and its proper presentation in criminal court proceedings. These are essential to professional criminal investigation, increased clearance of criminal cases, and ultimately, the reduction of crime. Every agency should insure the deployment of specially trained personnel to gather physical evidence 24 hours a day.

PRACTICE	PRINCIPLE
3.5	4.3

### Related Standards

7.3(4)(5) Organizing for Control  
7.4(1) Mass Processing of Arrestees  
8.2(2) Enhancing the Role of the Patrol Officer  
9.7(6) Criminal Investigation  
12.2 The Crime Laboratory  
12.3 The Property System  
16.3 Preparatory Training

1. Every police agency immediately should consider the use of specially trained regular patrol officers to devote a maximum of 25 percent of their regular duty time to the location, collection, and preservation of physical evidence.

ICJS - At the present time only the major urban police departments are capable of rapidly deploying specially trained evidence technicians to crime scenes. Virtually all other agencies must either rely upon detectives or, in rural agencies, regular uniform personnel. In cases involving serious personal injury i.e. - homicide, forcible rape, B.C.I. evidence technicians are available on a 24-hour basis to assist, upon request, any police agency.

For the most part, patrol officers do not undergo specialized training in evidence collection or crime scene analysis.

### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

All officers who have undergone mandatory ILEA basic training have a limited ability to collect and preserve evidence at crime scenes. If nothing else, officers are taught when to leave the crime scene intact and request B.C.I. assistance.



## Police 12.1 - con't

2. Every police agency with 75 or more personnel should consider immediately the use of specially trained evidence technicians to locate, collect, and preserve physical evidence at crime scenes and to deliver such evidence to the appropriate laboratory facility. These technicians may partially or entirely eliminate the need for deployment of specially trained regular patrol officers in gathering physical evidence.

ICJS - As noted, all of the major urban departments have specialists capable of locating, collecting, and preserving physical evidence at crime scenes.

### Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

It is evident that many of these evidence technicians are regular investigators who have only undergone a course in crime scene analysis. They are not truly "specialists."

3. Every police agency should immediately provide for all incoming sworn personnel a formalized basic training course in evidence-gathering techniques to develop the agency's capacity to retrieve and use any physical evidence present at the scene of a criminal investigation. Every sworn officer should then be held responsible for evidence collection in cases where an evidence technician or a specially trained patrol officer is not available.

ICJS - All law enforcement personnel who have completed the mandatory ILEA 24-hour basic training session have undergone several hours of evidence training; 3 hours of crime scene searches, 4 hours in how to record a crime scene, and 4 hours of photography. All patrol officers who conduct crime scene investigations are responsible for the collection of evidence if specially trained personnel are not available.

### Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

4. Every police agency with 1,000 or more personnel should immediately maintain a mobile evidence collection van containing equipment for securing and illuminating large crime scene areas and for storing and preserving physical evidence. The van should be staffed by qualified evidence technicians and should be used for major occurrences.

Police 12.1 - con't

ICJS - The only mobile evidence collection van in the State is operated by the B.C.I.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

There are no police agencies in Iowa with 1,000 or more personnel. Of all law enforcement agencies, only the B.C.I. would find such vehicle cost effective.

5. Every police agency should be responsible for its own crime scene searches and should immediately insure that all crime scenes are thoroughly examined for physical evidence, and that all evidence collected is submitted to the appropriate laboratory facility for analysis.

ICJS - Although all police agencies are responsible for their own crime scene searches, B.C.I. assistance is usually requested by the smaller urban, suburban and rural agencies in instances of major crimes. On occasion, even the largest agencies will request B.C.I. assistance.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

There are strong indications that many agencies, both large urban and small rural, will not request the assistance of the B.C.I. in order to retain a semblance of autonomy. It is not unusual for the B.C.I. crime scene specialist to be called in days or even weeks after the crime occurs. In these situations, it is impossible to do a meaningful analysis of the crime scene. Under current law there is nothing preventing a rural agency with only 3 sworn officers from conducting a complex homicide investigation entirely by themselves.

6. Every State should, by 1975, provide specialized training for local evidence technicians on a centralized or regional basis in order to achieve a statewide level of proficiency in the collection of physical evidence.

Police 12.1 - con't

ICJS - The Iowa Crime Commission is supporting training for crime scene technicians in 16 of the largest police departments, with the understanding that there services be available to smaller departments in the area. This training should be accomplished by 1977 with the initial planning for the training (location, resource personnel) taking place in 1975 and 1976.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

## N.A.C. Police Standard 12.2 The Crime Laboratory

Every State by 1982 should establish a consolidated criminal laboratory system composed of local, regional, or State facilities capable of providing the most advanced forensic science services to police agencies.

PRACTICE PRINCIPLE

4.1

4.7

### Related Standards

5.2 Combined Police Service

5.7(2) Fiscal Management  
Procedures

9.4 State Specialists

9.7 Criminal Investigation

10.1 Assignment of Civilian  
Police Personnel

11.1(1)(3) Use of Professional  
Expertise

12.1 The Evidence Technician

14.1(1)(4)(8) Police Salaries

14.2(3) Position Classification  
Plan

1. Every police agency should immediately insure that it has access to at least one laboratory facility capable of timely and efficient processing of physical evidence and should consider use of each of the following:

a. A local laboratory that provides analysis for high volume, routine cases involving substances such as narcotics, alcohol, and urine; routine analysis and processing of most evidence within 24 hours of its delivery; immediate analysis of certain types of evidence, such as narcotics, where the detention or release of a subject depends upon the analysis; and qualitative field tests and quantitative followup tests of narcotics or dangerous drugs.

b. A regional laboratory (serving an area in excess of 500,000 population where at least 5,000 Part I offenses are reported annually) that provides more sophisticated services than the local laboratory, is situated within 50 miles of any agency it routinely serves, can process or analyze evidence within 24 hours of its delivery, and is staffed with trained teams of evidence technicians to assist in complex investigation beyond the scope of local agencies.

c. A centralized State laboratory that provides highly technical analyses that are beyond the capabilities of local or regional facilities.

ICJS - Crime Laboratory Services in Iowa are provided for in the following manner; urban departments who have a fairly constant need for laboratory analysis usually have arrangements with private labs or local hospitals to perform chemical analysis. These labs analyze routine substances such as blood, urine, and simple narcotics.

## Police 12.2 - con't

Analyses done in this manner can be provided to the agency within 24 hours. In cases where the substance is complex and a sophisticated analysis is essential, or when rural agencies are not to analyze a routine substance locally, the substance is forwarded to the B.C.I. lab in Des Moines.

The B.C.I. Criminalistics Laboratory, created in 1971, has assumed the responsibility of providing criminalistics laboratory services to all of the state's law enforcement agencies. In addition to providing crime scene evidence technicians, they analyze all forms of criminal evidence, e.g., handwriting, latent fingerprints, photography, toxicology, drug analysis, and microanalysis.

As a result of a continually increasing workload coupled with under-staffing, there is usually a backlog of substance to be analyzed. However, when critical need is determined, the lab can perform an analysis within 24 hours after delivery of the substance.

### Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

While no police agency is capable of providing by themselves analysis of complex substances within 24-hours either by or through the use of local labs, this service can be performed by the B.C.I. lab. Inasmuch as that additional B.C.I. regional labs could not be supported, it is imperative that the existing lab be expanded. In order to free the State lab from performing routine analysis, the Crime Commission is encouraging the SMSA's to develop sufficient laboratory services to handle all routine, simple types of evidence.

2. Every crime laboratory within a police agency should be a part of the organizational entity that includes other support services, and should be directed by an individual who reports only to the agency's chief executive or to a staff authority who reports directly to the chief executive.

ICJS - Recognizing that even routine "wet-chemistry" work is performed by private labs or hospitals, those responsible for the analysis usually do not have knowledge of criminalistics. Those few agencies with crime labs can, at best, collect fingerprints,



**CONTINUED**

**4 OF 8**

Police 12.2 - con't

analyze tool marks, and do elementary photography and identification work. These labs are always located within the organizational structure of the agency and, in several agencies, located in the administrative services unit. In those agencies where the lab unit (usually called identification unit) is located within the investigative division, reports are not directly sent to the chief executive (administrative services).

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

3. In maintaining a staff of formally qualified personnel who can provide efficient and reliable assistance in criminal investigations, every crime laboratory should provide that:

- a. Every employee responsible for the completion of scientific analyses or testing hold at least an earned baccalaureate degree in chemistry, criminalistics, or closely related field from an accredited institution, and have thorough working knowledge of laboratory procedures;
- b. Every employee performing supervised basic scientific tests or duties of a nonscientific nature meet the agency's requirements for the employment of regular sworn or civilian personnel;
- c. The laboratory director be familiar with management techniques necessary to perform his administrative functions satisfactorily;
- d. All laboratory personnel be adequately trained and experienced.
- e. Civilian personnel be used regularly so sworn personnel may be more appropriately deployed in other assignments, but provide that qualified sworn personnel be used when their abilities or expertise cannot be found elsewhere;
- f. The working staff be sufficient to meet the demands of the laboratory caseload;
- g. Salaries be commensurate with the specialized duties and qualifications of each position so that well-qualified personnel are attracted to and retained in these positions;
- h. Promotional and career paths for laboratory personnel result in salaries at least equal to those employed in other equivalent laboratories; and
- i. A clerical pool capable of handling all of the clerical needs of the laboratory be maintained.

ICJS - Aside from simple identification work conducted by the local agencies, all evidence is analyzed by either local private labs and hospitals or the B.C.I. Criminalists Lab. It must be assumed that the local private and hospital labs employ competent personnel. It is evident that B.C.I. lab personnel are highly qualified.



Police 12.2 - con't

Personnel in the Criminalistics Laboratory consist of civilians who are graduate chemists. In order to attract qualified individuals, their salaries are commensurate with the position's duties and responsibilities. Furthermore, promotional opportunities are, for the most part, on par with those employed by private laboratories.

As a result of the increasing workload, the lab is understaffed. There is a study being conducted to determine the long range manpower needs of the lab although it has been indicated that additional personnel are currently needed.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

4. Every laboratory that employs more than 10 nonclerical personnel also should establish at least one research position for solving specific laboratory problems and developing new laboratory techniques.

ICJS - While there is no formal research position within the B.C.I. Crime Lab, there is evidence that research is being undertaken.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

5. Every police chief executive should insure that the police laboratory function receives appropriate fiscal support and that the adequacy of its facilities is considered in structuring the agency's annual budget; every laboratory director should be able to assess and control the amount, type, and quality of evidence received by the laboratory.

ICJS - Whereas local agency crime lab/identification units can adequate function without complex equipment, the B.C.I. lab must be provided with sophisticated facilities in order to be efficient and cost-effective. The Iowa Crime Commission support has made possible the acquisition of specialized equipment by the B.C.I. lab. Just recently, Commission funding enabled the lab to purchase a gas chromatograph-mass spectrometer (approximately \$40,000) which will provide considerable impact on the case load and time required to perform complex analyses.

Police 12.2 - con't

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

6. Every police agency laboratory and every regional laboratory should receive from all agencies using its services partial annual support based on the number of sworn personnel employed by each agency, rather than on case costs.

ICJS - The B.C.I. Lab services all law enforcement agencies in Iowa without charge.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is the same as NAC

7. Every crime laboratory director should, by 1974, design and implement a reporting system that provides data relative to its involvement in:

- a. Reported crimes;
- b. Investigated crimes;
- c. Suspects identified or located;
- d. Suspects cleared;
- e. Suspects charged;
- f. Prosecutions;
- g. Acquittals; and
- h. Convictions.

ICJS - All local crime lab/investigation units and the B.C.I. lab maintain reporting and data collection systems.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

Police 12.2 - con't

8. Every crime laboratory should establish close liaison immediately with:
  - a. All other elements of the criminal justice system to insure that laboratory findings are consistent with law enforcement needs and are being effectively used as investigation tools;
  - b. The scientific and academic establishments, to insure use of the latest techniques and devices available to the criminalist and the investigator.

ICJS - All B.C.I. lab personnel and local crime lab personnel to a lesser degree maintain liaison with the courts and the scientific community. As noted, B.C.I. personnel attend special criminalistics seminars at frequent intervals to remain abreast of the most innovative analytical procedures and equipment. Local personnel will, in the near future, become more professional as evidence technicians from 16 urban agencies undergo specialized training.

The acquisition of Police Legal Advisors by the SMSA's will promote greater coordination between the local crime lab procedures and the courts to insure the appropriateness of the lab's methods in adjudication of criminal cases.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

## N.A.C. Police Standard 12.3 The Property System

Every police agency immediately should establish a system for the secure and efficient storage, classification, retrieval, and disposition of items of evidentiary or other value that come into the custody of the agency.

PRACTICE	PRINCIPLE
2.3	3

### Related Standards

- 2.3 Inspections
- 10.1 Assignment of Civilian Police Personnel
- 12.2(1) The Crime Laboratory
- 13.4(2)(3) State Mandated Minimum Standards for the Selection of Police Officers
- 24.2(1) Basic Police Records

1. Every police agency should establish a filing system that includes, but is not limited to:
  - a. A chronological record of each occasion when property is taken into police custody;
  - b. A separate itemized list of all items of property that are taken into custody;
  - c. A record that indicates the continuity of the property from its entry into the system to its final disposition. This record should include the name of each person accountable for each item of property at any given time.

ICJS - While the larger urban agencies have, out of necessity, a relatively efficient property filing system, the smaller agencies often operate in an informal manner. It is improbable that separate itemized lists of property are maintained by many of the urban departments. Most urban agencies do not maintain "fail-safe" procedures to insure that all property is accounted for at all times.

### Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is different than NAC

2. Every police agency should conduct regular property inventories and property record audits to insure the integrity of the system. Such measures should be performed by personnel who are not charged with the care and custody of the property, and the results should be reported to the police chief executive.

Police 12.3 - con't

- ICJS - Data reveals that many agencies conduct periodic property inventories. These audits are almost always performed by the personnel responsible for the system or their immediate supervisors.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

3. Every police agency should publish written procedures governing the function of the property system. All components of a multicomponent property system should be governed by the same procedures.

- ICJS - Only in those agencies with a formal property storage system will there be written procedures governing the function of the property system.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

4. Every police agency that uses full-time employees in its property function should assign civilian personnel to all elements of the property system in order to release sworn officers for assignment to those police functions requiring them.

- ICJS - Agencies with a formal property system exclusively use sworn personnel in its operation.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

5. Every police agency should assign to the property function only those employees who are trained in the operation of the system.

- ICJS - Employee's assigned to the property function are usually patrolmen who only receive on-the-job training.

Police 12.3 - con't

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is similar to NAC

6. Every police agency should insure that personnel assigned to the property function are not involved in authorizing the booking, release, or disposition of property. Such authorization should be provided by the booking officer, the investigating officer, or another designated sworn employee.

ICJS - According to all available information, personnel assigned to the property function are also responsible for the booking, release, or disposition of property.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

7. Every police agency should clearly designate the employee responsible for around-the-clock security of the property area and restrict entry of all other personnel into this area.

ICJS - Most agencies do not maintain a special room, or area, for the storage of property; all sworn personnel are able to gain access to the storage area. Generally officers are designated as being responsible for the security of the property.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

8. Every police agency should institute close security and control measures to safeguard all money that comes into agency custody.

ICJS - Only those departments which frequently handled money have procedures to prevent its loss. In many agencies, money is handled in an informal manner.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

### Police 12.3 - con't

9. Every police agency should institute procedure to facilitate the removal of property from the system as soon as possible.

a. All identifiable property should be returned as soon as practicable after the rightful owner is located. Prior to disposition, all such property should be checked against stolen property records and all firearms should be compared with gun records to make certain that no "wants" or "holds" exist for such items.

b. Personnel assigned to locate the owners of identifiable property should not be involved in the arrest or prosecution of the persons accused of crimes involving that property.

c. When property is no longer needed for presentation in court, and the owner cannot be determined, it should be disposed of promptly.

ICJS - Standard procedure in most agencies consists of determining whether property held in custody, such as firearms, is either wanted in connection with a criminal offense or has been reported stolen. Attempts are made to return all property to its rightful owner after it is no longer needed in court. In those instances where the rightful owner cannot be found, the property is usually promptly disposed of.

#### Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

10. Every police agency should insure that the property room includes;

a. A sufficient amount of space and facilities for efficient storage of property and records;  
b. Easy access by agency personnel and by the public without lessening security or subjecting property to contamination;

c. A temporary storage areas for perishable property; and

d. An area that provides an extra measure of security for the storage of narcotics and firearms.

ICJS - It is evident that many local agencies, particularly small rural departments, have insufficient storage capacity. Property is often stored in areas that are easily accessible to all agency personnel. It is unlikely that even the largest departments have the capacity to securely store perishable items. Data does indicate, however, that narcotics and firearms are stored in a reasonably secure manner, i.e., office safe, locked cabinets.

#### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

## N.A.C. Police Standard 12.4 The Detention System

Every police agency currently operating a detention facility should immediately insure professionalism in its jail management and provide adequate detention services. Every municipal police agency should, by 1982, turn over all its detention and correctional facilities to an appropriate county, regional, or State agency, and should continue to maintain only those facilities necessary for short term processing of prisoners immediately following arrest.

PRACTICE	PRINCIPLE
4	4

### Related Standards

- 7.4(1)(2) Mass Processing of Arrestees
- 10.1 Assignment of Civilian Police Personnel

1. Every police agency that anticipates the need for full-time detention employees after 1975 should immediately hire and train civilian personnel to perform its jail functions.

2. Every municipal police agency currently operating its own detention facility should immediately consider using an easily accessible State or county facility for all detention except that required for initial processing of arrestees. Every agency should also consider using State or county facilities for the transfer of arrestees from initial processing detention to arraignment detention.

ICJS - In Iowa, municipal police departments are not responsible for maintaining detention and correctional facilities (jails). According to section 356.1:

"The jails in the several counties in the state shall be in charge of the of the respective sheriffs and used as prisons:

1. For the detention of persons charged with an offense and committed for trial or examination.
2. For the detention of persons who may be committed to secure their attendance as witnesses on the trial of a criminal cause.
3. For the confinement of persons under sentence, upon conviction for any offense, and of all other persons committed for any cause authorized by law.
4. For the confinement of persons subject to imprisonment under the ordinances of a city.

The provisions of this section extend to persons detained or committed by authority of the courts of the United States as well as of this state.

As a rule, municipal departments' detention cells are only used for processing prisoners immediately after arrest. Only in those counties without adequate facilities for specific categories of inmates, i.e., women, will the municipal facility be used as a long-term detention and/or correctional facility



Police 12.4 - con't

While there is evidence that civilians are being employed to serve the municipal detention function, many agencies continue to rely primarily upon sworn personnel.

Analysis and Commentary

ICJS practice is similar to NAC Standard

ICJS principle is similar to NAC

N.A.C. Police Standard 13.1 General Police Recruiting

Every police agency should insure the availability of qualified applicants to fill police officer vacancies by aggressively recruiting applicants when qualified candidates are not readily available.

PRACTICE	PRINCIPLE
2.75	3.75
<u>Related Standards</u>	
9.2(2) Selection for Specialized Assignment	
10.1(9) Assignment of Civilian Police Personnel	
10.2(1)(a)(2)(a) Selection and Assignment of Reserve Police Officers	
13.2 College Recruiting	
13.3 Minority Recruiting	
13.4 State Mandated Minimum Standards for the Selection of Police Officers	
13.6(1)(2) Employment of Women	
17.4(2) Administration of Promotions and Advancements	

1. The police agency should administer its own recruitment program.

a. The agency should assign to specialized recruitment activities employees who are thoroughly familiar with the policies and procedures of the agency and with the ideals and practices of professional law enforcement;

b. Agencies without the expertise to recruit police applicants successfully should seek expertise from the central personnel agency at the appropriate level of State or local government, or form cooperative personnel systems with other police agencies that are likely to benefit from such an association: every police agency, however, should retain administrative control of its recruitment activities.

ICJS - In nearly all agencies, there is little evidence of active recruitment. For the most part, the S.M.S.A.'s have sufficient number of applicants. Only the smaller departments, 1-10 officers, experience a deficit of applicants.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

Police 13.1 - con't

2. The police agency should direct recruitment exclusively toward attracting the best qualified candidates. In so doing it:

- a. Should make college-educated applicants the primary targets of all recruitment efforts.
- b. Should concentrate recruitment resources according to the agency's need for personnel from varied ethnic backgrounds.

ICJS - Being that agencies do not actively recruit, they are not able to select the best qualified candidates. Departments are only able to select from the approved applicant's list supplied by the civil service.

Data reveals that, in the past, a few S.M.S.A. departments attempted to recruit at community college campuses. However, these efforts met with little success.

Considering that Iowa's population has, to a great degree, ethnic homogeneity, its law enforcement personnel are also homogeneous and ethnically representative. In those areas where there are sizable minority group populations there are ongoing programs to establish and maintain appropriate representation on the force.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is similar to NAC

Even though most agencies do prefer applicants with some college, they are unable to make a viable attempt to recruit them. The cause of this can be found in the job itself, i.e., - inadequate salaries, non-professional status of peace officers, lack of opportunity for advancement.

3. Residency should be eliminated as a preemployment requirement.

ICJS - Based upon all available data, residency in the hiring agency's city, town, or county is not a preemployment requirement.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

Police 13.1 - con't

4. The police agency should provide application and testing procedures at decentralized locations in order to facilitate the applicant's access to the selection process.

a. The initial application form should be a short, simple record of the minimum information necessary to initiate the selection process.

ICJS - Taking into consideration that there are no metro sized municipalities, all applicants have relatively easy access to testing locations. Municipal and county agencies have only one application and testing location. D.P.S. applicants can apply at any one of the numerous I.H.P. stations located throughout the State.

While the length of the initial application may vary, most agencies are currently using forms that are quite extensive.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

Taking into consideration that most candidates have easy access to the application and testing location there is no real need to establish several decentralized locations. In larger counties where extensive travel may be required, there are often no suitable locations to establish such facilities. Furthermore, the relatively small number of applicants would make such a venture inefficient.

5. The police agency should allow for the completion of minor routine requirements, such as obtaining a valid driver's license, after the initial application but before employment.

ICJS - Civil service guidelines vary as to whether or not applicants must meet routine minor requirements before initial application.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is different than NAC

Police 13.1 - con't

6. The police agency, through various incentives, should involve all agency personnel in the recruitment and selection process.

7. The police agency should seek professional assistance--such as that available in advertising, media, and public relations firms--to research and develop increasingly effective recruitment methods.

ICJS - Data indicates that police agencies, have neither involved agency personnel nor have sought professional guidance for developing more effective recruitment methods.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

8. The police agency should evaluate the effectiveness of all recruitment methods continually so that successful methods may be emphasized and unsuccessful ones discarded.

ICJS - There is little evidence that agencies formally evaluate their recruitment methods.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

## N.A.C. Police Standard 13.2 College Recruiting

Every police agency that does not have a sufficient number of qualified applicants having appropriate college backgrounds to fill police officer vacancies as they occur should immediately implement a specialized recruitment program to satisfy this need.

PRACTICE	PRINCIPLE
2	3
Related Standards	
10.2(1a)(2a) Selection and Assignment of Reserve Police Officers	
13.1 General Police Recruiting	
13.3 Minority Recruiting	
13.4 State Mandated Minimum Standards for the Selection of Police Officers	
13.6(1)(2) Employment of Women	
15.1 Educational Standards for the Selection of Police Personnel	

1. The police agency should establish permanent liaison with:
  - a. Placement officers and career counselors in colleges and universities within a 50-mile radius of the police agency.
  - b. Faculty members and heads of departments that provide a curriculum specifically designed to prepare students for the police service.

ICJS - Only recently have Iowa's larger police agencies been able to attract college graduates. This has not been a result of any major changes by the agencies themselves. Variables such as the shrinking job market and the policeman's new "professional" image depicted in the media are prime causes for the recent increase in college educated officers.

Currently, several vocational schools and community colleges offer police-related courses. An officer can attain an Associate of Arts degree at these schools. Data reveals that increasing numbers of officers are attending and receiving A.A. degrees.

Larger agencies do not, as a rule, actively recruit from local colleges. At most, the school's career counselor will be informed of the time and place of the next entrance exam. In those instances where there was a relatively strong recruiting effort (Des Moines P.D. personnel at Area XI Community College), the results were unsatisfactory.

Although agencies do not have liaison with career counselors, they do have informal contact with those faculty members teaching police science courses. This is the case when the faculty member is currently, or has been, an officer on the police force. In addition, the officers taking the course are representatives of the agency and can act as informal recruiters.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is different than NAC

2. The police agency should implement a police student worker program that provides part-time employment for college students between the ages of 17 and 25 who have shown a sincere interest in a law enforcement career. Police student workers:

a. Should be full-time students carrying a study load of at least 12 units per semester and should work for the police agency no more than 20 hours per week; during school vacations, full-time employment may be appropriate.

b. Should meet the same physical, mental, and character standards required of police officers; appropriate and reasonable exceptions may be made for height and weight in relation to age.

c. Should be assigned duties that prepare them for their future responsibilities as regular police officers' student worker, however, should not have the authority of a regular police officer or be authorized to carry firearms.

d. Should, after earning a baccalaureate degree, continue in the cadet program until a vacancy occurs on the regular police force.

e. Should continue in the cadet program for the period of time required to earn the baccalaureate degree, if by age 25 they are 1 academic year away from earning the degree.

ICJS - Presently, only one agency has a student worker programmer designated as the "Cadet" program. This program was initiated with the use of Crime Commission funding.

The objective of the Cadet program (Waterloo) is to introduce interested college students to police work. There are a limited number of students in the program.

Cadets are usually enrolled at the local community college (Hawkeye Technical in Waterloo) in the police science course which will yield them an Associate of Arts degree.

Police 13.2 - con't

The cadets are issued special uniforms and perform various non-hazardous police duties. These include working at the police station a number of hours each week as clerks, desk officers, and community relations personnel.

In addition, they patrol with sworn officers and take courses at the regional academies. It is expected that upon completion of the (two-year) A.A. degree, the cadets will become sworn officers on the force. However, they must go through regular civil service channels and, consequently, are not guaranteed a position.

Aside from this program there are no other programs to involve college students, particularly those attaining a four year B.A. or B.S. degree, in police work.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

3. The police agency should compete actively with other governmental and private sector employer in recruitment efforts at nearby colleges and universities. The opportunity for a police officer to perform a valuable social service, and the opportunity for a progressive career, should be emphasized in college recruiting.

ICJS - Except for what has been noted above, formal police recruiting at local college is nonexistent. Probably, additional college recruiting is accomplished by individual officers on an informal basis but is is not an established procedure by any agency.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

As noted, most agencies do prefer officers with some college education. Yet, there is very little affirmative action by the agencies.



## N.A.C. Police Standard 13.3 Minority Recruiting

Every police agency immediately should insure that it presents no artificial or arbitrary barriers--cultural or institutional--to discourage qualified individuals from seeking employment or from being employed as police officers.

PRACTICE PRINCIPLE

3.6

4.4

### Related Standards

- 1.7(1) News Media Relations
- 10.1(9) Assignment of Civilian Police Personnel
- 10.2(1a)(2a) Selection and Assignment of Reserve Police Officers
- 13.1 General Police Recruiting
- 13.4 State Mandated Minimum Standards for the Selection of Police Officers
- 13.6(1)(2) Employment of Women

1. Every police agency should engage in positive efforts to employ ethnic minority group members. When a substantial ethnic minority population resides within the jurisdiction, the police agency should take affirmative action to achieve a ratio of minority group employees in approximate proportion to the makeup of the population.

ICJS - Although there are members of various minority groups residing throughout Iowa, they do not comprise a substantial segment of any jurisdiction's population. Only in Waterloo and Des Moines do minority group members (Blacks) comprise sufficient proportions of the otherwise white population to necessitate representation on the police forces. Approximately 12% of Waterloo's and Des Moines' population are Black.

In these two cities, and in other regions where the need is existent, there are affirmative action programs currently underway. All evidence indicates that these programs are honest but unsuccessful attempts to achieve an equitable ratio of Black personnel in the agencies.

One such program, funded in part through a Crime Commission grant, is Des Moines "Juvenile-Liaison Cadet Project." This project was designed to facilitate minority recruitment for the Des Moines Police Department, utilizing a cadet program to (1) develop juvenile liaison cadets as a supplement for the present police-school liaison officer, and (2) to assist in the dissemination of police career information.

Police 13.3 - con't

The D.P.S. is currently actively recruiting minority group members. As yet, there is only one Black I.H.P. trooper.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

2. Every police agency seeking to employ members of an ethnic minority group should direct recruitment efforts toward attracting large numbers of minority applicants. In establishing selection standards for recruitment, special abilities such as the ability to speak a foreign language, strength and ability, or any other compensating factor should be taken into consideration in addition to height and weight requirements.

ICJS - Due to Civil Service and Pension Board regulations, pre-existing physical requirements for police personnel cannot be altered to accommodate minority group member entrance into the agency. An individual's special abilities cannot compensate for his/her lack of minimum entrance requirements.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

Unlike other minority groups, the average Black is proportionate to the average white in regards to physical stature (height and weight). Consequently, there has been little need to lower physical requirements for minority group applicants.

3. Every police agency seeking to employ qualified ethnic minority members should research, develop, and implement specialized minority recruitment methods. These methods should include:

- a. Assignment of minority police officers to the specialized recruitment efforts;
- b. Liaison with local minority community leaders to emphasize police sincerity and encourage referral of minority applicants to the police agency;
- c. Recruitment advertising and other material that depict minority group police personnel performing the police function;
- d. Active cooperation of the minority media as well as the general media in minority recruitment efforts;

Police 13.3 - con't

- e. Emphasis on the community service aspect of police work; and
- f. Regular personal contact with the minority applicant from initial application to final determination of employability.

ICJS - As noted, Des Moines' Cadet program is an innovative project to develop effective methods for minority recruitment. Except for what is being accomplished in Des Moines there is little to indicate that minority group recruitment is being actively pursued elsewhere in the state.

One Black officer on the Des Moines P.D. has been assigned to the Cadet program to foster minority recruitment. Most attempts in the past to interest local leaders in recruitment efforts have met with little success. Those leaders who do cooperate with police recruitment have been used for television appearances.

The minority media is another method that has been used to recruit. Advertising depicts minority group officers in a community service function. However, the response to such advertising has not been successful and, for the most part, active cooperation by the media was not achieved.

As a result of the Cadet project, those youths who show interest in entering the department will be advised and counseled throughout the selection process. Those minority applicants not involved in such a program would, most probably, also be contacted by minority personnel.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

Des Moines recruiting efforts, as compared to other areas with minority populations, are exceptional. Other areas have not as yet developed any effective programs to achieve an equitable minority personnel ratio.

- 4. Every police chief executive should insure that hiring, assignment, and promotion policies and practices do not discriminate against minority group members.

Police 13.3 - con't

ICJS - As can best be determined, chief executives do insure that the minority members are not discriminated against.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

5. Every police agency should evaluate continually the effectiveness of specialized minority recruitment methods so that successful methods are emphasized and unsuccessful ones discarded.

ICJS - As noted, there is an evaluation component incorporated into the "Juvenile-Liaison Cadet Project." The project acts as an opportunity to place more minority applicants in the Des Moines Department which will in turn allow the evaluator to follow the process of recruitment, application, selection, training, and retainment on the police force. Eventually, this evaluation will be used to discard those methods which are unsuccessful and give additional funding and support to effective methods.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

While there is an honest attempt by the Des Moines P.D. to develop new recruitment methods, other departments which have a greater need for minority personnel, are currently inactive. It is possible that, to avoid duplication of effort, Waterloo et.al. will base future recruitment efforts upon the results of Des Moines' evaluation.

## N.A.C. Police Standard 13.4 State Mandated Minimum Standards for the Selection of Police Officers

Every State, by 1975, should enact legislation establishing a State commission empowered to develop and enforce State minimum mandatory standards for the selection of police officers. This legislation should provide that the commission represent local government.

PRACTICE	PRINCIPLE
2.25	3

### Related Standards

- 9.2 Selection of Specialized Assignment
- 10.2(1a)(2a) Selection and Assignment of Reserve Police Officers
- 13.2(2)(b) College Recruiting
- 13.5 The Selection Process
- 17.3 Personnel Evaluation for Promotion and Advancement
- 20.1(1) Entry-Level Physical and Psychological Examination

1. The majority of this commission should be composed of representatives of local law enforcement agencies to insure responsiveness to local needs. Police practitioners, other members of the criminal justice system, and local government officials should be selected as commission members for a fixed term.

ICJS - The Iowa law enforcement academy council was created by the legislature to establish minimum mandatory standards for peace officers in Iowa (Chapter 80B). In 1974, the General Assembly revised the membership of the council and it now consists of 12 members each having a four year term. Of these, only 3 members are required to have law enforcement backgrounds; no members are appointed to represent local agencies.

### Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is different than NAC

2. This commission should insure that standards are met by inspecting for local compliance, and certifying as competent to exercise police authority, only those police officers who have met the mandated standards. The commission should establish minimum standards for:

Police 13.4 - con't

- a. Age, with consideration given to lowering the present minimum age of 21 and to establishing a maximum recruitment age that reflects the physical demands placed upon a police officer and the retirement liability of police agencies;
- b. Physical health, strength, stature, and ability, with consideration given to the physical demands of police work;
- c. Character, with consideration given to the responsibilities of police officers and the need for public trust and confidence in police personnel;
- d. Personality profile, with consideration given to the need for personnel who are psychologically healthy and capable of enduring emotional stress; and
- e. Education, with consideration given to the mental skills and knowledge necessary to perform the police function properly.

ICJS - Being that the council must certify all police training academies, instructors, and curriculum in the State, they are able to insure that all hiring agencies select applicants that meet the minimum requirements.

As a result of 1973 legislation (Ch. 140) the new minimum age requirement for entrance to the regional academies is 18. As yet, no maximum age limit has been set.

Minimum requirements have also been established in the following areas (Iowa Departmental Rules, 1973, p. 609)

- 1. height
- 2. weight
- 3. vision
- 4. hearing
- 5. physical, emotional or mental condition

The council requires that all police candidates; undergo a fingerprint check and background investigation; not be a felon, consciencious objector, or be addicted to alcohol or narcotics; be of good moral character.

The candidate must also be able to read and write english and has graduate high school or possess an equivalency certificate.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is similar to NAC

The current minimum standards established by the council do not truly prevent incompetent individuals from becoming officers. These minimum requirements only screen at those who are obviously incompetent and unfit. The NAC suggests that minimum requirements are to be so highly selective as to permit only an exceptional candidate to join a police force.

3. The commission should establish minimum standards that incorporate compensating factors such as education, language skills, or experience in excess of that required if such factors can overcome minor deficiencies in physical requirements such as age, height, or weight.

ICJS - The council has not, in its minimum mandatory requirements, authorized the use of compensatory factors. While higher standards are not prohibited, no police candidate can be selected who does not meet all of the minimum requirements.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is inconsistent with NAC

4. Every State should provide sufficient funds to enable this commission:
- a. To employ a full-time executive director and a staff large enough to carry out the basic duties of the commission; and
  - b. To meet periodically.

ICJS - A budget for the council has been provided for by the legislature (Chapter 80B.14). They are required to meet at least 4 times each year.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

## N.A.C. Police Standard 13.5 The Selection Process

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

PRACTICE	PRINCIPLE
2.5	3.5

### Related Standards

- 9.2 Selection for Specialized Assignment
- 10.2(1a)(2a) Selection and Assignment of Reserve Police Officers
- 13.2(2) College Recruiting
- 13.4 State Mandated Minimum Standards for the Selection of Police Officers
- 13.6(1)(2) Employment of Women
- 17.3 Personnel Evaluation for Promotion and Advancement
- 20.1 Entry-Level Physical and Psychological Examinations

1. Every police agency should measure applicants' mental ability through the use of job-related ability or aptitude tests rather than general aptitude tests. These job-related ability tests should meet the requirements of Federal Equal Employment Opportunities Commission guidelines.

ICJS - In accordance with the Iowa Code, police applicants are required to take a written test administered by the local civil service commission. Whereas these tests have traditionally been of the general aptitude type, many of them are being revised so as to be more job related. Perhaps, the greatest single force in causing these revisions have been the F.E.E.O. guidelines. Tests revised to meet F.E.E.O. guidelines will be more apt to be job-related.

### Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

There are indications that the revision process is being thwarted by a technicality. While a civil service commission may certify that the exams it administers meet F.E.E.O. guidelines, there is no formal procedure to insure



that the requirements are met. Only in those instances when the civil service is sued will the test be reviewed. Under such a procedure all commissions will have to be sued in order to check all examinations. This may take several years.

2. Every police agency, by 1975, should retain the services of a qualified psychiatrist or psychologist to conduct psychological testing of police applicants in order to screen out those who have mental disorders or are emotionally unfit for police work.

ICJS - Only a few of the larger agencies have police applicants checked for psychological deficiencies. The availability of a psychologist is the major factor in determining whether or not such exams will be administered.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

If made available at low cost, more agencies would administer psychological tests to applicants. There are no indications, however, that such testing is being given priority consideration.

3. Every police agency should use the results of psychological testing as a positive predictor of later performance within the police service only when scientific research establishes the validity and reliability of such a predictor.

ICJS - Standardized psychological tests are administered by those agencies which require such testing. These exams, for the most part, are not good predictors of future performance and, therefore, are not used for that purpose. Their only purpose is to prevent severely mentally disordered persons from becoming officers.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

Police 13.5 - con't

Insofar as that psychological exams given during initial application are not considered to be good predictors of future performance, they are not used for such purposes.

4. Every police agency should conduct an indepth background investigation of every police applicant before employment. The policies and procedures governing these investigations at least should insure that:
- a. To the extent practicable, investigations are based upon personal interviews with all persons who have valuable knowledge of the applicant;
  - b. The polygraph examination is used where appropriate, but is not allowed to substitute for a field investigation;
  - c. The rejection of police applicants is job related; and
  - d. Police applicants are not disqualified on the basis of arrest or conviction records along, without consideration of circumstances and disposition.

ICJS - Although limited by time and expense, most agencies do a relatively thorough background investigation of approved applicants. Investigations are accomplished through personal interviews with individuals with primary knowledge of the applicant.

There are strong indications that the smaller municipal departments conduct a very cursory investigation. There have been occasions where convicted felons have, in violation of state law, been employed as officers.

Polygraphs are used by several agencies but they do not replace the traditional background investigation.

As can best be determined, the local civil service commissions disqualify applicants due only to a job-related matter.

In accordance with Iowa law, an individual convicted of a felony offense or any offense discrediting one's morality cannot become an officer. Most agencies do give consideration to an applicant if he has been convicted of a misdemeanor.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

Data reveals that background investigations conducted by many of the smaller agencies are inadequate.

Police 13.5 - con't

5. Every police agency should insure that no more than 8 weeks pass from the time of initial application to final determination of employability; that applicants are promptly notified of the results of each major step in the selection process, and that the selection process is cost effective.

ICJS - The length of the application/approval procedure may vary from 1 week to several months. In general, applicants will be notified of their employment status approximately two months after the written test.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

Most civil service commissions do not keep applicants notified during the selection process. Only when the hiring lists have been presented to the police agency will applicants become aware of their status.

6. Every police agency should direct, into other temporary employment within the agency, qualified police applicants who because of lack of vacancies cannot be employed immediately in the position for which they have applied.

ICJS - The candidates selected by the civil service must wait on the certified list until the agency is able to hire him/her. This list remains in effect until the next test is administered. During this period candidates are not offered temporary employment within the agency.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

There is reason to believe that most agencies would temporarily employ certified candidates if not for lack of funds.

### N.A.C. Police Standard 13.6 Employment of Women

Every police agency should insure that there exists no agency policy that discourages qualified women from seeking employment as sworn or civilian personnel or prevents them from realizing their full employment potential. Every police agency should:

PRACTICE	PRINCIPLE
2	2

#### Related Standards

- 10.1 Assignment of Civilian Police Personnel
- 13.1 General Police Recruiting
- 13.2 College Recruiting
- 13.3 Minority Recruiting
- 13.4 State Mandated Minimum Standards for the Selection of Police Officers
- 13.5 The Selection Process
- 17.4(2) Administration of Promotions and Advancements

1. Institute selection procedures to facilitate the employment of women; no agency, however, should alter selection standards solely to employ female personnel;

2. Insure that recruitment, selection, training, and salary policies neither favor nor discriminate against women;

3. Provide career paths for women allowing each individual to attain a position classification commensurate with her particular degree of experience, skill, and ability; and

4. Immediately abolish all separate organizational entities composed solely of policewomen except those which are identified by function or objective, such as a female jail facility within a multi-unit police organization.

ICJS - Except for clerical positions, which are predominately occupied by females, women serve in very few sworn positions in Iowa's law enforcement agencies. Available data reveals that women have only been employed to serve in sworn positions in S.M.S.A. departments and the D.P.S. Traditionally, women have been employed in units specializing in crime prevention work involving offenses by or against women and juveniles. The majority of sworn females, designated as "policewomen" or "matron," function in this capacity. As yet, only a handful of women have been employed to serve in the same capacity as men. These women are referred to as "patrolpersons." While separate patrolwomen divisions do not exist, they are segregated in the criminal investigation division.

Although selection requirements have not been altered for patrolpersons, requirements for patrolwomen and matrons have been altered. Generally, patrolwomen and matrons have less restrictive physical requirements and more

restrictive educational and training requirements. At least one agency requires college level courses in social welfare, sociology, and psychology.

Salaries paid to patrolpersons, patrolwomen, and matrons are on par with those paid to their male counterparts.

Data indicates that career paths for patrolwomen and matrons are limited to their special unit. No patrolperson, as yet, has been promoted to a supervisory position in a patrol division. There is only one female (patrolwoman) in a supervisory position in Iowa.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is significantly different than NAC

## N.A.C. Police Standard 14.1 Police Salaries

Every State and local government should establish and maintain salaries that attract and retain qualified sworn personnel capable of performing the increasingly complex and demanding functions of police work. Every State should set minimum entry-level salaries for all State and local police officers and reimburse the employing agency for a portion of the guaranteed salary. Through appropriate legislation, a salary review procedure should be established to insure the automatic annual adjustment of police salaries to reflect the prevailing wages in the local economy.

PRACTICE	PRINCIPLE
1.4	2.1

### Related Standards

- 8.2(1) Enhancing the Role of the Patrol Officer
- 10.1(5) Assignment of Civilian Police Personnel
- 12.2(3) The Crime Laboratory
- 14.2(1)(4) Position Classification Plan
- 15.2(3) Educational Incentives for Police Officers
- 20.4 Health Insurance
- 20.5 State Retirement Plan

1. Every local government should immediately establish an entry-level sworn police personnel salary that enables the agency to compete successfully with other employers seeking individuals of the same age, intelligence, abilities, integrity, and education. The entry-level salary should be at least equal to any minimum entry-level salary set by the State. In setting an entry-level salary which exceeds the State minimum, the following should be considered:

- a. The employment standards of the agency;
- b. The specific police functions performed by the agency;
- c. The economy of the area served by the agency; and
- d. The availability of qualified applicants in the local labor market.

ICJS - In accordance with Iowa law, only the salary of the county sheriff is determined by the Code. The salaries for all other law enforcement personnel are arrived at through negotiation with the county board of supervisors (sheriffs department), a municipality's city council members (police department), or the State legislature (D.P.S.) Thus, except for the sheriff's salary (an elected position which could be considered an entry level position) statewide minimum entry-level salaries for law enforcement personnel are not set by the legislature.

Entry-level salaries throughout the state vary greatly. Dependent upon the jurisdiction's ability to pay for law enforcement, a new officer may receive anywhere between \$7,000 to \$10,300 (approx.) per year. Officers in the larger metropolitan departments generally receive the higher starting salaries.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

Being that there is no mandatory minimum salary for officers, local government has total control in establishing entry-level salaries. Traditionally, county government paid meager salaries because they were able to hire personnel who were not qualified. As of the 1968 legislation requiring ILEA certification of all officers, county government has had to raise deputy's salaries in order to attract qualified men. By making minimum requirements for law enforcement personnel more restrictive, the legislature is causing local governments to raise police salaries out of necessity.

2. Every local government should immediately establish a wide salary range within its basic occupational classification, with the maximum salary sufficient to retain qualified personnel by providing them with the opportunity for significant salary advancement without promotion to supervisory or management positions.

3. Every local government should immediately establish a salary review procedure to insure the automatic annual adjustment of police salaries to reflect the prevailing wages in the local economy and to meet the competition from other employers. The criteria applied in this annual salary review procedure should not be limited to cost of living increases, average earnings in other occupations, or other economic considerations which, applied in isolation, can inhibit effective salary administration.

4. Every local government should immediately establish a sufficient salary separation between job classifications to provide promotional incentives and to retain competent supervisors and managers.

ICJS - Based upon all available data, it is apparent that no agency offers a wide salary range within the basic occupational classification (patrolman). Even in the more progressive urban departments, a patrolman, after 20 years, may only be making \$2,000 more than recently hired patrolman. After an officer puts in a specified number of years as patrolman and earns "step" increases, he reaches his maximum. When the maximum, which is approximately \$1,500 more than entry-level salary, is reached further employment only yields longevity increases (approx. 1%-2% annually).

Automatic salary adjustment, based upon local condition, et.al., does not exist in any agency.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is inconsistent with NAC

Although many well qualified, competent, and innovative command-rank officers remain with police departments, they are often compelled to seek other employment due to inadequate salaries. In one relatively high-paying urban department, a captain at his maximum makes only \$1,850 more than a lieutenant (max.) A lieutenant at maximum makes only \$1,300 more than a sergeant (max.) Taking into consideration the increased responsibility and workload, these increases are not sufficient incentives for promotion. It is probable that many competent supervisory officers avoid promotion due to increased responsibility without a commensurate increase in pay.

5. Every local government should immediately provide its police agency's chief executive with a salary that is equivalent to that received by the chief executives of other governmental agencies and by members of the judiciary.

ICJS - The salary earned by a police chief is proportionate to the size of the agency as well as the influence and power of the position.

Obviously, chiefs of departments with 10-25 sworn personnel will not earn the salary of the larger department chiefs. In many instances the small town chief is an administrator and the mayor is the policy maker. Consequently, his salary may be significantly less than the mayor.

In those urban areas where the chief is responsible for enforcement, salaries are often approaching those of top government and judicial officials. This is evident in agencies with 125 plus sworn personnel.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is different than NAC



Police 14.1 - con't

6. Every local government should immediately establish within its salary structure a merit system that rewards demonstrated excellence in the performance of assigned duties.

ICJS - There are no agencies that reward demonstrated excellence with an increase in salary.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is different than NAC

Many of Iowa's urban police forces have a "merit-step" pay schedule. The function of this is to raise the salary of those officers who are performing satisfactorily. It is not based upon "demonstrated excellence." Any officer putting in his time expects his step increases whether or not he has earned it. Denial of the step increase rarely happens and then only in those cases where unsatisfactory performance is evident.

7. Every local government should immediately establish or maintain a police salary structure separate and distinct from that of any other government agency.

ICJS - Approximately one-half of all local governments have established a separate salary schedule for their police agency.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

8. Every State should immediately establish a minimum entry-level salary for all State and local sworn police personnel. The minimum salary should be based on the qualifications required for employment in the police service, on State and local economic conditions, and on the recommendations of representatives of local criminal justice elements. It should be reviewed and adjusted annually to reflect prevailing wages within the State.

ICJS - As noted, State mandated minimum salaries for peace officers have only been established for sheriffs (exact salary is determined by county pop.)

Police 14.1 - con't

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

9. Every State should, by 1978, reimburse every local police agency which meets the minimum State selection, training, and salary requirements for at least 25 percent of the total funds expended by the agency in payment of all salaries.

ICJS - The State does not reimburse any police agency for officer's salaries; there is no indication that there are plans for this in the future.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

## N.A.C. Police Standard 14.2 Position Classification Plan

Every State and local government should establish immediately a broad police classification plan based upon the principle of merit. The plan should include few position classifications but multiple pay-grade levels within each classification to enable the agency's chief executive to exercise flexibility in the assignment of personnel. The plan should also provide, within the basic position classification, sufficient career incentives and opportunities to retain qualified generalists and specialists in nonmanagement positions.

PRACTICE PRINCIPLE

1

2

### Related Standards

- 8.2(1) Enhancing the Role of the Patrol Officer
- 10.1(1)(4)(6) Assignment of Civilian Police Personnel
- 10.2 Selection and Assignment of Reserve Police Officers
- 12.2(3) The Crime Laboratory
- 14.1 Police Salaries
- 17.1 Personnel Development for Promotion and Advancement
- 17.3 Personnel Evaluation for Promotion and Advancement

1. Every police agency with more than three levels of classification below the chief executive should consider the adoption of three broad occupational classifications for sworn personnel, to permit mobility within each classification and salary advancement without promotion. The three fundamental classifications should include:

- a. A patrolman-investigator classification for the generalist and specialist at the basic rank level;
- b. A supervisor-manager classification for supervisory and midmanagement personnel; and
- c. A command-staff classification for police executives and administrators.

2. Every agency's classification plan should include, within each position classification, several pay grade levels, each of which requires a certain degree of experience, skill, and ability, or which entails the performance of a specialized function. The plan should provide compensation commensurate with the duties and responsibilities of the job performed, and should permit flexibility in the assignment of personnel.

ICJS - As a rule, classification and salaries in Iowa's law enforcement agencies are based entirely upon civil service or Merit examinations. Mobility within civil service classifications is virtually non-existent. Salary increases within classifications are rarely, if ever, based upon personal performance or duties

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

3. Every police agency should provide career paths that allow sworn personnel to progress not only as managers but as generalists and specialists as well. Nonmanagerial career paths should provide the incentive necessary to encourage personnel with proven professional and technical expertise to remain within the functions they choose, while continuing to provide efficient and effective delivery of police service.

a. Nonmanagerial career paths should incorporate progressive career steps for the generalist and specialist; these steps should be predicated on the completion of appropriate levels of education and training, and the achievement of experience and expertise within a professional-technical area. Progression to the end of a nonmanagerial career path should bring a salary greater than that for the first level of supervision.

b. Managerial career paths should also incorporate progressive career steps, predicated on the completion of appropriate levels of education and training and the achievement of management skills necessary to function satisfactorily at the next level of management.

ICJS - Career paths in Iowa's law enforcement agencies are limited to managerial positions via civil service exams. If an officer desires a higher classification and salary, he must enter a managerial position. In virtually all instances, personnel functioning as generalists or specialists will receive a salary lower than their supervisor.

Managerial career paths do not incorporate career steps predicated on the completion of appropriate levels of education and training.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

4. Every police agency should insure that the merit principle dominates promotions and assignments. Any existing civil service procedure should apply only to retention in, or promotion to, broad position classification. Movement between pay-grade levels within such position classifications should remain free from restrictive civil service procedures, but subject to internal controls, to insure placement and corresponding pay on the basis of merit.

Police 14.2 - con't

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

ICJS - As stated above, police administrators do not have the flexibility to increase an officer's salary. Higher salaries can only be obtained via civil service or Merit (Note: A few S.M.S.A. departments which provide educational incentive pay for personnel who have received an A.A. degree; see 15.2). Reclassification within civil service classification is strictly limited if not impossible.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

N.A.C. Police Standard 15.1 Educational Standards for the Selection of Police Personnel

To insure the selection of personnel with the qualifications to perform police duties properly, every police agency should establish the following entry-level educational requirements:

PRACTICE	PRINCIPLE
1	2

Related Standards

- 9.2(3) Selection for Specialized Assignment
- 13.1(2) General Police Recruiting
- 13.2 College Recruiting
- 13.4(2)(3) State Mandated Minimum Standards for the Selection of Police Officers
- 15.2 Educational Incentives for Police Employees
- 15.3 College Credit for the Completion of Police Training Programs
- 17.1(2) Personnel Development for Promotion and Advancement
- 17.2(1)(4) Formal Personnel Development Activities

1. Every police agency should require immediately, as a condition of initial employment, the completion of at least 1 year of education (30 semester units) at an accredited college or university. Otherwise qualified police applicants who do not satisfy this condition, but who have earned a high school diploma or its equivalent, should be employed under a contract requiring completion of the educational requirement within 3 years of initial employment.

2. Every police agency should, no later than 1975, require as a condition of initial employment the completion of at least 2 years of education (60 semester units) at an accredited college or university.

3. Every police agency should, no later than 1978, require as a condition of initial employment the completion of at least 3 years of education (90 semester units) at an accredited college or university.

4. Every police agency should, no later than 1982, require as a condition of initial employment the completion of at least 4 years of educational (120 semester units or a baccalaureate degree) at an accredited college or university.

ICJS - Data reveals that only two police agencies require education beyond a high school diploma for initial employment. Council Bluffs requires a two-year A.A. degree in law enforcement. The B.C.I. and D.N.D.E. require a 4-year college degree.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

It is evident that there is movement in the larger agencies toward hiring applicants with education beyond the high school level. In just the last 6 years the number of post-high school educated recruits has risen dramatically. According to ILEA sources, in 1968 41% of their trainees had not finished high school; in 1974, 40% have had some college education. These figures most likely reflect the change in all of the regional academies.

While no deadlines have been established, either by the ILEA council or local police administrators, it is only a matter of time before some college will be required by all urban departments. Already in at least one agency, Des Moines, some college is needed to take promotional examinations. And though not written civil service policy, college education is a major factor in the promotion decision making process in the larger agencies.

Notwithstanding the recent upsurge in college educated applicants, it is doubtful that Iowa can meet all of the N.A.C. guidelines. It is improbable that by 1978 the job of deputy sheriff would be able to attract qualified applicants with 3 years of college.

As conditions currently are, many agencies, sheriffs or local municipal police departments, cannot attract qualified high school applicants. Consequently, prior to raising minimum education requirements, the job itself must be made more attractive.

It must be noted that the vast majority of Iowa's law enforcement agencies are not within easy reach of a community college or vocational school. This is particularly true with I.H.P. officers and the personnel in rural agencies.

## N.A.C. Police Standard 15.2 Educational Incentives for Police Officers

Every police agency should immediately adopt a formal program of educational incentives to encourage police officers to achieve a college-level education. Colleges and universities, particularly those providing educational programs expressly for police personnel, should schedule classes at a time when police officers can attend.

PRACTICE	PRINCIPLE
2.5	3.5
Related Standards	
13.2(2) College Recruiting	
15.3 College Credit for the Completion of Police Training Programs	
17.1(2) Personnel Development for Promotion and Advancement	
17.2(1)(4) Formal Personnel Development Activities	

1. When it does not interfere with the efficient administration of police personnel, duty and shift assignments should be made to accommodate attendance at local colleges; any shift or duty rotation system should also be designed to facilitate college attendance.

ICJS - Data indicates that in the larger departments consideration is given to those officers attending local colleges. Consequently, the officers are given duty and shift assignments that facilitate their attendance at the college. I.H.P. personnel work on a swing shift and have difficulty attending college sessions.

### Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

Such consideration can only be given when the agency has sufficient personnel to re-arrange shift assignments.

2. Financial assistance to defray the expense of books, materials, tuition, and other reasonable expenses should be provided to a police officer when:

- He is enrolled in courses or pursuing a degree that will increase, directly or indirectly, his value to the police service; and
- His job performance is satisfactory.

ICJS - Officers taking police-related college courses are not reimbursed by their agency. However, most students do receive substantial assistance from LEEP (Law Enforcement Education Program). Other officers are able to receive additional assistance through veterans programs.



Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

While most agencies are in favor of having their officers attend college, they are either unwilling or unable to provide financial support. Without support college education is a financial burden for officers because L.E.E.P. does not pay all costs.

3. Incentive pay should be provided for the attainment of specified levels of academic achievement. This pay should be in addition to any other salary incentive. It should amount to at least 2.5 percent of the employee's current salary for each 30 semester units of college work completed in pursuance of a degree that will lead, directly or indirectly, to service betterment warranting the expense of the salary incentive.

ICJS - Officers completing college courses and attaining degrees usually do not receive salary increases. Data indicates that only a few departments offer financial incentives to officers furthering their education.

The Des Moines P.D. has established a "Master Patrolman" classification which yields the officer a 7½% salary increase. Two years of college is required to become a master patrolman.

Waterloo P.D. offers a more immediate pay incentive to those officers earned an A.A. degree. Most officers earn this degree at Hawkeye Tech.

Council Bluffs offers a more immediate pay incentive. Upon completion of college courses that lead to a police-related degree, the officer earns incentive pay. The officer earns monthly salary increases while he is completing the degree.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

Even in those agencies offering pay incentives, the salary increase may not offset the cost of the education.

Police 15.2 - con't

Furthermore, since college is not required for promotion many officers feel that further education is a needless expense and a waste of time. In addition, many officers and administrators believe that college will not make them better officers.

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

ICJS - Except for those agencies located in rural areas, most offices are conveniently located to a school offering police-related courses. Each area usually has one principle school, oftentimes a community college, that offers police courses that lead to an A.A. degree in a law enforcement related field. Since students of the police courses are, in most instances, officers in the local agency, classes are scheduled to facilitate attendance.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

## N.A.C. Police Standard 15.3 College Credit for the Completion of Police Training Program

Every police agency should pursue the affiliation of police training programs with academic institutions to upgrade its level of training and to provide incentive for further education.

PRACTICE	PRINCIPLE
3	4
<u>Related Standards</u>	
16.1 State Legislation and Fiscal Assistance for Police Training	
16.2 Program Development	
16.3 Preparatory Training	
16.6 Instruction Quality Control	
16.7 Police Training Academies and Criminal Justice Training Centers	

1. All police training courses for college credit should be academically equivalent to courses that are part of the regular college curriculum.

2. Every member of the faculty who teaches any course for credit in the police training curriculum should be specifically qualified to teach that course.

a. The instructor in a police training course, for which an affiliated college is granting credit, should be academically qualified to teach that course.

b. Police personnel not academically qualified to teach a course in the regular college curriculum may, if otherwise qualified, serve as teaching assistants under the supervision of an academically qualified instructor.

ICJS - Currently, there are numerous community college and vocational schools in Iowa which offer courses leading to an Associate of Arts degree in a law enforcement related field. Depending upon the school, these courses may, or may not, be taught by professional instructors.

Data reveals that officers with A.A. degrees usually can apply their college credits towards a liberal arts degree at a four-year college.

### Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

N.A.C. Police Standard 16.1 State Legislation and Fiscal Assistance for Police Training

Every State, by 1975, should enact legislation establishing mandatory minimum basic training for police, a representative body to develop and administer training standards and programs for police, and financial support for mandated training for police on a continuing basis to provide the public with a common quality of protection and service from police employees throughout the State. By 1978, every State should certify all sworn police employees.

PRACTICE	PRINCIPLE
2.75	4
<u>Related Standards</u>	
4.1(3) Cooperation and Coordination	
13.4(2) State Mandated Minimum Standards for the Selection of Police Officers	
15.3(2) College Credit for the Completion of Police Training Programs	
16.2 Program Development	
16.3 Preparatory Training	
16.6(3) Instruction Quality Control	
16.7 Police Training Academies and Criminal Justice Training Centers	

1. Every State should enact legislation that mandates minimum basic training for every sworn police employee prior to the exercise of authority of his position.

ICJS - There is currently no legislation that requires minimum basic training for peace officers before functioning in that role. However, the I.L.E.A. Council has the statutory authority (chapter 80B) to require such training prior to serving in a sworn position.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is similar to NAC

When the Iowa Law Enforcement Academy (I.L.E.A.) was created by the state legislature (chapter 80B) it was evident that the vast majority of the state's peace officers were serving without having any basic training. Considering that not

until late 1976 (projected) could all officers receive such training, such legislation would either have crippled law enforcement in Iowa or have had to be ignored.

It is anticipated that when all current officers have received basic training, the I.L.E.A. Council will require that all officers would have to undergo basic training prior to serving.

2. Every State should enact legislation establishing a State commission to develop and administer State standards for the training of police personnel. The majority of this commission should be composed of representatives of local law enforcement agencies. Other members should be from the criminal justice system, local government, and criminal justice education and training centers. The State should provide sufficient funds to enable this commission to meet periodically and to employ a full-time staff large enough to carry out the basic duties of the commission. In addition to any other duties deemed necessary, this commission should:

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

ICJS - In 1967, the state legislature enacted the "Iowa Law Enforcement Academy and Council Act." The intent of legislature was to "maximize training opportunities for law enforcement officers, to co-ordinate training and set standards for the law enforcement service, all of which are imperative to upgrading law enforcement to professional status." (Section 80B.2)

The council that was created by the Act consists of the following members:

1. The attorney general;
2. Two members of the senate, appointed by the lieutenant governor;
3. Two members of the house of representatives, appointed by the speaker of the house;
4. Two members appointed by the governor;

Police 16.1 - con't

5. One member, knowledgeable in law enforcement, appointed by the superintendent of public instruction;
6. One member from the higher education facilities commission. This member represents the private colleges;
7. One member appointed by the commissioner of social services from the division of adult corrections;
8. One member appointed by the commissioner of public safety from the department of public safety;
9. One member elected by the state board of regents.

The council is required to meet at least four times each year and to publish an annual report. In accordance with the Act, the director of the academy, with the approval of the council, is required to develop the following rules:

1. Minimum entrance requirements, minimum qualifications for instructors, course of study, attendance requirements, and equipment and facilities required at approved law enforcement training schools.
2. Minimum basic training requirements law enforcement officers employed after July 1, 1968, must compete in order to remain eligible for continued employment and the time within which such basic training must be completed.
3. Categories or classifications of advanced in-service training program and minimum courses of study and attendance requirements for such categories or classifications.
4. Minimum standards of physical, educational, mental and moral fitness which shall govern the recruitment, selection and appointment of law enforcement officers.
5. Exemptions from particular provisions of this chapter in case of any state, county, city or town, if, in the opinion of the council, the standards of law enforcement training established and maintained by such governmental agency are as high or higher than those established pursuant to this chapter; or revocation in whole or in part of such exemption, if and maintained by such governmental agency are lower than those established pursuant to this chapter. (Section 80B.11)

The council also has the authority to:

1. Designate members to visit and inspect any law enforcement training school, or examine the curriculum or training procedures for which application for approval has been made.

2. Issue certificates to law enforcement training schools qualifying under the regulations of the council.
3. Authorize the issuance of certificates of graduation or diplomas by approved law enforcement training schools to law enforcement officers who have satisfactorily completed minimum courses of study.
4. Make recommendations to the governor, the attorney general, the commissioner of public safety and the legislature on matters pertaining to qualification and training of law enforcement officers and other matters considered necessary to improve law enforcement services.
5. Co-operate with federal, state and local enforcement agencies in establishing and conducting local or area schools, or regional training centers for instruction and training of law enforcement officers.
6. Direct research in the field of law enforcement and accept grants for such purposes.
7. Accept applications for attendance of the academy from persons other than those required to attend. (Section 80B.13)

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

The only difference between the NAC and the ICJS is found in the membership of the academy council. Whereas the NAC requires that the council be composed primarily of local law enforcement agency officials, the council consists of political appointees.

Although such an arrangement could prevent local input into council decision making, there, has been a well established rapport between these two groups. Consequently, while local officials may not have formal decision making powers, their concerns and desires have greatly influenced the council members.

3. Every State should reimburse every police agency 100 percent of the salary or provide appropriate State financed incentives for every police employee's satisfactory completion or any State mandated and approved police training program.





**CONTINUED**

**5 OF 8**

Police 16.1 - con't

- ICJS - Currently, local agencies are not reimbursed for an officer's salary when that officer attends or completes the required basic training session.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is different than NAC

4. Every State, through the police training body, should, by 1978, certify as qualified to exercise police authority every sworn police employee who satisfactorily completes the State basic police training and meets other entrance requirements.

- ICJS - In accordance with the Act, (Section 11.2) the council is authorized to certify all peace officers in Iowa who have met the minimum requirements. Insofar as that only 1,700 have been trained and certified with 3,000 (figures are approximations based on 1974 data) officers remaining who have not yet had the required training, it will be late 1976 (approx.) before all current officers will be state certified. At that time it is anticipated that the council will use their legislated authority and prohibit non-state certified officers from exercising police authority.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

Assuming that the new addition to the I.L.E.A. is completed on time and that there are no substantial budget cuts, every peace officer in Iowa will be certified by 1978.

## N.A.C. Police Standard 16.2 Program Development

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

PRACTICE PRINCIPLE

3.25 3.75

### Related Standards

- 7.6(1) Training for Unusual Occurrences
- 16.1 State Legislation and Fiscal Assistance for Police Training
- 16.3 Preparatory Training
- 16.4(1) Interpersonal Communication Training
- 16.6 Instruction Quality Control
- 16.7 Police Training Academies and Criminal Justice Training Centers

1. Every police training academy should insure that the duration and content of its training programs cover the subject every police employee needs to learn to perform acceptably the tasks he will be assigned.

2. Every police training academy should define specific courses according to the performance objective of the course and should specify what the trainee must do to demonstrate achievement of the performance objective.

ICJS - In accordance with the ILEA Act, the academy council has established the minimum basic recruit curriculum for all approved training schools. This curriculum defines specific courses and their duration. In order for a trainee to receive a diploma from any approved academy, he must successfully pass a series of tests. These exams have been designed to measure the trainee's achievement in specific areas. In order to produce officers that can function in all aspects of the police role, a trainee must show mastery in every area. Mastery in each area is determined by minimum allowable written test and shooting scores.

### Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

Police 16.2 - con't

3. Every police training academy serving more than one police agency should enable the police chief executives of participating agencies to choose for their personnel elective subjects in addition to the minimum mandated training.

ICJS - Due to the backlog of peace officers who are in need of basic training, the Camp Dodge academy cannot offer special courses during basic training. Trainees attending the regional academies are not offered any elective courses.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

4. Every police training academy should insure that its training programs satisfy State standards for police training as well as meet the needs of participating police agencies and that its training is timely and effective. These measures should at least include:

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

ICJS - Being that there are limited number of certified regional academies, and that these academies are under continual inspection by the council, it is improbable that their curriculum does not satisfy the state standards. In some instances, the regional training program greatly exceeds the minimum requirements.

Due to the location and organization of the academies, the training which the officer receives is relevant to the duties he will have to perform. In those SMSA's with their own academies, the training is aimed toward the urban police function. On the other hand, the I.L.E.A. at Camp Dodge, which primarily caters to non-SMSA personnel, does not stress those issues that would be indigenous of larger, metropolitan areas.

There is no formal advisory board composed of local law enforcement officials to review and evaluate the training. Furthermore, there is little indication that regional academy personnel periodically observe those officers who were trained at their academy.

In order to best develop training programs, data reveals that academies welcome criticism from those officers who have already completed the program. Even though there is no formal procedure to gather responses, officers are aware that their comments would be appreciated and considered.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

## N.A.C. Police Standard 16.3 Preparatory Training

Every police agency should take immediate steps to provide training for every police employee prior to his first assignment within the agency, prior to his assignment to any specialized function requiring additional training, and prior to his promotion. In States where preparatory training is currently mandated by State law, every police agency should provide all such training by 1975; in all other States, every agency should provide all such training by 1978.

PRACTICE	PRINCIPLE
2	2.8
<u>Related Standards</u>	
1.5(2)	Police Understanding of Their Role
1.7(1)	News Media Relations
4.1(3)	Cooperation and Coordination
6.2(2)	Implementation of Team Policing
9.2(5)	Selection for Specialized Assignment
9.5(1)	Juvenile Operations
9.10(1)	Narcotic and Drug Investigations
10.1(8)(10)	Assignment of Civilian Police Reserve Police Officers
12.1(3)	The Evidence Technician
16.1	State Legislation and Fiscal Assistance for Police Training
16.2	Program Development
16.4(2)	Interpersonal Communications Training
16.5(2)	In-service Training
16.6(1)	Instruction Quality Control
16.7	Police Training Academies and Criminal Justice Training Centers
17.1(2)	Personnel Development for Promotion and Advancement
17.2(1)	Formal Personnel Development Activities

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

Police 16.3 - con't

- a. Instruction in law, psychology, and sociology specifically related to interpersonal communication, the police role, and the community the police employee will serve;
- b. Assigned activities away from the training academy to enable the employee to gain specific insight in the community, criminal justice system, and local government;
- c. Remedial training for individuals who are deficient in their training performance but who, in the opinion of the training staff and employing agency, demonstrate potential for satisfactory performance; and
- d. Additional training by the employing agency in its policies and procedures, if basic police training is not administered by that agency.

ICJS - As a result of the current backlog of non-certified peace officers (those officers who have not had the required basic training), the academy council has had to sacrifice the duration of the training session in order to increase output. Rather than the suggested N.A.C. minimum of 400 hours, the council has set 240 hours as the minimum number of basic training hours. Yet, many academies run by local police agencies often exceed this requirement, i.e., the Des Moines sessions take 680 hours to complete.

In addition to establishing minimum training hours, the minimum curriculum and duration of each course of study has also been established by the council. Besides traditional police subjects there are relevant courses in law, psychology, and sociology. The teaching of interpersonal communication is stressed throughout the entire session.

Field trips for the trainees to other criminal justice agents often cannot be made. Those academies located near to civic centers with lengthy training sessions would be more likely to engage in such activities than those academies with the minimum 240-hour session.

Trainees who are deficient in their academy studies will receive remedial help. This help is informal and accomplished through extra sessions held in the evenings and during weekends. In the past, the recruitment procedure has been so selective as to prevent a high trainee drop-out or failure rate.

After graduation from an academy, an officer may not receive additional training from the hiring agency. The academy training is usually considered adequate and no further training is deemed necessary.

Police 16.3 - con't

Additional training for officers attending other than their own agency's academy is virtually non-existent.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is similar to NAC

It is anticipated that when all current officers have received minimal I.L.E.A. training, the duration of the training sessions will be lengthened. This is expected to occur by the late 1976 early 1977. At that time the council would be in the position to require 400 hour sessions for all new officers.

2. During the first year of employment with a police agency, and in addition to minimum basic police training, every police agency should provide full-time sworn police employees with additional formal training, coached field training, and supervised field experience through methods that include at least:

- a. A minimum of 4 months of field training with a sworn police employee who has been certified as a training coach;
- b. Rotation in field assignments to expose the employee to varying operational and community experiences;
- c. Documentation of employee performance in specific field experiences to assist in evaluating the employee and to provide feedback on training program effectiveness;
- d. Self-paced training material, such as correspondence courses, to assist the employee in acquiring additional job knowledge and in preparing for subsequent formal training;
- e. Periodic meetings between the coach, the employee, and the training academy staff to identify additional training needs and to provide feedback on training program effectiveness; and
- f. A minimum of 2 weeks' additional training at the training academy 6 months after completion of basic training and again after 1 year's employment in field duties.

ICJS - Except for those few S.M.S.A. departments that offer in-service training, additional training for officers after basic training is, for all intents and purposes, non-existent. Rookie officers generally do not undergo any formal supervision and, if they do, the supervisor has not been certified.

Rotation to new assignments is limited to the larger departments and then only after at least 18 months.



Police 16.3 - con't

Personnel do not undergo additional basic training at the academy at any time.

Any additional training material is limited in scope and is not supplied by the department.

Analysis and Commentary

ICJS is inconsistent with NAC Standard  
ICJS is significantly different than NAC

3. Every police agency should provide every unsworn police employee with sufficient training to enable him to perform satisfactorily his specific assignment and to provide him with a general knowledge of the police role and the organization of the police agency.

ICJS - Training given to unsworn police employees consists entirely of on-the-job training. As a rule, unsworn employees serve in clerical positions with minimal need for specialized training.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is different than NAC

4. Every police agency should provide every police employee newly assigned to a specialized task the specific training he needs to enable him to perform the task acceptably.

ICJS - Personnel assigned to specialized assignments are only provided with informal on-the-job training. Depending upon the nature of the specialized skills, the officer may be required needed to attend special training sessions, i.e., I.L.E.A. special training seminars.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is significantly different than NAC

Police 16.3 - con't

5. Every police agency should provide sufficient training to enable every newly promoted employee to perform the intended assignment satisfactorily.

ICJS - Recognizing that newly promoted employees usually only receive informal on-the-job training, the value and extent of the training cannot be determined. As noted above, some officers do attend special training sessions.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

## N.A.C. Police Standard 16.4 Interpersonal Communications Training

Every police agency should immediately develop and improve the interpersonal communications skills of all officers. These skills are essential to the productive exchange of information and opinion between the police, other elements of the criminal justice system, and the public; their use helps officers to perform their task more effectively.

PRACTICE	PRINCIPLE
1	2

### Related Standards

- 1.4 Communicating with the Public
- 1.5(2)(4) Police Understanding of the Police Role
- 6.2(2) Implementation of Team Policing
- 11.1(3) Use of Professional Expertise
- 16.2 Program Development
- 16.3 (1a) Preparatory Training

1. Where appropriate, an outside consultant should be used to advise on program methodology, to develop material, to train sworn officers as instructors and discussion leaders, and to participate to the greatest extent possible in both the presentation of the program and its evaluation.

2. Every recruit training program should include instruction in interpersonal communications, and should make appropriate use of programmed instruction as a supplement to other training.

3. Every police agency should develop programs such as workshops and seminars that bring officers, personnel from other elements of the criminal justice system, and the public together to discuss the role of the police and participants' attitudes toward that role.

ICJS - For all intents and purposes, interpersonal communications training for law enforcement personnel in Iowa is non-existent. Only during an officer's basic training at an academy will he receive such training. However, these sessions are of short duration and are restricted to classroom sessions, i.e., no seminars or workshops. Upon returning to his agency, the officer is often never exposed to any additional training. Those larger agencies which do have semi-formalized in-service training stress police operations and procedures rather than interpersonal communications.

### Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

### N.A.C. Police Standard 16.5 Inservice Training

Every police agency should, by 1975, provide for annual and routine training to maintain effective performance throughout every sworn employee's career.

PRACTICE	PRINCIPLE
1.3	2.66
<u>Related Standards</u>	
1.5(2) Police Understanding of Their Role	
4.1(3) Cooperation and Coordination	
6.2(2) Implementation of Team Policing	
7.6(1) Training for Unusual Occurrences	
8.2(2) Enhancing the Role of the Patrol Officer	
10.1(10) Assignment of Civilian Police Personnel	
10.2(2) Selection and Assignment of Reserved Police Officers	
16.1(1)(2) State Legislation and Fiscal Assistance for Police Training	
16.6 Instruction Quality Control	
17.2(1) Formal Personnel Development Activities	

1. Every police agency should provide 40 hours of formal inservice training annually to sworn police employees up to and including captain or its equivalent. This training should be designed to maintain, update, and improve necessary knowledge and skills. Where practicable and beneficial, employees should receive training with persons employed in other parts of the criminal justice system, local government, and private business when there is a common interest and need.

ICJS - In-service training for the vast majority of law enforcement personnel in Iowa is, for all intents and purposes, non-existent. Agencies with fewer than 25 men rarely, if ever, receive such training. While occasionally presenting special in-service programs for specific operational problems that may arise, larger agencies also do not offer comprehensive inservice training. Only a couple of agencies provide in-service programs that are 40 hours in duration annually.

What training exists consists of lectures by practitioners in specialized law enforcement fields. Many agencies benefit from presentations by the F.B.I., B.C.I., Crime Lab personnel, and other law enforcement agents. These sessions make up the bulk of in-service training.

Since in-service training, if provided, is operationally oriented there is little, if any, interpersonal communications training.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is different than NAC

There are strong indications that all agencies desire some form of in-service training. Agencies do provide such training when they are able to attract, at no expense to themselves, a guest lecturer or special presentation.

Obviously, the major obstacles preventing in-service training includes, availability of qualified instructors and facilities, cost, and the agency's ability to maintain police services when the officers are in the training session.

2. Every police agency should recognize that formal training cannot satisfy all training needs and should provide for decentralized training. To meet these day-to-day training needs, every police agency should provide each police station with:
  - a. As soon as practicable, but in no event later than 1978, a minimum of one police employee who is a State certified training instructor;
  - b. Audio-visual equipment compatible with training material available to the police agency;
  - c. Home study materials available to all police employees; and
  - d. Periodic 1-day on-duty training programs directed at the specific needs of the police employees.

ICJS - In nearly all instances, only those agencies with their own regional academy have state certified instructors. However, nearly all of the larger departments have personnel who could qualify for I.L.E.A. certification.

Police 16.5 - con't

Many police departments do have some audio-visual equipment, (a movie projector). The projector is primarily used to show films provided by either the ILEA or guest lecturers during special presentations.

Several agencies make "training keys" available to their personnel. Each "training key" is a digest of proper police practices, operations, and tactics. They are designed to refresh the officer so as to prevent the officer from forgetting proper procedure. Materials similar to the training keys are supplied to all law enforcement personnel when they graduate from the ILEA or regional academies.

As noted, only a few of the largest departments have formal in-service training programs. Programs in existence are intermittently scheduled and last for several hours.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

3. Every police agency should insure that the information presented during annual and routine training is included, in part, in promotion examinations and that satisfactory completion of training programs is recorded in the police employee's personnel folder in order to encourage active participation in these training programs.

ICJS - While attendance records are usually kept at the in-service training sessions, there is no indication that attendance is a required condition for promotion.

Data reveals that only in the I.H.P. and a few S.M.S.A.'s will the promotional exams include in-service training material.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

Information presented at the training sessions is not incorporated into promotional exams inasmuch as that the exams are not developed by agency personnel.

## N.A.C. Police Standard 16.6 Instruction Quality Control

Every police training academy and criminal justice training center should develop immediately quality control measures to insure that training performance objectives are met. Every training program should insure that the instructors, presentation methods, and training material are the best available.

PRACTICE	PRINCIPLE
3.2	4.4

### Related Standard

- 7.6(1) Training for Unusual Occurrences
- 15.3(2) College Credit for the Completion of Police Training Programs
- 16.1(2) State Legislation and Fiscal Assistance for Police Training
- 16.2 Program Development
- 16.3 Preparatory Training

1. Every police training academy should present all training programs with the greatest emphasis on student-oriented instruction methods to increase trainee receptivity and participation. Training sessions of 1-hour's duration or longer should include at least one of the following:

- a. Active student involvement in training through instructional techniques such as role playing, situation simulation, group discussion, reading and research projects, and utilization of individual trainee response systems; passive student training such as the lecture presentation should be minimized;
- b. Where appropriate, team teaching by a police training instructor and a sworn police employee assigned to field duty;
- c. The use of audiovisual aids to add realism and impact to training presentations;
- d. Preconditioning materials, such as correspondence courses and assigned readings, made available prior to formal training sessions;
- e. By 1978, self-paced, individualized instruction methods for appropriate subject matter; and
- f. Where appropriate, computer assistance in the delivery of instruction material.

ICJS - As a result of having several professional educators on the academy council, several innovative teaching techniques have been incorporated into the training sessions. These techniques include situation simulation, group discussion, and role playing. Audio-visual techniques have also been in use for a period of time and the facility at Camp Dodge has a free film library loan service.

During every training session at Camp Dodge the trainees engage in a full scale situation simulation. The instructors create a mock crime and the trainee must collect evidence, complete all required forms, and appear as witnesses in court.

Police 16.6 - con't

Those officers who are selected to attend a basic training session receive, prior to the session, the academy's curriculum. This curriculum acquaints the officer with the courses of study but not the subject matter itself.

Throughout the session, all trainees are required to progress at the same rate. There are no provisions for individualized instruction where each officer can achieve at his/her own optimal rate.

There has been no use of computers to assist the trainee or to help the academy council evaluate the curriculum.

Whereas the training sessions conducted at Camp Dodge are of high quality, data reveals that officers attending the regional academies may not receive the best possible training. Although several of the regional academies offer sessions superior to those at Camp Dodge, it is not unusual to find inferior facilities and less capable instructors at the regional sessions.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

2. Every police training academy should, by 1975, restrict formal classroom training to a maximum of 25 trainees.

ICJS - The number of officers in each training session varies between academies. At the Camp Dodge facility there are 36 trainees in an average size class. On the other hand, the Ottumwa academy may train only six officers at one time.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is the same as NAC

It is anticipated that when the current backlog of untrained officers is diminished, all academies would be prohibited to hold classes with more than 25 students.



Police 16.6 - con't

3. Every police training academy and every police agency should, by 1978, insure that all its instructors are certified by the State by requiring:

- a. Certification for specific training subjects based on work experience and educational and professional credentials;
- b. Satisfactory completion of a State-certified minimum 80-hour instructor training program; and
- c. Periodic renewal of certification based in part on the evaluation of the police training academy and the police agency.

ICJS - In accordance with the I.L.E.A. Act (Iowa Code - Chapter 80B) the academy council is required to establish minimum qualifications for instructors (80B.11).

All instructors, in order to be taught at an academy, must have relevant work experience and/or educational and professional credentials. Restricted certification is available for those officers with experience in only one specific area, i.e., telecommunications.

There is currently no instructor training program which instructions must take to become certified.

In addition to reviewing all instructors every four years, the certification may be revoked, in writing, whenever in the opinion of the academy council or in the opinion of the regional facility director, the certification should be revoked.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

It is anticipated that the academy council will develop and offer an instructor training program when the current backlog is reduced.

4. Every police training academy should distribute instructional assignments efficiently and continually update all training materials. These measures should include:

- a. Periodic monitoring of the presentations of every police training instructor to assist him in evaluating the effectiveness of his methods and the value of his materials;

Police 16.6 - con't

- b. Rotation of police training instructors through operational assignments or periodic assignment to field observation tours of duty;
- c. Use of outside instructors whenever their expertise and presentation methods would be beneficial to the training objective;
- d. Continual assessment of the workload of every police training instructor; and
- e. Administrative flexibility to insure efficient use of the training academy staff during periods of fluctuation in trainee enrollment.

ICJS - While there is no formal periodic monitoring of every instructor, the Camp Dodge academy is small enough to ensure beneficial communication between the instructors. In many of the regional academies, however, liaison between instructors may be limited.

There is no indication that certified instructors are rotated to field assignments. However, many certified instructors are primarily sworn officers who, in addition to their regular duties, also teach.

The use of outside instructors occurs frequently at the I.L.E.A. Although the basic training program predominantly relies upon an established cadre of instructors, specialized sessions are often taught by outside experts.

The administrative structure at the I.L.E.A. is conducive to instructor re-assignment. This flexibility insures the efficient use of the academy staff.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

- 5. Every police agency and police training academy should review all training materials at least annually to determine their current value and to alter or replace them where necessary.

ICJS - The course material used at the I.L.E.A. is under continual revision. The instructor himself is chiefly responsible for the updating of his course material. Regional academies are responsible for updating their training materials. Periodically, I.L.E.A. staff will check the regional academy's training material to ensure its appropriateness.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

N.A.C. Police Standard 16.7 Police Training Academies and Criminal Justice Training Centers

Every State should, by 1978, guarantee the availability of State approved police training to every sworn police employee. Every State should encourage local, cooperative, or regional police training requirements; when these programs cannot satisfy the requirements, criminal justice training centers including police training academies should be established by the State.

PRACTICE	PRINCIPLE
3.8	4
Related Standards	
4.1(13) Cooperation and Coordination	
7.5(1) Training for Unusual Occurrences	
15.3(1)(2) College Credit for the Completion of Police Training Program	
16.1(2) State Legislation and Fiscal Assistance for Police Training	
16.2(1) Program Development	
16.3 Preparatory Training	
16.6(3) Instruction Quality Control	

1. State certification of a basic police training program should, as a minimum, require the training facility to operate for 9 months a year.

ICJS - The academy council does not require an approved academy to remain open at least 9 months each year. Only the I.L.E.A. at Camp Dodge closes during the summer due to the presence of the Iowa National Guard.

Data reveals that many regional academies only conduct sessions when the S.M.S.A. department has a sufficient number of new recruits. It is not unusual for a regional academy to conduct one training session a year.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

2. Where appropriate, police agencies should establish cooperative training academies or otherwise combine their resources to satisfy police training standards or other training needs.

Police 16.7 - con't

3. Every State should establish strategically located criminal justice training centers, including police training academies, to provide training that satisfies State-mandated training standards for all police agencies that are unable to provide it themselves or in cooperation with other agencies.

ICJS - In 1974, the legislature appropriated \$100,000 for training officers at regional academies. These regional academies, in addition to training their own officers now train officers from other local agencies. Not counting the Camp Dodge facility which was designed to serve only those agencies without their own training facilities, there are approved programs in approximately 8 academies through the State. These include community colleges and vocational schools which have been certified to conduct basic training sessions.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

4. Every State should develop means for bringing mandated or other necessary training to employees of police agencies when it is impracticable or inefficient to bring these employees to the nearest training center or academy.

ICJS - Although it is burden upon many of the smaller agencies to send officers to the academies for basic training, it is more efficient and practical than having academy instructors go to each agency. Not only would this be time consuming but most localities do not have adequate facilities for meaningful basic training, i.e., shooting range.

Occasionally, staff personnel from the Camp Dodge facility will conduct specialized training sessions at the intermediate-sized and S.M.S.A. departments. In those instances when specialized training is to be given to large numbers, the academy holds seminars which are attended by select personnel from local agencies.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is different than NAC

Police 16.7 - con't

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

ICJS - The academy council and the Iowa Crime Commission have always supported agency participation in specialized training offered by other agencies. Personnel are continually attending lectures, conferences, and training sessions offered by other states, federal agencies, and private organizations. In the past, these sessions have dealt with all aspects of the police role including administration, organization, and specialized operations.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

## N.A.C. Police Standard 17.1 Personnel Development for Promotion and Advancement

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

PRACTICE	PRINCIPLE
2	2

### Related Standards

- 9.2(1)(4)(7) Selection for Specialized Assignment
- 10.1(6) Assignment of Civilian Police Personnel
- 14.2(4) Position Classification Plan
- 16.3(2)(5) Preparatory Training
- 16.5(2) In-Service Training
- 16.6(1) Instruction Quality Control
- 17.2(2)(3) Formal Personnel Development Activities
- 17.3 Personnel Evaluation for Promotion and Advancement
- 17.5 Personnel Records

1. Every police agency should screen all personnel in order to identify their individual potential and to guide them toward achieving their full potential. Every employee should be developed to his full potential as an effective patrol officer, a competent detective, a supervisor or manager or as a specialist capable of handling any of the other tasks within a police agency. This screening should consist of one or more of the following:

- a. Management assessment of past job performance and demonstrated initiative in the pursuit of self-development;
- b. Oral interviews; and
- c. Job-related mental ability tests.

2. Every police agency should offer comprehensive and individualized programs of education, training, and experience designed to develop the potential of every employee who wishes to participate. These individualized development programs should be based on the potential identified through the screening process and the specific development needs of the employee. These individualized programs should consist of one or more of the following:

- a. College seminars and courses;
- b. Directed reading;
- c. In-house and out-of-house training classes;

Police 17.1 - con't

- d. Job rotation;
- e. Internship; and
- f. The occasional opportunity to perform the duties of the position for which an individual is being developed.

3. Personnel who choose to pursue a course of self development rather than participate in the agency-sponsored development program should be allowed to compete for promotion and advancement.

ICJS - Except for the chief executive position, the selection of Iowa's law enforcement personnel is under the control of civil service, or Merit, commissions. Their authority applies to inter-agency promotions as well as to entry level selections.

As in the case of entry-level selection, the civil service commission conducts the testing and evaluation of promotional candidates and prepares an eligibility list from which the chief executive, or government officials, can select. In most instances the eligibility list is very restrictive and ensures that all approved candidates are competent.

While selection procedures may vary between agencies, the standard format is as follows; 1) the civil service promotion exam is scheduled annually and is open to any interested officer meeting minimum requirements, i.e., length in service, 2) oral interview by civil service board, 3) a civil service board evaluates applicant's past performance and credentials, i.e., college training, 4) an eligibility list of approximately 3-10 approved candidates is prepared and presented to the agency, and 5) the agency chief executive, sometimes in conjunction with the city manager, other government officials, command level officers, or administrative boards, selects candidates from the civil service list when positions become available. Eligibility lists are active for one year or until the next promotional exam is administered. When lists are dissolved, approved candidates must go through the entire selection again in order to be placed on the new list.

In virtually all instances, the agency does not provide active support for those personnel who desire to be promoted. Those officers who are promoted are selected due to personal initiative. Agencies do not screen and evaluate their personnel in order to guide them to achieving their potential.



Agencies, as a rule, do not offer training programs aimed at preparing the officer for promotion. Furthermore, personnel are not guided or encouraged by their agency to enroll in programs, training courses, et.al., that support personal advancement and promotability.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is significantly different than NAC

Law enforcement agencies in Iowa cannot actively support personnel development programs inasmuch as that opportunity for promotion is minimal. The turnover rate for supervisory and administrative positions is usually very low and, therefore, when a position is made available all low ranked personnel may apply for it. For example, when a sergeant's position was made available in the Iowa Highway Patrol, 207 troopers submitted applications and took the appropriate exam. Considering that the I.H.P. has very restrictive prerequisites, i.e., 8 years active service, most local agencies requiring only 2 years before promotion are deluged with applications from potential candidates. Consequently, agency program supporting career development could lead to great frustration among the personnel.

N.A.C. Police Standard 17.2 Formal Personnel Development Activities

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

PRACTICE	PRINCIPLE
1.7	3

Related Standards

- 5.8 Funding
- 9.2(7) Selection for  
Specialized Assignment
- 15.2(2) Educational Incentives  
for Police Officers
- 16.3(2)(5) Preparatory Training
- 17.1(2) Personnel Development  
for Promotion and Advance-  
ment
- 17.3 Personnel Evaluation for  
Promotion and Advancement

1. Every agency should allow all sworn personnel to participate voluntarily in at least 40 consecutive hours of formal personnel development activity annually, while on duty, and at full pay. Such activity may include:

- a. Forty consecutive hours of in-house or out-of-house classroom training directed toward the development of personal, vocational, conceptual, or managerial skills;
- b. Internship of at least 40 consecutive hours with another police, criminal justice, government, or private organization that can contribute significantly to the professional development of the intern;
- c. The assumption of the position, responsibility, and authority of an immediate superior for a minimum of 40 consecutive hours when such assignment would contribute significantly to the professional development of the subordinate;
- d. Employee participation in administrative and operational research and reporting that would not ordinarily be his responsibility but would contribute significantly to his professional development;
- f. Employee service as a member of or an adviser to management committees and boards on which he would not normally serve, such as fleet safety boards, when such service would contribute significantly to the development of an employee's awareness and understanding of management philosophy and insight.

ICJS - In-service training for the vast majority of law enforcement personnel is non-existent. Any training that is conducted is either aimed at solving immediate problems or is supportive of known skills, i.e., firearm practice,

first-aid, stop-and-frisk procedure. Training is not directed at furthering the officer's potential growth for a position of increased duties and responsibilities. All evidence indicates that agencies are not making, nor are planning to make, any viable attempts in the way of training programs, educational leaves of absence, internships, or assumption of increased responsibilities to enhance personnel development.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is different than NAC

It must be acknowledged that agencies occasionally send supervisory and specialized personnel to extra-agency training schools. While such training sessions are made available to agency personnel, the agency is always very selective in sending officers; low-rank personnel are rarely given the opportunity to attend such sessions. Subsequently, while employees may be able to become more skillful at their assigned task, they do not become familiar with those skills needed to function in a higher level position.

2. Every police agency with specialized units for detective, vice, traffic, staff, and other functions should immediately develop a formal system for personnel rotation. This system should be designed to develop generalist, specialist, and managerial resources.

a. Newly hired personnel should be rotated through geographic areas of varying crime incidence and major functional assignments in order to give them the valuable perspective and professional understanding that only experience in a wide range of agency functions and areas can provide.

b. Selective and individualized rotation of incumbent personnel should be implemented to develop generalist and specialist expertise or specifically to prepare personnel for promotion and advancement. The movement of incumbent personnel should take into account individual needs for specific work experiences, individual potential and willingness to participate, and agency needs for the development of personnel as well as the potential for a cost-effective return on the investment of time and manpower.

c. Every agency should regulate personnel rotation so that the agency is continually able to meet its primary service objectives. The rotation of highly specialized personnel, such as a criminalist, should be restricted to avoid serious interference with the delivery of specialized services.

Police 17.2 - con't

- ICJS - Data reveals that most personnel, particularly patrol officer, do not get the opportunity to experience various specialized police functions. Only at the Council Bluffs Police Department is there evidence of personnel rotation through specialized units.

In general, a new recruit will be assigned initially to a specific region. Then, to the extent practical, they will be rotated throughout the entire jurisdiction. At all times, however, they will be limited to the patrol function. Only in singular instances would a patrol officers be assigned to a specialized unit, and then only for such short duration as to prevent any meaningful development of specialized skills.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

Due to severe manpower shortages in most agencies,  
personnel cannot be spared from uniform patrol duties.

3. Every agency should encourage personnel to pursue development on their own time, as well as on agency time, by attending college courses and seminars and through suggested reading.

- ICJS - It is evident that in all of the urban departments and in the D.P.S., personnel are encouraged to further their education. Although an agency's administrators may not actively advertise the need for college education, personnel are cognizant of the value of education vis-a-vis advancement and promotions.

Personnel in the smaller rural agencies probably do not feel the need for personal development as much as those in the urban departments.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

There are strong indications that many police administrators in urban agencies feel that officers need not have college educations. More important items for promotion are personality and dependability.

It is unlikely that personnel in small rural agencies would be encouraged to attend college and engage in other development activities. Several of the causes for this are; 1) lack of promotional opportunities, 2) the chief executive (sheriff) is not required by law to have any education, and 3) lack of educational facilities.

4. Every police agency should fulfill its responsibility to develop personnel by seeking adequate funding for personnel development activities. In so doing, the police agency should consider the availability of financial assistance outside the normal budgetary process.

ICJS - Taking into consideration that personnel development programs are not being given priority by police agencies, any extra available resources would probably not be spent in this area.

#### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

## N.A.C. Police Standard 17.3 Personnel Evaluation For Promotion and Advancement

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

PRACTICE	PRINCIPLE
2.2	3.2

### Related Standards

- 1.5(5) Police Understanding of Their Role
- 8.2(2) Enhancing the Role of the Patrol Officer
- 9.2(6) Selection for Specialized Assignment
- 10.1 Assignment of Civilian Police Personnel
- 14.2(4) Position Classification Plan
- 16.5(3) In-Service Training
- 17.1(1) Personnel Development for Promotion and Advancement
- 17.2 Formal Personnel Development Activities
- 17.5 Personnel Records
- 19.1(4) Foundation for Internal Discipline

1. Every agency periodically should evaluate the potential of every employee to perform at the next higher level of responsibility.

a. This evaluation should form a part of the regular performance evaluation that should be completed at least semiannually.

b. Specific data concerning every employee's job performance, training, education, and experience should support the periodic evaluation for promotion and advancement.

ICJS - There is little evidence that police personnel are periodically evaluated to determine promotability. While evaluations may be conducted annually, the objective is to ensure performance at present ranking. Thorough evaluations are conducted only when the officer has successfully completed the written promotion exams and are being seriously considered for advancement.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is different than NAC

2. Every police agency should use job analyses in the development of job related tests and other criteria for the selection of personnel for promotion and advancement. Selection devices should consist of one or more of the following:

- a. Management assessment of past job performance, performance in the individualized development program, and demonstrated initiative in the pursuit of self development;
- b. Oral interviews; and
- c. Job related mental aptitude tests.

ICJS - As stated in the ICJS 17.1(1), the selection of personnel approved for promotion is conducted by the local civil service commissions (State Merit for D.P.S. personnel). Consequently, the promotional exams prepared by the civil service commission may not be job-related. This occurs when there is a lack of communication or cooperation between the two agencies or when the needs of the police agency are changing more rapidly than the develop of relevant exams. It is not uncommon for police administrators to select approved candidates that have been screened using out of date criteria.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

In order to develop realistic promotional procedures the agency itself should have full autonomy, with civil service-type objectivity and safeguards, over selection. For example, the I.H.P. develops its own promotional exams based upon up-to-date information and the current needs of the department.

3. Every police agency should disallow the arbitrary awarding of bonus points for experience and achievement not related to the duties of the position for which the individual is being considered. Arbitrary awards include:

Police 17.3 - con't

- a. Bonus points for seniority;
- b. Bonus points for military service;
- c. Bonus points for heroism.

ICJS - ~~Most~~ agencies acknowledge that seniority is taken into consideration when selecting personnel for promotion. Factors such as heroism are also considered when an applicant's past performance and experience is being evaluated. There are no indications, however, that arbitrary bonus points are awarded.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

4. No agency should use any psychological test as a screening device or evaluation tool in the promotion and advancement process until scientific research confirms a reliable relationship between personality and actual performance.

ICJS - No agency uses psychological testing devices for selecting personnel for promotion.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is different than NAC

5. Every agency should require that personnel demonstrate the ability to assume greater responsibility prior to promotion or advancement and should continue to observe employee performance closely during a probationary period of at least 1 year from the date of promotion or advancement.

ICJS - Due to the selection process, candidates selected for promotion enter the new position cold. In other words, they have never been required to demonstrate ability to function in his new position and to perform his new duties.

The vast majority of agencies do not require a probation period after advancement.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC



Perhaps the greatest flaw in the promotional system in Iowa's law enforcement agencies, is that, all too often, competent patrol officers are promoted to higher ranks and become incompetent supervisors. As noted, the current selection procedure consists of evaluating the candidate in his present position. While the evaluation may be valid, i.e., - selecting for promotion the best personnel within the rank, there is no determination made if the officer can perform at the level he is being promoted to. Furthermore, once the officer is promoted, there are no provisions to demote the officer if it becomes evident that he is hopelessly incompetent in the new position. Another factor is that incompetent or mediocre personnel may be capable of functioning extremely well in a higher rank.

## N.A.C. Police Standard 17.4 Administration of Promotion and Advancement

Every police chief executive, by assuming administrative control of the promotion and advancement system, should insure that only the best qualified personnel are promoted or advanced to positions of greater authority and responsibility in higher pay grades and ranks. Agencies that have not developed competent personnel to assume positions of higher authority should seek qualified personnel from outside the agency rather than promote or advance personnel who are not ready to assume positions for greater responsibility.

PRACTICE	PRINCIPLE
1.5	2

### Related Standards

13.1 General Police Recruiting  
14.2(4) Position Classification Plan  
17.5 Personnel Records

1. The police chief executive should oversee all phases of his agency's promotion and advancement system including the testing of personnel and the appointing of personnel to positions of greater responsibility. The police chief executive should make use of the services of a central personnel agency when that personnel agency is competent to develop and administer tests and is responsive to the needs of the police agency.

ICJS - As stated in ICJS: 17.1, the police chief executive is limited to selecting personnel for promotion by the eligibility lists prepared by the civil service commission (or State Merit in the DPS). Even though they cannot pick and choose any officer for promotion, there is a certain degree of control over those promoted being that eligibility lists often consist of ten approved candidates.

The authority of the chief executive in the selection process can be undermined by the intervention of the city manager and other government officials. In accordance with Section 363C.7(5), the city manager has active control over the police department. This authority enables him to have the deciding vote in any promotional decision. Whereas in most instances the city manager will rubber stamp the chief's decision, oftentimes they will undermine the chief executive and select an officer of their own choice.

### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

2. The police chief executive should consider recruiting personnel for lateral entry at any level from outside the agency when it is necessary to do so in order to obtain the services of an individual who is qualified for a position or assignment.

Police 17.4 - con't

ICJS - There is no lateral entry into any police agency in the state. The only exceptions would be for civilian employment of the chief executive position.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is inconsistent with NAC

Aside from current civil service regulations that may prevent lateral entry, selection of extra-agency personnel would seriously disrupt the moral and performance of the agency. For many officers the belief that they may be promoted and receive a salary increase keeps them working in low-paying positions. If promotional opportunities were offered to outsiders, then employees, realizing that they may never be promoted, would resent the agency and be less efficient.

## N.A.C. Police Standard 17.5 Personnel Records

Every police agency immediately should establish a central personnel information system to facilitate management decisionmaking in assignment, promotion, advancement, and the identification and selection of individuals for participation in personnel development programs.

PRACTICE PRINCIPLE

3.75

4

### Related Standards

8.2(2) Enhancing the Role  
of the Patrol Officer  
9.2(1) Selection for Specialized  
Assignment  
16.5(3) In-service Training  
17.3(1) Personnel Evaluation for  
Promotion and Advancement  
19.5(6) Adjudication of  
Complaints

1. The personnel information system should contain at least the following personnel information:
  - a. Personal history;
  - b. Education and training history;
  - c. Personnel performance evaluation history;
  - d. Law enforcement experience;
  - e. Assignment, promotion, and advancement history;
  - f. Commendation records;
  - g. Sustained personnel complaint history;
  - h. Medical history;
  - i. Occupational skills profile;
  - j. Results of special tests; and
  - k. Photographs.

ICJS - All available data indicates that the larger police agencies either already have a personnel information system or are in the process of developing one. While there are some notable exceptions, urban departments are able to provide complete personnel files for each officer when promotional decisions are being made.

Personnel records in smaller agencies are virtually non-existent.

### Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

It is doubtful whether most agencies maintain personnel files that contain complete personnel information.

2. The personnel information system should be protected against unauthorized access; however, employees should have access to agency records concerning them, with the exception of background investigation data.

3. The system should be updated at least semiannually and, ideally, whenever a significant change in information occurs; and

4. The system should be designed to facilitate statistical analysis of personnel resources and the identification of individuals with special skills, knowledge, or experience.

ICJS - Personnel files are usually protected against unauthorized access although officers can see their own files.

Data is added to personnel files as new material is received. It is improbable that the files are used to generate statistical data vis-a-vis the availability of specialists.

#### Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

While the files are used to locate and select officers with special skills and experiences, the need for statistical analysis is minimal. In most instances, officers with special abilities are known by the appropriate supervisory personnel. Such an analyses would only be needed in large, metropolitan departments where there is a constant demand for officers with special talents.

N.A.C. Police Standard 18.1 The Police Executive and Employee Relations

Every police chief executive should immediately acknowledge his responsibility to maintain effective employee relations and should develop policies and procedures to fulfill this responsibility.

PRACTICE PRINCIPLE

3

3.6

Related Standards

1.3(1) The Police Function  
1.5(1) Police Understanding  
of Their Role  
2.1(2) Development of Goals  
and Objectives  
2.2(2) Establishment of Policy  
8.2(2) Enhancing the Role of  
the Patrol Officer  
11.2(2) Legal Assistance  
18.2 Police Employee Organizations  
18.3(2)(5) Collective Negotiation  
Process  
19.4(4) Investigation Procedures  
20.3 Employee Services  
20.4 Health Insurance

1. Every police chief executive should actively participate in seeking reasonable personnel benefits for all police employees.

ICJS - Based upon all available information, it is evident that police chief executives actively participate in seeking benefits for their personnel. This is accomplished through negotiations with the local governing board, i.e., county board of supervisors, city council.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

2. Every police chief executive should provide an internal two-way communication network to facilitate the effective exchange of information within the agency and to provide himself with an information feedback device.

3. Every police chief executive should develop methods to obtain advisory information from police employees--who have daily contact with operational problems--to assist him in reaching decisions on personnel and operational matters.

4. Every police chief executive should provide a grievance procedure for all police employees.

ICJS - A predominant number of agencies provide channels for internal two-way communications. This network may either be formal or informal depending upon the agency.

An informal network may consist of relying upon the chain of command as the means of communication. Formal networks in the larger agencies consist of grievance committees which meet at regular intervals with the chief. Suggestion boxes have also been used with varying degrees of success.

In those agencies where there are several levels of classification below the chief executive, each division's commanding officer meets at frequent intervals, oftentimes daily, with the chief. At these meetings the command officers provide input into the executive decision making process.

If there is an internal communications network within the agency it can be used by officers to file grievances. If such a network is not available, or if the officer is not satisfied with the handling of his grievances, the officer has the option of going outside the agency to the civil service or to the local government.

#### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

In small agencies an external grievance procedure is used frequently without affecting the internal structure of the agency. On the other hand, an external grievance procedure in a larger agency undermines the chief's authority, weakens the chain of command, lowers the morale of the personnel, and threatens the professional image of the police in the media. Many Iowa police agency exposed in the past have been the result of inadequate internal grievance procedures.

5. Every police chief executive should have employee relations specialist available to provide assistance in:

- a. Developing employee relations programs and procedures;
- b. Providing general or specific training in management-employee relations; and
- c. Collective negotiations.

Police 18.1 - con't

- ICJS - Only a few of the larger police agencies have employee relations specialists available upon request. These specialists are usually called in during collective negotiations.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

6. Recognizing that police employees have a right, subject to certain limitations, to engage in political and other activities protected by the first amendment, every police agency should promulgate written policy that acknowledges this right and specifies proper and improper employee conduct in these activities.

- ICJS - In agencies with written policy handbooks there is usually a section dealing with the officer's rights vis-a-vis political activities and general conduct. In agencies without handbooks, policy regarding personal conduct is issued verbally by the chief executive or the commanding officer.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is different than NAC

7. Every police chief executive should acknowledge the right of police employees to join or not join employee organizations that represent their employment interests, and should give appropriate recognition to these employee organizations.

- ICJS - In accordance with the "Public Employment Relations Act" (Section 20.10) it is illegal for police chief executives to prevent employees from joining unions. They are also required to give appropriate recognition to employee organizations.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC



## N.A.C. Police Standard 18.2 Police Employee Organization

Every police employee organization should immediately formalize written policies, rules and procedures that will protect the rights of all members and insure that they can remain responsible to their oath of office.

PRACTICE	PRINCIPLE
5	5

### Related Standards

11.2(8) Legal Assistance

18.1(7) The Police Chief

Executive and Employee  
Relations

18.3(1)(4) Collective  
Negotiation Process

20.3 Employee Services

1. Every police employee organization should place in writing the scope of its activities to inform all members of their organization's programs and their representatives' activities.

2. Every police employee organization should adhere to rules and procedures designed to insure internal democracy and fiscal integrity. These rules and procedures should include:

- a. Provisions to protect members in their relations with the police employee organization;
- b. Standards and safeguards for periodic elections;
- c. Identification of the responsibilities of the police employee organization officers;
- d. Provisions for maintenance of accounting and fiscal controls, including regular financial reports;
- e. Provisions for disclosure of financial reports and other appropriate documents to members, regulating agencies, and the public; and
- f. Acknowledgement of responsibility to the governmental entity legally charged with regulation of such employee organizations.

ICJS - There is total agreement between this standard and the requirements of the "Public Employment Relations Act" enacted by the 1974 legislature (Chapter 20).

### Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

## N.A.C. Police Standard 18.3 Collective Negotiation Process

Every police agency and all police employees should be allowed, by 1975, to engage in collective negotiations in arriving at terms and conditions of employment that will maintain police service effectiveness and insure equipable representation for both parties.

PRACTICE	PRINCIPLE
3.9	4.1

### Related Standards

- 11.1(2) Use of Professional Expertise
- 11.2 Legal Assistance
- 16.3 Preparatory Training
- 18.1(5) The Police Chief Executive and Employee Relations
- 18.2 Police Employee Organizations
- 18.4 Work Stoppages and Job Actions

1. Legislation enacted by States to provide for collective negotiations between police agencies and public employees should give equal protection for both parties and should include:

- a. Provisions for local jurisdictions to enact specific rules for the collective negotiation process;
- b. Procedures to prevent either party from circumventing the collective negotiation process;
- c. Provisions for police agency retention of certain unrestricted management rights to insure proper direction and control in delivering police services;
- d. Provisions to prohibit police employees from participating in any concerted work stoppage or job action; and,
- e. Procedures that require adherence to the collective negotiation legislation by all parties.

ICJS - Although the "Public Employment Relation Act" (Chapter 20) does not address the issue, it can be assumed that local jurisdictions are permitted to enact special rules for the collective negotiation process if their rules do not violate conditions of the Act.

In accordance with the Act, no party can, through coercion, circumvent the negotiation procedure.

As stated in section 10;

"It shall be a prohibited practice for a public employer or his designated representative willfully:

- a. Interfere with, restrain, or coerce public employees in the exercise of rights granted by this Act.
- b. Dominate or interfere in the administration of any employee organization.
- c. Encourage or discourage membership in any employee organization, committee, or association by discrimination in hiring, tenure, or other terms or conditions of employment.
- d. Discharge or discriminate against a public employee because he has filed an affidavit, petition, or complaint or given any information or testimony under this Act, or because he has formed, joined, or chosen to be represented by any employee organization.
- e. Refuse to negotiate collectively with representatives of certified employee organizations as required in this Act.
- f. Deny the rights accompanying certification or exclusive recognition granted in this Act.
- g. Refuse to participate in good faith in any agreed upon impasse procedures or those set forth in this Act.
- h. Engage in a lockout.

It shall be a prohibited practice for public employees or an employee organization or for any person, union, or organization or their agents willfully to:

- a. Interfere with, restrain, coerce, or harass any public employee with respect to any of his rights under this Act or in order to prevent or discourage his exercise of any such right, including, without limitation, all rights under section eight (8) of this Act.
- b. Interfere, restrain, or coerce a public employer with respect to rights granted in this Act or with respect to selecting a representative for the purposes of negotiating collectively on the adjustment of grievances.
- c. Refuse to bargain collectively with a public employer as required in this Act.
- d. Refuse to participate in good faith in any agreed upon impasse procedures or those set forth in this Act."

Section 9 of the Act specifically states the scope of the collective negotiation.

"The public employer and the employee organization shall meet at reasonable times, including meetings reasonably in advance of the public employer's budget-making process, to negotiate in good faith with respect to wages, hours, vacations, insurance, holidays, leaves of absence, shift differentials, overtime compensation, supplemental pay, seniority, transfer procedures, job classifications, health

Police 18.3 - con't

and safety matters, evaluation procedures, procedures for staff reduction, in-service training and other matters mutually agreed upon."

The scope of negotiation is further limited by Section 7. Here, the agency retains unrestricted management rights over police procedures.

Section 12 of the Act prohibits strikes:

"It shall be unlawful for any public employee or any employee organization, directly or indirectly to induce, instigate, encourage, authorize, ratify, or participate in a strike against any public employer."

As defined in Section 3 of the Act:

"Strike means a public employee's refusal, in concerted action with others, to report to duty, or his willful absence from his position, or his stoppage of work, or his abstinence in whole or in part from the full, faithful, and proper performance of the duties of employment, for the purpose of inducing, influencing, or coercing a change in the conditions, compensation, rights, privileges, or obligations of public employment."

In order to enforce the results of the bargaining procedure, the Act provides for civil action by either party. As found in section 17:

"Terms of any collective bargaining agreement may be enforced by a civil action in the district court of the county in which the agreement was made upon the initiative of either party."

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

2. Every police chief executive should insure that he or his personally designated representative is present during all collective negotiations involving the police agency, and that he is allowed to protect the interests of the community, the police agency, and all police employees.

ICJS - It is likely that the chief or his representative are present during the collective negotiation process.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

In the past the chief executive would negotiate directly with the local government. With the enactment of the Act, it is possible for negotiations to be accomplished without direct intervention by the chief. It is improbable, however, that chief executives will no longer play a major role in future negotiations.

3. Every police agency should insure that all police employees receive training necessary to maintain effective management-employee relations. This training should include:
  - a. Sufficient information to provide all employees with a general knowledge of the management-employee relations process;
  - b. Specific instructions to persons who represent the police agency in the collective negotiation process; and
  - c. Specific instructions to enable every supervisory police employee to perform his duties under any collective negotiation agreement.
4. Every police chief executive should encourage employee organizations to provide training to enable their representatives to represent members in the negotiation process adequately.

ICJS - There is no evidence that police agencies require personnel to undergo management-employee relations training.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

If employees are to receive such training it would probably be the responsibility of the union itself.

It is not unlikely that union information will become part of curriculum at the training academies for new recruits.

Police 18.3 - con't

Representatives of the employee organizations will probably be taught the skills needed for negotiation by officials in affiliated unions.

5. Every police chief executive should establish administrative procedures to facilitate the police agency's operation under any collective negotiation agreement.

ICJS - It is highly probably that, after collective negotiations, the chief executive will promulgate written policy vis-a-vis any change in the agency's operations as a result of the negotiations. In smaller agencies changes in administrative procedures would be communicated verbally.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

6. Every police chief executive should recognize that in the collective negotiations process the problems of unit determination, areawide negotiation, and impasse procedures are largely unresolved and that little guidance is currently available in these essential areas.

ICJS - It is evident that chief executives are aware of the conflicts arising from unit determination; each agency must resolve these problems by themselves.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

## N.A.C. Police Standard 18.4 Work Stoppages and Job Actions

Every police chief executive should immediately prepare his agency to react effectively to neutralize any concerted work stoppage or job action by police employees. Any such concerted police employee action should be prohibited by law.

PRACTICE	PRINCIPLE
1.75	3.25

### Related Standards

11.2(2) Legal Assistance

18.3 Collective Negotiation  
Process

19.4 Investigation Procedures

19.5 Adjudication of Complaints

1. Every State, by 1976, should enact legislation that specifically prohibits police employees from participating in any concerted work stoppage or job action. Local legislation should be enacted immediately if State prohibitive legislation does not currently exist.

ICJS - Section 736A of the Iowa Code prohibits all public employees from participating in any concentrated work stoppage. The legislation does not specifically prohibit work actions by police officers.

### Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is different than NAC

2. Every police agency should establish formal written policy prohibiting police employees from engaging in any concerted work stoppage or job action.

ICJS - As a result of the recent legislation (section 736A) it is unlikely that any chief executive has developed written police prohibiting concentrated work actions.

### Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is similar to NAC

Prior to enactment of chapter 20, police personnel in Iowa did not unionize. Data indicates that only one agency experienced a concentrated work action. Subsequently, police chief executives did not consider employee work actions a viable threat.

Police 18.4 - con't

Being that chapter 20 prohibits work actions, it is improbable that police chief executives will also establish similar written policy. Only when police employees engage in work actions in violation of the law, will chief executive specifically develop written policy prohibiting such actions.

3. Every police agency should develop a plan to maintain emergency police service in the event of a concerted employee work stoppage.

ICJS - There is little evidence that police chief executives have formalized plans to maintain emergency police service in the event of a work action.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is different than NAC

In the event of a work action, police chief executives will generally have two alternatives. As evidenced by the recent work stoppage in a small suburban town, Evansdale, personnel from nearby communities will be contracted to provide essential police services. It is likely that chief executives of small departments would be able to maintain services in this manner. However, if S.M.S.A. personnel engaged in a job action, there chief executive would most probably have to rely upon the D.P.S. or the Iowa National Guard.

4. Every police chief executive should consider the initiation of internal disciplinary action, including dismissal, against police employees who participate in a concerted job action or work stoppage. Among the many disciplinary alternatives available to the chief executive are actions against:

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

ICJS - Police chief executives have not, as yet, established disciplinary policies and procedures for dealing with employees engaged in an illegal work action.



Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC



**CONTINUED**

**6 OF 8**

## N.A.C. Police Standard 19.1 Foundation for Internal Discipline

Every police agency immediately should formalize policies, procedures, and rules in written form for the administration of internal discipline. The internal discipline system should be based on essential fairness, but not bound by formal procedures or proceedings such as are used in criminal trials.

PRACTICE PRINCIPLE

2.5

3.5

### Related Standards

1.3(1) Police Discretion

2.2(3) Establishment of Policy

16.3 Preparatory Training

16.5(3) Inservice Training

17.1(1) Personnel Development for Promotion and Advancement

17.3(2)(4) Personnel Evaluation for Promotion and Advancement

19.2 Complaint Reception Procedures

19.3 Investigative Responsibility

19.4 Investigation Procedures

19.5 Adjudication of Complaints

19.6 Positive Prevention of Misconduct

1. Every police agency immediately should establish formal written procedures for the administration of internal discipline and an appropriate summary of those procedures should be made public.

ICJS - A predominant number of intermediate-sized and S.M.S.A. departments, as well as D.P.S., have formal written procedures regarding the administration of internal discipline. In agencies with fewer than 25 sworn officers, such written guidelines are virtually non-existent.

Formal written procedures are usually found in the agency's policy handbook or disseminated through intra-agency memorandums.

Of those agencies with written policy, only several disseminate internal discipline procedures to the public. There is little indication that any agency actively informs the public of the internal discipline process.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

2. The chief executive of every police agency should have ultimate responsibility for the administration of internal discipline.

ICJS - Theoretically, at the departmental level, every police chief executive has ultimate responsibility for the administration of internal discipline. This is particularly true in the larger agencies. However, in many small towns, e.g., 10 or fewer sworn personnel, internal discipline is usually administered by the mayor or city manager.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

3. Every employee at the time of employment should be given written rules for conduct and appearance. They should be stated in brief, understandable language.

In addition to other rules that may be drafted with assistance from employee participants, one prohibiting a general classification of misconduct, traditionally known as "conduct unbecoming an officer," should be included. This rule should prohibit conduct that may tend to reflect unfavorably upon the employee or the agency.

ICJS - Only in some intermediate sized departments, S.M.S.A.'s, and the D.P.S., will an officer be given written rules for conduct upon employment. Such rules are usually found in the agency's handbook. Officers employed in smaller departments are informed verbally by the chief executive or his assistant. As can best be determined from available data, virtually all agencies prohibit, "conduct unbecoming an officer."

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

Police 19.1 - con't

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

ICJS - Being that many officers undergo the basic ILEA training session (Camp Dodge or regional facilities), it is likely that these officers undergo only one hour of formal training in police ethics and conduct. According to the 240-hour I.L.E.A. basic training curriculum, only one hour is devoted to a topic titled, "Police Ethics and Professionalism." While many officers undergo more comprehensive basic training as well as inservice training it is improbable that police conduct, appearance, and ethics are areas that are stressed. In addition, in-service training programs are geared toward operational procedures, i.e. firearms practice, and not police ethics and conduct.

Data indicates that most officers are sufficiently familiar with the internal discipline system. However, there are no indications that such knowledge would be beneficial on promotional examinations in most agencies.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

## N.A.C. Police Standard 19.2 Complaint Reception Procedures

Every police agency immediately should implement procedures to facilitate the making of a complaint alleging employee misconduct, whether that complaint is initiated internally or externally.

PRACTICE PRINCIPLE

2.2

3

### Related Standards

- 1.2(3) Limits of Authority
- 11.2(1) Legal Assistance
- 17.3(1) Personnel Evaluation  
for Promotion and Advancement
- 19.1 Foundation of Internal  
Discipline
- 19.4 Investigation Procedures
- 19.5 Adjudication of Complaints
- 23.1(4) Police Use of the  
Telephone System
- 23.2(3) Command and Control  
Operations

1. The making of a complaint should not be accompanied by fear of reprisal or harassment. Every person making a complaint should receive verification that his complaint is being processed by the police agency. This receipt should contain a general description of the investigative process and appeal provisions.

ICJS - Complaint reception procedures vary widely among the law enforcement agencies in Iowa. Formal complaint procedures are in existence only in the largest agencies. In these agencies, any officer is required to accept complaints and transmit them to the proper authority. Citizens in rural towns oftentimes by-pass the department completely and file their complaint with local government officials.

It is likely that only in the largest departments (S.M.S.A.'s) will a citizen receive written verification of his complaint. Initially, he may be given a general description of internal discipline procedures. There is little indication that these departments provide printed brochures regarding internal discipline procedures.

Complaints received by intermediate sized and rural departments are often made directly to the chief executive or his assistant. Complainants will be informed of the investigative process verbally.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

2. Every police agency, on a continuing basis, should inform the public of its complaint reception and investigation procedures.

ICJS - For the most part, the public is kept unaware of how to place complaints and how these complaints will be handled. There is little to indicate that police agencies actively publicize these procedures.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

3. All persons who file a complaint should be notified of its final disposition; personal discussion regarding this disposition should be encouraged.

ICJS - According to available data, all individuals who file a complaint are notified of its final disposition. Complainants in urban areas would most likely receive a formal written reply while those in the rural areas would be contacted in person by the police chief executive, sheriff, or local official, i.e., mayor.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

4. Every police agency should develop procedures that will insure that all complaints, whether from an external or internal source, are permanently and chronologically recorded in a central record. The procedure should insure that the agency's chief executive or his assistant is made aware of every complaint without delay.

ICJS - Complaints are handled in a formal manner only in intermediate or larger sized agencies. The severity and type of accusation determines whether or not a "formal complaint" charge will be filed and recorded. Generally, the chief or



his assistant, will be kept informed of all formal complaints. In smaller agencies, complaints are made directly to the chief executive, sheriff, or local government officials. Complaints originating internally are usually handled with lower visibility. The complaining officer normally informs his immediate supervisor, if possible, of the alleged misconduct. Records of such complaints are generally not kept.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

5. Complete records of complaint reception, investigation, and adjudication should be maintained. Statistical summaries on these records should be published regularly for all police personnel and should be available to the public.

ICJS - Complete records are usually kept only by the largest departments.

Any statistical summaries derived from this data is kept strictly confidential.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is significantly different than NAC

## N.A.C. Police Standard 19.3 Investigative Responsibility

The chief executive of every police agency immediately should insure that the investigation of all complaints from the public, and all allegations of criminal conduct and serious internal misconduct, are conducted by a specialized individual or unit of the involved police agency. This person or unit should be responsible directly to the agency's chief executive or the assistant chief executive. Minor internal misconduct may be investigated by first line supervisors, and these investigations should be subject to internal reviews.

PRACTICE PRINCIPLE

3.75

4.5

### Related Standards

- 1.2(3) Limites of Authority
- 11.2(1) Legal Assistance
- 17.3(1) Personnel Evaluation  
for Promotion and Advance-  
ment
- 19.1 Foundation for Internal  
Discipline
- 19.4 Investigation Procedures
- 19.5 Adjudication of Complaints
- 23.1(4) Police Use of the  
Telephone System
- 23.2(3) Command and Control  
Operations

1. The existence or size of this specialized unit should be consistent with the demands of the work load.

ICJS - At the present time, the only law enforcement agency in Iowa with a specialized internal discipline unit is the Des Moines P.D. (Internal Affairs). It is anticipated that such a unit will be incorporated into the D.P.S.'s organizational structure in the near future.

### Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

It would appear that no agency in the state, except the above mentioned, would benefit from an internal affairs unit. Recognizing that even the next largest departments are relatively small (as compared to the average metropolitan department) the internal discipline function can be handled most efficiently and in a cost effective manner by supervisory and command level personnel. Yet, recent

disclosures about illegal practices conducted at several of Iowa's agencies leads one to believe that some statewide investigation unit should be established.

2. Police agencies should obtain the assistance of prosecuting agencies during investigations of criminal allegations and other cases where the police chief executive concludes that the public interest would best be served by such participation.

ICJS - Usually, an investigation into an officer's alleged criminal misconduct will be conducted in-house by agency personnel. Only upon adjudication of criminal guilt will the local prosecuting agency be notified.

It is evident, however, that in the course of an in-house investigation, if felonious criminal behavior by agency personnel was discovered the local prosecuting agency would be notified.

#### Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

Clearly, chief executives would prefer keeping local prosecutors ignorant of any in-house investigation until the accused officer was adjudged guilty and suspended from the agency.

3. Specialized units for complaint investigation should employ a strict rotation policy limiting assignments to 18 months.

4. Every police agency should deploy the majority of its complaint investigators during the hours consistent with complaint incidence, public convenience, and agency needs.

ICJS - Personnel assigned to the Des Moines P.D. Internal Affairs unit are rotated every one to two years. To the extent possible, these investigators are on duty during those hours consistent with complaint incidence, public convenience, and agency needs.

Police 19.3 - con't

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

## N.A.C. Police Standard 19.4 Investigation Procedures

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

PRACTICE	PRINCIPLE
3.3	3.7
<u>Related Standards</u>	
1.2(3)(4) Limits of Authority	
1.3(1) Police Discretion	
9.7 Criminal Investigation	
16.3(4) Preparatory Training	
19.1 Foundation for Internal Discipline	
19.2 Complaints Reception Procedures	
19.3 Investigative Responsibility	
19.5 Adjudication of Complaints	

1. All personnel assigned to investigate internal discipline complaints should be given specific training in this task and should be provided with written investigative procedures.

ICJS - Officers responsible for internal discipline complaint investigations are supervisory and command level personnel who have not undergone specialized training. Investigations are conducted with the benefit of any written agency guidelines.

### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

2. Every police agency should establish formal procedures for investigating minor internal misconduct allegations. These procedures should be designed to insure swift, fair, and efficient correction of minor disciplinary problems.

ICJS - In a predominant number of departments, S.M.S.A. or rural, minor internal misconduct allegations are handled in a similar manner. Semi-formalized procedures, whereby the accused's immediate supervisor investigates, exist in virtually all agencies. If the allegation is verified, the supervisor is authorized to impose disciplinary sanctions. Procedures have been formalized and put into written form only in the largest agencies.

Police 19.4 - con't

In towns with one full-time officer the mayor is responsible for any investigation stemming from allegations of minor misconduct.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

3. Every investigator of internal discipline complaints should conduct investigations in a manner that best reveals the facts while preserving the dignity of all persons and maintaining the confidential nature of the investigation.

ICJS - As can best be determined, investigations are conducted in a manner that best reveals the facts while preserving confidentiality.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

Needless to say, since the investigators are supervisory and command level personnel without specialized internal discipline training confidentiality may not always be preserved and all the relevant facts may not be uncovered.

4. Every police agency should provide--at the time of employment, and again, prior to the specific investigation--all its employees with a written statement of their duties and rights when they are the subject of an internal discipline investigation.

ICJS - Depending upon the agency, employees may be informed of their rights when they are initially employed or are subject to an internal discipline investigation. Notification will be in written form only in a few of the largest departments. In intermediate-size and small departments officers will be made aware of his rights verbally by his immediate supervisor.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

Police 19.4 - con't

5. Every police chief executive should have legal authority during an internal discipline investigation to relieve police employees from their duties when it is in the interests of the public and the police agency. A police employee normally should be relieved from duty whenever he is under investigation for a crime, corruption, or serious misconduct when the proof is evident and the presumption is great, or when he is physically or mentally unable to perform his duties satisfactorily.

ICJS - As provided for in the Iowa Code, chief executives can relieve an officer from duty if he is under investigation or if he is incapable of satisfactorily functioning as a result of a mental or physical condition. See Section 365.19 (municipal). See Section 19A; Iowa Departmental Rules-Merit Employment - 11.2 (D.P.S. sworn personnel). See Section 341.A (deputy sheriffs).

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

6. Investigators should use all available investigative tools that can reasonably be used to determine the facts and secure necessary evidence during an internal discipline investigation. The polygraph should be administered to employees only at the express approval of the police chief executive.

ICJS - Data reveals that agencies having access to a polygraph machine will administer an examination only with the chief's approval.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

7. All internal discipline investigations should be concluded 30 days from the date the complaint is made unless an extension is granted by the chief executive of the agency. The complainant and the accused employee should be notified of any delay.

ICJS - In nearly all agencies there is no time limit on the duration of the investigation.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is significantly different than NAC

## N.A.C. Police Standard 19.5 Adjudication of Complaints

Every police agency immediately should insure that provisions are established to allow the police chief executive ultimate authority in the adjudication of internal discipline complaints, subject only to appeal through the courts or established civil service bodies, and review by responsible legal and governmental entities.

PRACTICE	PRINCIPLE
3.2	3.6
<u>Related Standards</u>	
1.3(1) Police Discretion	
11.2(7) Legal Assistance	
17.5(1) Personnel Records	
19.1 Foundation of Internal Discipline	
19.2 Complaint Reception Procedures	
19.3 Investigative Responsibility	
19.4 Investigation Procedures	

1. A complaint disposition should be classified as sustained, not sustained, exonerated, unfounded, or misconduct not based on the original complaint.

2. Adjudication and--if warranted--disciplinary action should be based partially on recommendation of the involved employee's immediate supervisor. The penalty should be at least a suspension up to 6 months, in severe cases, removal from duty.

ICJS - Generally, there is great discretion in the classification of complaint dispositions. Chief executives have several classification options ranging from charge sustained to charge unfounded.

Data indicates that the accused officer's immediate supervisor has substantial input during the adjudicatory and disciplinary stages.

Most agencies have not established minimum disciplinary penalties in cases of serious misconduct.

### Analysis and Commentary

ICJS practice is different than NAC standard  
ICJS principle is similar to NAC

3. An administrative factfinding trial board should be available to all police agencies to assist in the adjudication phase. It should be activated when necessary in the interests of the police agency, the public, or the accused employee, and should be available at the direction of the chief executive or upon the request of any employee who is to be penalized in any manner that exceeds verbal or written reprimand. The chief executive of the agency should review the recommendations of the trial board and decide on the penalty.



Police 19.5 - con't

4. The accused employee should be entitled to representation and logistical support equal to that afforded the person representing the agency in a trial board proceeding.

ICJS - Except in a couple of the largest S.M.S.A. departments, formal administrative trial boards are not used during the adjudication phase. In cases of serious misconduct, the chief executive will seek the advise of his command level personnel. Chief executives of small agencies may either act in isolation or seek the assistance of local officials.

During the adjudicatory phase accused officers are generally awarded the opportunity to present supportive evidence, i.e., witnesses. It is unlikely that he will be provided with counsel. In those agencies with administrative trial boards, he may be allowed to select one member of the board.

It must be recognized that, in virtually all agencies, adjudication is a semi-formal meeting between the chief executive command level personnel, and the accused officer.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

5. Police employees should be allowed to appeal a chief executive's decision. The police agency should not provide the resources or funds for appeal.

ICJS - In accordance with civil service and merit legislation in the Code, all officers can appeal the chief executive's decision (See chapters 365.20, 19.A, 341A.)

No agency provides funds for an employee's appeal.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

Police 19.5 - con't

6. The chief executive of every police agency should establish written policy on the retention of internal discipline complaint investigation reports. Only the reports of sustained and--if appealed--upheld investigations should become a part of the accused employee's personnel folder. All disciplinary investigations should be kept confidential.

ICJS - Depending upon agency policy, unsustained complaints may be noted in the officer's personnel file. Several S.M.S.A. departments operate in this manner.

As can best be determined, those departments with a formalized internal discipline system i.e., written directives by the chief executive, will not permit unsustained complaints from being permanently recorded in the officer's file. Agencies which operate on an ad hoc basis include all complaints.

Depending upon the agency, attempts are made to keep investigations confidential.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

7. Administrative adjudication of internal discipline complaints involving a violation of law should neither depend on nor curtail criminal prosecution. Regardless of the administrative adjudication, every police agency should refer all complaints that involve violations of law to the prosecuting agency for the decision to prosecute criminally. Police employees should not be treated differently from other members of the community in cases involving violations of law.

ICJS - Although nearly all agencies will notify the local prosecutor if an officer has committed a serious criminal offense, the case will not be referred until the officer has been discharged or suspended. It is highly unlikely that criminal allegations against officers would be referred to the local prosecutor if the chief executive decided that the charge was unsustained.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

## N.A.C. Police Standard 19.6 Positive Prevention of Police Misconduct

The chief executive of every police agency immediately should seek and develop programs and techniques that will minimize the potential for employee misconduct. The chief executive should insure that there is a general atmosphere that rewards self-discipline within the police agency.

PRACTICE PRINCIPLE

2	3
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### Related Standards

2.2(3) Establishment of Policy  
11.1 Use of Professional Expertise  
16.3 Preparatory Training  
16.5 Inservice Training  
19.1 Foundation for Internal Discipline  
21.1(2) Police Uniforms

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

ICJS - Special programs or techniques to minimize police misconduct are virtually non-existent in Iowa's law enforcement agencies. There is little indication that innovative programs incorporating peer-group influence are in existence. Preventive training may only consist of veiled threats or warnings given during roll-call briefings.

Data suggests that some departments, particularly the S.M.S.A.'s and the D.P.S., do informally refer personnel to professionals, i.e., psychiatrists, when it is expedient to do so.

### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

## N.A.C. Police Standard 20.1 Entry-Level Physical and Psychological Examination

Every police agency should require all applicants for police officer positions to undergo thorough entry-level physical and psychological examinations to insure detection of conditions that might prevent maximum performance under rigorous physical or mental stress.

PRACTICE	PRINCIPLE
2	3
<u>Related Standards</u>	
11.1(1) Use of Professional Expertise	
13.4(2) State Mandated Minimum Standard for the Selection of Police Officers	
13.5(2)(3) The Selection Process	
17.3(4) Personnel Evaluation for Promotion and Advancement	
20.2 Continuing Physical Fitness	

1. Every agency, by 1975, should furnish, and require, as a condition of employment, that each applicant pass a thorough physical and psychological examination. This examination should:
  - a. Be designed to detect conditions that are likely to cause nonjob-related illnesses, inefficiency, unnecessary industrial accidents, and premature retirement;
  - b. Be conducted under the supervision of a licensed, competent physician; and
  - c. Include a psychological evaluation conducted under the supervision of a licensed, competent psychologist or psychiatrist.

ICJS - All agencies require applicants to undergo a relatively comprehensive physical examination by a licensed physician, yet very few conduct psychological testing procedures. Psychological exams that are given usually consist of written tests rather than oral interviews.

### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

While all police administrators are aware of the significance of entry-level physical examinations, many do not believe that psychological exams can or should be given.

Essentially, agencies cannot provide the professional personnel needed to interview large numbers of applicants. The use of written exams, i.e., MMPI, has not been incorporated into the selection process because these exams are not considered good predictors of future behavior or performance.

N.A.C. Police Standard 20.2 Continuing Physical Fitness

Every police agency should establish physical fitness standards that will insure every officer's physical fitness and satisfactory job performance throughout his entire career.

PRACTICE	PRINCIPLE
1.3	3

Related Standards

- 13.4(2) State Mandated  
Minimum Standards for  
the Selection of Police  
Officers  
20.1 Entry-Level Physical  
Examination

1. Every agency should immediately establish realistic weight standards that take into account each officer's height, body build, and age.

2. Every agency should, by 1975, require for each officer a physical examination administered biannually, annually, or semiannually to determine the officer's level of physical fitness. The frequency of the examinations should increase with the officer's age. If the officer fails to meet the predetermined standards, a program should be prescribed to improve his physical condition.

ICJS - Even though nearly all agencies have established physical fitness (weight) requirements for initial-entry, standards for maintenance of a proper weight/height/age ratio are virtually nonexistent. Data reveals that no law enforcement agency in the state requires or administers periodic physical exams.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is different than NAC

3. Every agency should, by 1975, provide or make available facilities and programs that enable every officer to maintain good physical condition, to monitor his condition, and to meet predetermined physical standards through program enforcement measures. Consideration should be given to intramural athletics, exercise, weight reduction, and other physical fitness programs.

ICJS - Only a few of the urban departments have gymnastic facilities available for their personnel. These facilities often only consist of a spare room with sparse recreational equipment. Even fewer agencies have formalized physical education programs.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

## N.A.C. Police Standard 20.3 Employee Services

PRACTICE	PRINCIPLE
2	2

Every police agency should by 1978, establish or provide for an employee services unit to assist all employees in obtaining the various employment benefits to which they and their dependents are entitled.

### Related Standards

- 10.1(5) Assignment of Civilian Police Personnel
- 18.1 Police Chief Executive and Employee Relations
- 18.2 Police Employee Organizations
- 20.2(3) Continuing Physical Fitness
- 20.4 Health Insurance
- 20.5 State Retirement Plan

1. The employee services unit should be responsible for at least the following specific employee service functions:

a. Employee services unit personnel thoroughly informed on employee benefits should inform fellow agency employees of these benefits and the means for taking advantage of them.

b. In the event an officer is injured, the employee services unit should insure that the resulting needs of the officer and his family are cared for, with a minimum of inconvenience to the officer or his family.

c. In the event an officer is killed, the employee services unit should assist survivors in settling the officer's affairs.

2. Every agency with 150 or more personnel should assign at least one full-time employee to the employee services unit.

3. Every agency with fewer than 150 personnel should join with other local agencies to appoint a regional coordinator for employee services and, where appropriate, should establish a regional police employee services organization.

ICJS - Currently, no law enforcement agency in Iowa has an employee services unit. It is assumed that supervisors and the personnel-training unit are responsible for assisting officers and their families vis-a-vis employee benefits.

### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is significantly different than NAC

## N.A.C. Police Standard 20.4 Health Insurance

Every police agency should, by 1982, make available a complete health care program for its officers and their immediate families to insure adequate health care at minimum cost to the agency and the employee.

PRACTICE	PRINCIPLE
3	3

### Related Standards

- 20.1 Entry-Level Physical  
Psychological Examinations
- 20.2 Continuing Physical Fitness
- 20.3 Employee Services

1. Every police agency should establish a health care program that provides for the particular health care needs of its employees and their immediate families.

a. The health care program should provide at least (1) surgery and related services; (2) diagnostic services; (3) emergency medical care; (4) continuing medical care for pulmonary tuberculosis, mental disorders, drug addiction, alcoholism, and childbirth; (5) radiation, inhalation, and physical therapy; (6) ambulance service; (7) nursing care; (8) prescribed medication and medical appliances; (9) complete dental and vision care; (10) hospital room; and (11) income protection.

b. Every agency should pay all or a major portion of the cost of the health care program to insure that the highest available quality and quantity of medical services are provided under its plan. These controls should include a system of record handling that facilitates swift, efficient provision of services and feedback of employee reaction to the program.

2. Every police agency should insure that an officer or his beneficiaries are allowed to continue as members of the health care program after the officer's retirement, and that benefit and cost change under these circumstances are reasonable.

ICJS - While nearly all law enforcement personnel are able to purchase health through their department, the coverage varies widely. Data reveals that most agencies only offer a basic, incomplete insurance plan to their employees. This insurance is paid for, in part (50%), by the agency. It is unlikely that any peace officer in Iowa can obtain complete health insurance, i.e., dental and vision care, for themselves and their immediate family at a reasonable cost. Furthermore, retired officers or beneficiaries may not be able to maintain health insurance in a predominant number of agencies.

### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC



N.A.C. Police Standard 20.5 State Retirement Plan

Every State should, by 1982, provide an actuarially sound statewide police retirement system for all sworn personnel employed within the State. This system should be designed to facilitate lateral entry.

PRACTICE	PRINCIPLE
1	3

Related Standard  
20.4(2) Health Insurance

1. Local agency membership in the retirement system should be voluntary.
2. The system should be designed to accommodate diverse salary schedules of members agencies and to insure equitable distribution of costs and benefits within the system.
3. The system should require a minimum of 25 years of service for normal retirement and a mandatory retirement age of 60 for all police personnel.
4. Reciprocal agreements should be formulated between independent, local, State, and interstate police pension systems to allow any police officer to accept any law enforcement position available and still retain his accrued retirement benefits.

ICJS - Two separate retirement systems exist for local law enforcement personnel in Iowa.

Chapter 97B, Code of Iowa, establishes the Iowa Public Employee Retirement System (IPERS) which provides that all employees of "... the State of Iowa, the counties, municipalities and public school districts therein, and all the political subdivisions thereof, and all their departments and instrumentalities..." are subject to IPERS, unless specifically excluded.

Chapter 411 of the Code establishes a mutually exclusive retirement system for law enforcement personnel (and firemen) in municipalities with over a 15,000 population.

As a result of these two retirement systems, sheriff's deputies, and municipal police in towns with fewer than 15,000 people belong to IPERS. Municipalities with over a 15,000 population must provide their own retirement system.

D.P.S. sworn personnel are covered under the "Public Safety Peace Officers' Retirement, Accident and Disability System (Chapter 97A). This system is substantially similar to the Chapter 411, retirement system vis-a-vis minimum years of service required, retirement age, retirement pay scale. Because these two systems are basically the same, the (D.P.S.) Chapter 97A system will be considered a Chapter 411 system in the following commentary.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is different than NAC

Neither retirement system, IPERS nor Chapter 411, can be considered statewide police retirement system.

Each system contains certain elements that are fundamental to a statewide system. Key elements to a statewide system are, 1) coverage for all law enforcement personnel, 2) reciprocity between all agencies to enable personnel to move from agency to agency without losing retirement benefits, 3) a minimum number of years in law enforcement for normal retirement benefits, 4) mandatory retirement age (ideally at 60), and 5) retirement pay based upon the final 5 years salary.

Neither system is statutorily capable of providing coverage for all law enforcement personnel - the plans are mutually exclusive. Personnel can only retain retirement benefits if they maintain employment in IPERS agencies; officers leaving a municipal system (covered under chapter 411) before the minimum required number of years lose all benefits. Only the municipal (chapter 411) system requires a minimum of 22 years of service before normal retirement. Whereas IPERS provides for normal retirement at 65, chapter 411 provides full benefits at the preferred age of 55. Chapter 411 bases normal retirement pay upon the officer's salary upon his final 5 years of employment, IPERS has no such provision.

Although the retirement system provided by chapter 411 is better suited for law enforcement personnel than IPERS, it is evidently deficient in those areas noted above.

To comply with the NAC, new legislation is needed to create a statewide law enforcement retirement system incorporating key elements from both IPERS and chapter 411.

## N.A.C. Police 21.1 Police Uniforms

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

PRACTICE	PRINCIPLE
4	4.6

Related Standards  
2.3(1) Inspections  
10.2(2) Selection and Assignment  
Reserve Police Officers  
21.3 Agency Provision of  
Uniforms and Equipment

1. Every police chief executive should consider seasonal changes and climate when developing the agency's standard police uniform.

ICJS - As can best be determined, uniformed peace officers are provided with uniforms that are adjusted to compensate for seasonal changes.

### Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

2. Every police chief executive should insure that the agency's police uniform identifies the wearer by name and agency, and makes him plainly recognizable as a police officer. Such items should be visible at all times.

ICJS - In accordance with 1974 legislation (chapter 337A) all sheriff's and deputies uniforms are to be standardized throughout the state by January 1, 1977. These uniforms, currently under design, will ensure easy identification of the officer's name and county.

Although this legislation does not standardize the uniforms of municipal agencies, data indicates that local departments provide uniforms that ensure that the officer's name and department are easily recognized.

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ICJS principle is the same as NAC

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PRACTICE PRINCIPLE

4

4.6

### Related Standards

2.3(1) Inspections  
10.2(2) Selection and Assignment  
Reserve Police Officers  
21.3 Agency Provision of  
Uniforms and Equipment

Police 21.1 - con't

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

3. Every police executive should insure that the uniforms of agency employees other than police officers--such as civilian traffic control, parking control, and security officers--are, by color, design, and items of identification, plainly distinguishable from those of police officers.

ICJS - In those agencies where civilians are required to wear uniforms, the uniform provided is easily distinguishable from those worn by sworn officers.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

4. Every State should enact legislation fixing the color and style of uniforms worn by private patrolmen or security guards to insure that they are readily distinguishable from police uniforms.

ICJS - There has been neither state legislation nor administrative rulings fixing the color and style of uniforms worn by private patrolmen or security guards.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is similar to NAC

As evidenced by the 1973 Sheriff's Uniforms Act, there is growing concern in the state for the standardization and control of law enforcement-style uniforms.

5. Every police agency should conduct daily uniform inspections to insure that every officer's appearance conforms to agency specifications and reflects favorably on the agency and the law enforcement profession.

Police 21.1 - con't

ICJS - Only in the urban departments where the officers must attend roll-call briefing sessions is there daily uniform inspections. The Iowa Highway Patrol conducts both formal inspections daily and, at frequent intervals, on-the-road inspections.

In rural agencies there is usually no formalized daily inspection procedure.

Analysis and Commentary

ICJS practice is similar to NAC Standard

ICJS principle is similar to NAC

Police 21.2 - con't

5. To insure shooting competency, every agency's policy relative to firearms practice should require each officer to maintain a minimum qualifying score in the firearms practice course adopted by the agency.

ICJS - According to available data, only a few urban and rural agencies require their personnel to maintain minimum qualifying shooting scores. Where minimum scores are required, the officer may be tested at yearly intervals.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is similar to NAC

The major obstacles preventing agencies from establishing formalized firearms practice programs include; 1) indoor or outdoor shooting facilities are usually not available, 2) agencies cannot afford the expense of providing ammunition and targets, and 3) the smaller agencies cannot spare the manpower.

## N.A.C. Police Standard 21.2 Firearms and Auxiliary Equipment

Every police chief executive should immediately specify the type of firearms, ammunition, and auxiliary equipment to be used by the agency's police officers. To enhance police efficiency, personal equipment items should be interchangeable among all officers of the agency. Once established, these specified standards should be maintained by frequent, periodic inspections and appropriate disciplinary action when agency regulations are violated.

PRACTICE PRINCIPLE

2.4

3.8

### Related Standards

- 2.3(1) Inspections
- 10.2(2) Selection and Assignment of Reserve Police Officers
- 21.3 Agency Provisions of Uniforms and Equipment

1. Every police agency should establish written specifications for agency-approved sidearms and ammunition to be carried by officers on uniformed duty, or plainclothes duty, or off duty. The specifications should include the type, caliber, barrel length, finish, and style of the sidearms, and the specific type of ammunition.

ICJS - In all but a few of the smaller agencies, there are written (usually verbal understandings in the rural agencies) guidelines specifying approval firearms and ammunition. These guidelines are oftentimes quite broad.

### Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

There are indications that "illegal" ammunition is used regularly by officers in many agencies.

2. Every police agency should insure that the officers of every automobile patrol unit are equipped with a shotgun and appropriate ammunition. An easily accessible shotgun receptacle that can be locked should be permanently installed in every vehicle.

ICJS - The I.H.P., all urban and many intermediate sized and rural agencies provide their patrol cars with shotguns. Under normal conditions, these weapons are easily accessible being that they are placed within theft-proof receptacles next to the driver.

A fail-safe mechanism prevents unauthorized access.



Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

3. Every police agency should designate all items of auxiliary equipment to be worn or carried by its uniformed officers. To insure intra-agency uniformity, the approved type, size, weight, color, style, and other relevant variables of each auxiliary equipment item, along with the position on the uniform or belt where it is to be worn or carried, should be specified in writing.

ICJS - The I.H.P., the S.M.S.A.'s, and many smaller agencies have designated what auxiliary equipment is to be worn, and how it is to be worn by their uniformed officers.

Only in the larger departments will approved auxiliary equipment be designated in written form.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

4. Every police agency should initiate a program of frequent, regular equipment inspections to insure that personal equipment items conform to agency specifications and are maintained in a presentable and serviceable condition. To insure that each officer's weapon functions properly, firearm practice should be required for all officers at least monthly, and all firearms should be examined at regular intervals by a qualified armorer.

ICJS - Nearly all agencies, both urban and rural, do not require monthly firearm practice. There are few provisions to ensure that firearms are maintained properly or checked at regular intervals. Monthly firearm practice is also not required by the DPS for their sworn personnel.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard  
ICJS principle is significantly different than NAC

## N.A.C. Police Standard 21.3 Agency Provision of Uniforms and Equipment

Every police agency should immediately acquire the funds necessary to provide and maintain a full uniform and equipment complement for every police officer. This will facilitate the agency's efforts to insure conformance to uniform and equipment standards.

PRACTICE	PRINCIPLE
3	3.5

### Related Standards

- 5.6 Responsibility for Fiscal Management
- 5.7 Fiscal Management Procedures
- 21.1 Police Uniforms
- 21.2 Firearms and Auxiliary Equipment

1. Every police agency should determine the minimum uniform requirements for its police officers, including alternate items of apparel for warm, cold, and foul weather. The agency should furnish all required items at no cost to officers. Continuing conformity to uniform standards and appearance should be insured by regular replacement of uniforms or a uniform allowance.

ICJS - In accordance with the Sheriff's Uniforms Act (chapter 337A) all sheriffs and deputies will be provided without charge by their county board of supervisors uniforms and accessories deemed necessary by the sheriff.

I.H.P. personnel are supplied with uniforms at no costs. Municipal agencies either provide clothing allowances or incomplete uniforms, i.e., all except shoes.

Nearly all departments provide clothing allowances for their plainclothes personnel.

### Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

It is probable that most officers are required to pay the cost of maintaining the uniform (cleaning). Taking into consideration that these uniforms are worn for at least 40 hours each week all year long, and that many uniforms require dry cleaning, maintaining a clean uniform can become a financial burden.

Police 21.3 - con't

2. Every police agency should furnish and replace at no cost to officers the sidearm, ammunition, an auxiliary personal equipment specified by the agency.

ICJS - Even though most agencies provide auxiliary equipment and ammunition, sidearms are oftentimes not supplied.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

## N.A.C. Police Standard 22.1 Transportation Equipment Utility

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

PRACTICE	PRINCIPLE
4	5
<u>Related Standards</u>	
2.1 Development of Goals and Objectives	
5.6(1)(2) Responsibility for Fiscal Management	
7.3(4) Organizing for Control	
9.6(6) Traffic Operations	
12.1(4) The Evidence Technician	
22.2 Transportation Equipment Acquisition and Maintenance	
22.3 Fleet Safety	

1. Every police agency should, prior to submitting its annual budget, evaluate all existing and potential transportation equipment applications within the agency. The evaluation should include the examination of all tasks which may facilitate the objectives of the agency to determine if new or different equipment will result in:

- a. More efficient use of human resources; and
- b. Improved police service that is cost-effective.

2. Every police agency should, prior to submitting its annual budget, evaluate the potential usefulness and limitations of each type of transportation equipment in order to select the appropriate tools for the specific police tasks of the agency. New and existing transportation equipment should be evaluated.

ICJS - All law enforcement agencies, to varying degrees, conduct some form of evaluation annually, vis-a-vis transportation needs. In the larger agencies, particularly the I.H.P., determination of future transportation needs is made by the planning and research unit.

Available data indicates that all agencies, particularly specialized units within the major agencies, evaluate and consider the acquisition of new types of vehicles.

Due to budgetary considerations, most agencies are limited to purchasing conventional vehicles that can eventually be sold to the general public.

### Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is the same as NAC

N.A.C. Police Standard 22.2 Transportation Equipment Acquisition and Maintenance

Every police agency should acquire and maintain police transportation equipment necessary to achieve agency objectives in a manner which is most cost-effective for the agency.

PRACTICE PRINCIPLE

4

4

Related Standards

5.6 Responsibility for Fiscal Management

5.7(1)(2)(4) Fiscal Management Procedures

22.1 Transportation Equipment Utility

22.3 Fleet Safety

1. Every police agency acquiring ground vehicles should determine whether the acquisition should be made by purchasing, leasing, or reimbursing for officer-owned vehicles. This determination should be based upon the following considerations;

- a. Maintenance requirements;
- b. Control problems;
- c. Financing; and
- d. Overall cost-effectiveness.

2. Every police agency acquiring aircraft should determine the most advantageous form of acquisition by considering the maintenance and service requirements, the availability of the equipment when it will be needed, pilot-training and insurance costs, the availability of auxiliary police equipment, and the cost per hour of:

- a. Purchase by the agency;
- b. Leasing;
- c. Purchasing jointly with other agencies;
- d. Renting; and
- e. Acquiring surplus military aircraft.

ICJS - Decisions regarding how police vehicles will be acquired are usually made by the police chief executive in conjunction with local government officials. Final authority rests with the chief executive in the urban department and with the board of supervisors for county agencies.

Those few agencies that operate aircraft go through extensive evaluations when determining how the vehicles should be acquired.

Analysis and Commentary

ICJS practice is similar to NAC Standard

ICJS principle is similar to NAC

22.2

## N.A.C. Police Standard 22.3 Fleet Safety

Every police agency should implement a fleet safety program to insure the safety of its employees and the public, minimize unnecessary expenditure of public funds, and increase agency efficiency.

PRACTICE	PRINCIPLE
2	3

Related Standard  
22.1 Transportation Equipment  
Utility

1. Every agency fleet safety program should include:
  - a. A driver training program for all employees who operate agency vehicles;
  - b. Procedures for problem-driver detection and retraining;
  - c. Procedures insuring employee inspection of agency vehicles prior to use; and
  - d. A maintenance program which will minimize the hazard of malfunctioning equipment.

ICJS - A predominate number of agencies, urban and rural, do not have a formalized fleet safety program. Whereas the I.H.P. and some local departments conduct driver training programs for their personnel, most police employees are only required to possess a valid drivers license prior to operating agency vehicles. Accident-prone drivers are usually reprimanded, or in severe instances discharged, rather than retrained.

Data indicates that vehicles do undergo some form of periodic maintenance; i.e., oil change, tune-ups. There is little indication, however, that vehicles are inspected daily prior to use. Only the larger agencies are able to provide maintenance on a daily basis as malfunctions occur in the vehicles.

### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

2. Every agency fleet safety program should emphasize the personal involvement of employee in meeting the objectives of the program through:
  - a. Peer group involvement in the classification of employee accidents;
  - b. Recognition for safe driving, and
  - c. An education program with emphasis on the personal benefits to be derived from safe driving.

ICJS - There are very few programs which emphasize the personal involvement of employees in attaining and maintaining safe driving. Peer group involvement is virtually nonexistent; it may only occur, on an informal basis, when an officer has a poor

Police 22.3 - con't

driving record. Personnel with exemplary records are usually never rewarded or acknowledged. Official agency action is only taken - reprimand or discharge - when employees are overtly bad drivers and a risk to the safety of the community and to other officers.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

## N.A.C. Police Standard 23.1 Police Use of the Telephone System

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

PRACTICE PRINCIPLE

2

4.7

### Related Standards

1.1(5) The Police Function

1.4(3) Communicating with the Public

3.2(1) Crime Prevention

23.2 Command and Control Operations

24.1(2) Police Reporting

Foreword: In the last few years it became evident that law enforcement telecommunications in Iowa were wholly inadequate to serve current and future needs. In order to determine objectives and a plan for upgrading the system, a combined effort of several concerned state agencies, the Iowa Crime Commission, and the Law Enforcement Administrators Telecommunications Advisory Committee (LEATAC) was undertaken. The resulting "Telecommunications Plan" for Iowa, which has been reviewed and approved by the L.E.A.A., detail is a system that will upgrade the current system to one that coordinates all law enforcement agencies.

Primarily, the Telecommunications Plan states that in order to provide a functional system in Iowa, law enforcement agencies must share communication centers on either a county or multi-county-wide basis. Whether a county will maintain its own center or share with others depends upon the level of telecommunications traffic.

As proposed, each comm. (communications) center will maintain 24-hour dispatch services for all municipal/county/state law enforcement agencies and provide immediate access to an information system (TRACIS terminal). Furthermore, upon statewide implementation of a single universal emergency telephone number (911) all requests for emergency services can be acted upon in the most expedient manner.

Communication centers will be required to operate on specific channels and frequencies to facilitate optimal radio communications for all agencies throughout the state. Requirements for comm. center personnel and building security have also been established.



Police 23.1 - con't

The Iowa Crime Commission requires each county in Iowa to develop a county communications plan that complies with all requirements of the State Telecommunications Plan in order to qualify for funding support. Since the publishing of the State Telecommunications Plan, activity in the area of improving local police communications systems has drastically increased. As indicated by the Iowa Crime Commission, the area crime commissions and the Iowa Department of Public Safety, implementation of the State Telecommunications Plan has become the top priority for law enforcement in Iowa. Establishment of this system in Iowa will require Crime Commission support over an extended multi year period and could facilitate implementation of several police standards relating to communications currently under consideration for adoption in Iowa.

1. Every police agency should immediately implement a full-time telephone service sufficient to provide prompt answering of calls for service.
  - a. Emergency telephone calls should be answered within 30 seconds, and nonemergency telephone calls should be answered within 60 seconds.
  - b. Procedures should be adopted to control the quality of police response to telephonic requests for service and information.
2. Every police agency should immediately install a sufficient number of emergency trunk lines, in addition to and separate from business trunk lines, to insure that an emergency caller will not receive a busy signal during normal periods of peak activity, excluding catastrophic or unusual occurrences.
3. Every police agency should immediately insure that any misdirected emergency telephone call for police, fire, or other emergency service is promptly accepted and that information obtained from such calls is immediately relayed to the appropriate public safety emergency agency.

ICJS - Telephone service provided by law enforcement agencies throughout the state vary greatly. Whereas a few urban departments currently have 911 capability, most agencies maintain multi-purpose trunk lines for both emergency and non-emergency calls. Additionally, in those suburban areas served by several departments, the caller is not aware of the proper phone number and must request police services via the telephone operator. This action entails a delay and generally a non-direct contact with the correct agency.

It is evident that those agencies with 911 service are capable of answering phones within 30 seconds. In any agency with multi-functional trunk lines, emergency calls will only be answered in 30 seconds if, 1) a trunk line is open and 2) the police operator is available. While most urban departments

can, under normal conditions, respond within 30 seconds, in many suburban and rural departments the police dispatcher must serve several functions, i.e., desk clerk, secretary, and consequently, phones may be left unanswered for long periods of time.

Under the provisions of the Telecommunications Plan, "the comm. center dispatch functional unit must provide an emergency request answering delay (either telephone or radio) of less than fifteen (15) seconds and an emergency action response to that request in less than two (2) minutes at least ninety percent (90%) of the time." See Volume II, Section 2, requirement 8.

Requirement six (6) of the Plan, "provides adequate numbers of emergency telephone lines for emergency requests from the public and for telecom (telephone and data) linkages to affiliated agencies.

Provisions for handling misdirected emergency phone calls have also been established. Section 2.2.3.3 "provides telecommunication links between the Comm. center in an area and the agencies of law enforcement, emergency medical, and fire departments served by its functions. These links shall be provided in sufficient number to meet all the criteria for request response time and provide a minimum in action delay."

#### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is the same as NAC

4. Every police agency with a full-time telephone service should, by 1976, acquire and operate fail-safe recording equipment that will allow endless or continuous recording of all incoming complaint calls and instantaneous playback of those calls.

ICJS - According to the survey made by LEATAC, "recorder equipment for recording emergency calls ... exists at 9% of the agencies. Thus, unless Comm. center implementation begins immediately, most agencies (approx. 85-90%) will not have equipment to record incoming complaint calls by 1976.

Section 2.2.2.13 of the Plan specifies that, "(Comm. centers) provide facilities for recording and playback of the radio and emergency telephone channels.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is the same as NAC

5. Every police agency with a full-time telephone service should, by 1982, operate that service from facilities designed to be reasonably secure from physical attack and sabotage. This security should extend to overhead telephone trunk line drop-wires running between aerial cables and the full-time telephone service facility.

ICJS - On the whole, communication facilities for law enforcement agencies are not secure from physical attack and sabotage. As noted in the Plan (vol. II, p. 26).

"Adequate facility security was found to be lacking predominately in the small city (20,000 or less). It was especially a problem where the dispatcher had other functions such as city clerk or desk sergeant. For the surveyed facilities, 17% have the antenna tower protected from intrusion and 43% indicated having Comm. Center security. In any event, it is estimated that actually less than a third have satisfactory security for the equipment and antenna structure."

Comm. centers will be required to meet stringent physical facility security guidelines. The areas in which the telecommunications equipment is located and operated will be facilities designed to be reasonably secure from physical attack and sabotage. This security will extend to telephone trunk lines running to the telephone service facility and to the radio transmission line running between the transmitter/receiver and the antennas.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is the same as the NAC

6. Every police agency should, by 1982, obtain single universal emergency telephone service, and the cost of such service should be borne by the private telephone subscriber.

7. Pilot Automatic Number Identification Universal Emergency Telephone Systems should be installed to assess technical feasibility, cost-effectiveness for police, and public acceptance.

ICJS - Approximately six (6) agencies currently have incorporated single universal emergency telephone service (911) into their telecommunications network. Many other agencies are either implementing or considering such a system. It is evident, however, that such a system can only be cost-effective in the major urban areas at the present time. Only through the development of a multi-county wide Comm. center can universal emergency service be offered to the smaller urban, suburban, and rural areas in a cost-effective manner.

The Telecommunications Plan acknowledges that 911 implementation "will require passage of time and that interim methods for operations of emergency request transfer will be necessary (Section 2.2.3.4)." Provisions have been made to require all Comm. centers to maintain sufficient physical space to provide for 911 equipment when it is made available for implementation.

Although not given the priority of 911 service, Pilot Automatic Number Identification Universal Emergency Telephone Systems (PANIUETS) is also being considered. Comm. centers will be required to maintain the capacity to adopt PANIUETS equipment when it is made available.

#### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is similar to NAC

## N.A.C. Police Standard 23.2 Command and Control Operations

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

PRACTICE PRINCIPLE

2.8	4.5
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### Related Standards

5.2(2)(3) Combined Police Services  
5.4(4) Agency and Jurisdictional Planning  
7.3(1)(5) Organizing for Control  
7.6(3) Training for Unusual Occurrences  
23.1(1) Police Use of the Telephone System  
23.2 Radio Communications  
24.1(4)(5) Police Recruiting  
24.2(2) Basic Police Records  
24.3 Data Retrieval  
24.4 Police Telecommunications

1. Every police agency should immediately install a 24-hour two-way radio capability providing continuous communication between a communications center and field units. Agencies too small to maintain a full-time communications center should immediately arrange for that service to be provided by the nearest full-time communications center of a neighboring public safety emergency agency or a public safety emergency agency operating by the next highest political subdivision in the State.

ICJS - In agencies responding to a survey conducted by LEATAC, "full-time availability of dispatch was found forty percent (40%) deficient. It is also observed that many having 24-hour dispatch may well be providing it under financial stress e.g. should be sharing the cost with other agencies in similar straits. Joint usage of law enforcement base station communication facilities is presently found in 82 counties. (Volume II, p. 25)."

As explained in Foreword 23.1, the Telecommunications Plan supports the use of county - and multi-countywide communication centers that will provide 24-hour telecommunications for all law enforcement agencies within the center's jurisdiction.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is the same as NAC

2. Every police chief executive should immediately insure that delay time--the elapsed time between receipt of a complaint emergency call and the time of message radio transmission--in the case of an emergency call does not exceed 2 minutes, and in the case of a nonemergency call, does not exceed 6 minutes. By 1978, communications center delay time in cases of emergency calls should not exceed 1 minute and in cases of nonemergency calls should not exceed 4 minutes.

ICJS - As a result of inefficient dispatch and congested radio frequencies, many departments are unable to transmit emergency radio calls with sufficient speed. As noted in the Plan (Vol. II, p. 25):

"Action response time is not recognized generally by most agencies as a problem. However, with channels having severe interference and high traffic density (i.e. 37.10MHz) there is good reason to conclude that responses in excess of 2 minutes may be expected. Furthermore, there is additional delay for mobile operators who must wait for channel traffic and interference to clear before transmitting for they will not be heard at their base station."

Recognizing the importance of action response time, LEATAC requires that Comm. centers must "provide emergency action response to the request in less than two (2) minutes at least ninety percent (90%) of the time (Requirement 2.2.2.8)." To meet this objective, Comm. centers will have an adequate number of channels and control dispatchers.

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

The present Telecommunications Plan does not require Comm. centers to maintain one (1) minute emergency response time. Although the Comm. centers would be capable of meeting this goal, the Plan only requires a two (2) minute response time.

Police 23.2 - con't

3. Every agency should, by 1975, acquire and operate fail-safe recording equipment which will allow continuous recording of every radio transmission and recording equipment designed to allow instantaneous playback of field unit radio transmission.

ICJS - As noted in ICJS: 23.1(.4), approximately 9% of all agencies operate recording equipment which continuously records all radio transmissions. All agencies will be provided with such capabilities being that the Plan (Section 2.2.2.13) requires "facilities for recording and playback of the radio and emergency telephone channels."

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is the same as NAC

4. Every police agency should immediately seek action by the appropriate legislative or regulatory body to regulate private agencies that provide central-station alarm service. Appropriate steps should be taken to minimize field-unit response to the location of any alarm not caused by a criminal attack.

ICJS - Data reveals that attempts have not been made by police administrators to seek legislation which would regulate central-station alarm service. As noted in the Plan (Vol. II, p. 26), the major deficiency in this system is primarily a predominance of false alarms and nonstandard indication. The Plan does not suggest means by which this problem could be alleviated.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

5. Every agency operating a full-time communications center and employing 15 or more persons should, by 1975, install suitable equipment to provide access to local, State, and Federal criminal justice information systems. The minimum suitable equipment should be a teletypewriter capable of being connected to a data base.

ICJS - In accordance with the TRACIS masterplan, only the master municipal and sheriffs departments, in addition to State law enforcement personnel, will have access to a computer terminal. The network currently consists of 57 local and 14 State terminals each having access to the Iowa Criminal Justice data bases as well as

the National Crime Information Center, the ALECS Network and with proposed inclusion to the National LETS Teletype System.

Taking into consideration that a limited number of agencies employ more than 15 full-time sworn personnel (36 sheriffs departments are staffed with five or more officers, 80 municipalities have five or more full-time officers) it is evident that all agencies with 15 sworn officers have access to a TRACIS terminal. Indeed, it is not unlikely that many agencies barely capable of providing 24-hour services will eventually have access to a terminal.

As proposed by the Telecommunications Plan, all Comm. centers will have access to a TRACIS terminal. Although individual agencies within a county(s) could not, based upon telecommunications traffic, support a terminal, the need will exist when several agencies are sharing one telecommunications center.

Analysis and Commentary

ICJS practice meets NAC Standard  
ICJS principle is the same as NAC

6. Every police agency having a full-time communications center should, by 1978, operate from facilities designed to be reasonably secure from physical attack and sabotage.

ICJS - As noted in ICJS 23.1(.5) less than one-third of all currently operating law enforcement telecommunication facilities have adequate security. To ensure that the proposed Comm. centers will be secure, the Plan requires that the physical facility, radio transmission lines, antennas, and power lines be reasonably secure from physical attack and sabotage.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is the same as NAC



## N.A.C. Police Standard 23.3 Radio Communications

Every police agency should immediately insure that its radio communications system makes the most efficient use of its radio frequency.

PRACTICE	PRINCIPLE
3	5

### Related Standards

- 5.2(5) Combined Police Service
- 5.4 Agency and Jurisdictional Planning
- 23.2(1) Command and Control Operations
- 24.1(4)(5) Police Reporting
- 24.2(2) Basic Police Records

1. Every State should immediately establish common statewide police radio frequencies for use by State and local law enforcement agencies during periods of local disaster or other emergencies requiring interagency coordination.

2. Every agency should, by 1978, have a base station, mobile, and portable radio equipment capable of two-way operation on a common statewide police radio frequency.

3. Every agency should, by 1978, acquire and operate multichannel mobile and portable radio equipment capable of two-way operation on operational frequencies, daily car-to-car tactical frequencies, joint public safety tactical frequencies and statewide tactical frequencies.

ICJS - Since the most serious deficiency in the current telecommunications network is congested radio frequencies, the Telecommunication Plan will have its greatest impact in the radio communications subsystem. As noted in the Plan, the present network is deficient for the following reasons:

- "1. Interference of agency radio communications due to the state-wide common usage of a single frequency (37.10 MHz),
2. Uncoordinated usage of three available frequency bands has reduced intra-agency communications. When one agency operates in one band communications are not possible with agencies utilizing another band. Specifically, the larger cities have implemented new radio systems in the UHF frequency and the Iowa Highway Patrol is constructing a state-wide integrated system utilizing the high-band VHF. Certain smaller cities and a few counties have changed frequency usage from low-band to UHF or high-band. The result is that adjacent counties and cities lose communications with those which change."

Upon implementation, the Plan will ensure that all law enforcement agencies in Iowa can meet or exceed the NAC standards. In accordance with the Plan, all Communications centers will, "provide a sufficient number of channels to assure command and control operation and for transferring information requests for data and responsive data summaries, to provide tactical communications between agency units and between the vehicles of the several agencies, and to allow for the transmission between mobiles and portable radio units and from these to appropriate agencies command and control centers."

Every uniformed officer will be supplied with multi-channel transceivers which are capable of operating on tactical, mutual aid, operational, and state-wide emergency frequencies. In the event of an emergency all law enforcement personnel in Iowa will be able to communicate from any location in the state.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is the same as NAC

It is unlikely that the Plan can be fully implemented by 1978.

4. Every agency should, by 1978, equip every on-duty uniformed officer with a portable radio transceiver capable of providing adequate two-way communications and capable of being carried with reasonable comfort on the person.

ICJS - While the telecommunications plan does not require that all officers be equipped with a portable transceiver capable of being carried on the person, it is recommended. Subsequently, the Iowa Crime Commission will fund such equipment when it is presented as an integral part of the telecommunications system.

For those agencies desiring the equipment, the plan specifies the type that should be purchased as well as the frequency it must be set at.

It is evident, however, that portable units have certain limitations, i.e., they do not have true multi-channel capabilities, and that a standard mobile unit may serve a greater function particularly in rural areas.

Police 23.3 - con't

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is the same as NAC



**CONTINUED**

**7 OF 8**

## N.A.C. Police Standard 24.1 Police Reporting

Every police agency should establish procedures that will insure simple and efficient reporting of criminal activity, assist in criminal investigations, and provide complete information to other components of the criminal justice system.

PRACTICE	PRINCIPLE
2.75	3.5

### Related Standards

2.3(2) Inspections  
8.1(2) Establishing the  
Role of the Patrol Officer  
9.6(2) Traffic Operations  
9.7(5)(6) Criminal Investigation  
9.9(5)(6) Vice Operations  
12.2(6) The Crime Laboratory  
24.2(1) Basic Police Records  
24.3(1)(2) Data Retrieval

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

a. There should be forms control procedure which subjects every departmental form to initial approval and periodic review to determine if the form's use is appropriate and the information called for is necessary.

b. Field reports should be as simple as possible to complete, and their design should permit systematic collection of summary and management data.

ICJS - To varying degrees, intermediate sized and S.M.S.A. departments have established formalized reporting procedures. Particularly in the S.M.S.A. departments and the D.P.S., printed report forms with instructions are supplied to all field personnel. Personnel are required to use a specific form for each type of offense reported, i.e., O.M.V.U.I. form. Many of these forms use a fill-in format to facilitate rapid completion and accurate reporting. Report form review is an informal on-going process conducted by command level personnel. Report forms in nearly all of the State's smaller departments are nonexistent.

### Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is different than NAC

Police 24.1 - con't

2. Every agency should immediately consider adopting policies that allow reports of misdemeanors and miscellaneous incidents to be accepted by telephone when:

- a. No field investigation appears necessary; and
- b. The efforts of the patrol force would otherwise be diverted from higher priority duties.

ICJS - Notwithstanding the largest and many of Iowa's smallest departments, agencies have developed procedures allowing patrol officers to report misdemeanors via the telephone. Stenographers and dictating machines have been incorporated into this procedure.

Analysis and Commentary

ICJS practice is similar to NAC Standard

ICJS principle is similar to NAC

3. Where the volume of calls for service dictates, every agency should free its patrol units immediately for priority calls by assigning other personnel to one-man units whose primary function is preliminary investigation and the subsequent completion of reports.

ICJS - No law enforcement agency in Iowa maintains the capability to provide one-man units to conduct preliminary investigations in lieu of patrol officers.

Analysis and Commentary

ICJS practice is inconsistent with NAC Standard

ICJS principle is significantly different than NAC

Except during an unusual occurrence, one-man preliminary investigation units in lieu of patrol officers would not be cost-effective in any agency.

4. Every State should, by 1975, enact legislation requiring that, at the time arrest warrants are issued or recalled, notification be made to the State or other State designated agency by the court that issues such warrants. Every police agency should insure that, when it contacts or arrests an individual named in want or warrant information generated by any criminal justice agency, it notifies that agency of the contact or arrest within 3 hours. To insure that the right person is arrested, police agencies should provide sufficient identifying data to courts issuing warrants. This data should include, at least, the offender's;

Police 24.1 - con't

- a. Name;
- b. Residence address;
- c. Sex;
- d. Color of hair and eyes;
- e. Height and weight; and
- f. Date of birth.

ICJS - As yet, there has been only minimal legislation governing arrest warrant procedures. Warrant issuing agencies are not required to notify any State agency when the warrant is issued or recalled. Notification, when it occurs, consists of placing such data into TRACIS.

The Code does not state the maximum time permitted between apprehension of the defendant and notifying the issuing agency.

As a rule, police agencies provide sufficient identifying data to the court when an arrest warrant is issued.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is similar to NAC

5. Every state should, by 1975, require every police agency to report to a State or other designated agency information necessary for:

- a. The identification of persons known to have been armed, considered dangerous, or known to have resisted arrest;
- b. The identification of unrecovered stolen vehicles;
- c. The identification of vehicles wanted in connection with the investigation of felonies or serious misdemeanors;
- d. The identification of unrecovered stolen Vehicle Identification Number (VIN) plates and serially identified engines and transmissions;
- e. The identification of unrecovered stolen or missing license plates;
- f. Identification of serially numbered stolen or lost weapons; and
- g. The identification of serially numbered stolen property items.



Police 24.1 - con't

ICJS - While the Code does not specifically require police agencies to supply the above-noted data to the D.P.S., section 749.1 does state that:

"The sheriff of each county and the chief of police of each city shall furnish to the department criminal identification records and other information as directed by the commissioner of public safety."

Currently, D.P.S. does not require agencies to submit this data. Local chief executives have full discretion in reporting to D.P.S.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is similar to NAC

It is the general understanding that a department having access to a TRACIS terminal will voluntarily report this information.

## N.A.C. Police Standard 24.2 Basic Police Records

Every police agency should immediately establish a records system that collects crime data and records operational activities so crime conditions and the effects of agency operations can be systematically evaluated.

PRACTICE	PRINCIPLE
2.5	4

### Related Standards

7.3(5) Organizing for Control  
9.6(2)(9) Traffic Operations  
9.11(3) Intelligence Operations  
12.3(1) The Property System  
24.1 Police Reporting

1. Every police agency should develop and maintain a "reportable incident file" based on agency needs, that contains documentation on all crimes; essential noncriminal incidents such as missing persons, lost and found property, suicides, and accidental deaths; and, where appropriate, traffic incidents.

ICJS - For the most part, record systems in Iowa's law enforcement agencies are severely deficient. As noted in the 1975 Criminal Justice Plan produced by the Iowa Crime Commission:

"Although a complete survey has not been completed, it has been determined by Commission staff through numerous contacts with local law enforcement agencies that many local records systems are vastly inadequate. At least one major police department operates with an inadequate records system as do numerous intermediate sized departments. Records system in many small city and county agencies are nearly non-existent."

### Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is similar to NAC

Many of the SMSA departments are implementing, or planning implementation of, a microfilm records system. There are indications that, in the future, many smaller urban areas will be assisted by the Iowa Crime Commission in revising their current deficient records system. Studies are currently being under taken to develop functional records system for these departments.

Police 24.2 - con't

2. Every State should require every police agency within the State to contribute to, and maintain access in, a summary dossier file maintained by a designated agency. Summary dossier files should contain an FBI fingerprint card, State and Federal individual record sheets, and accurate and up-to-date arrest disposition records, photographs, booking forms, arrest reports, and requests from other agencies for notification of arrest.

ICJS - In accordance with Chapter 749 of the Iowa Code, the B.C.I. is responsible for the collection and dissemination of criminal history data. All sheriff's departments and municipal agencies (serving 10,000 + population) are required to submit to the B.C.I. a fingerprint card (includes name, aliases, offense) of any suspects held for the commission of a felony. If charges are dropped, or if defendant is acquitted, the fingerprint card is expunged. See Section 749.2.

Whereas all agencies must report U.C.R. crime data to the B.C.I. (See Criminal History Data Act, chapter 749.B) only those agencies noted above are required to report.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is different than NAC

## N.A.C. Police Standard 24.3 Data Retrieval

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

PRACTICE	PRINCIPLE
3	3.3

### Related Standards

23.2 Command and Control Operations

23.3 Radio Communications

24.1(4)(5) Police Reporting

24.2(2) Basic Police Records

24.4 Police Telecommunications

Foreword: TRACIS (Iowa Traffic Records and Criminal Justice Information System) is a computer assisted information system which collects data from a number of state agencies including criminal justice agencies. Its purview is limited to traffic records and criminal justice information. TRACIS provides the mechanism for standardizing collection and dissemination procedures and the protection of privacy and security of information maintained by the State of Iowa in these areas.

TRACIS consists of two separate but interrelated systems, one for traffic records and the other for criminal justice (police-courts-corrections). Each of these two major systems is comprised of a number of files and records that may be queried by any authorized user in the state.

The network currently consists of 57 local and 14 State terminals each having access to Department of Public Safety Traffic records, the Iowa Criminal Justice data bases as well as the National Crime Information Center (NCIC) the ALECS Network and with proposed inclusion to the National LETS Teletype System.

1. Every police agency should, by 1975, have the capability to retrieve statewide criminal information and provide it to field personnel within 3 minutes of the time requested for noncomputerized systems and within 30 seconds for computerized systems. This capability should at least include information on:

- a. Individuals who are the subject of an arrest warrant for a felony or serious misdemeanor;
- b. Individuals known to have been armed, considered dangerous, or known to have resisted arrest;
- c. Unrecovered stolen vehicles;
- d. Vehicles wanted in connection with the investigation of felonies or serious misdemeanors;
- e. Unrecovered stolen Vehicle Information Number plates and serially identified engines and transmissions;
- f. Unrecovered stolen or missing license plates;
- g. Serially identified stolen or lost weapons; and
- h. Serially numbered stolen property items.

Police 24.3 - con't

ICJS - The Iowa criminal justice data base currently consists of wanted persons, stolen vehicles, stolen guns, stolen articles, stolen securities, and stolen boat files data.

Upon implementation of the Iowa Telecommunications Plan, all police agencies will have direct access to a TRACIS terminal. All Communication centers will, as proposed, be provided with a TRACIS terminal and requests for criminal information data can be responded to within 2 minutes (data can be obtained within 30 seconds).

According to available data, the Telecommunications Plan will not be fully implemented until, at the earliest, 1979-1980. In the interim, all law enforcement agencies without a terminal will have access to TRACIS via communication links between base stations. Subsequently, delays of five (5) minutes or more for information requests are possible.

Analysis and Commentary

ICJS practice is different than NAC Standard  
ICJS principle is similar to NAC

Of the above list of obtainable information, only data on "individuals known to have resisted arrest" is not currently on-line in TRACIS. Such criminal history data has been construed as being intelligence data and is thereby prohibited from being placed within a computer data storage system (Iowa Code, See Chapter 794B). Judicial Review is required before this data could be stored in and retrieved from TRACIS.

2. Every police agency using, or planning to use, a computer-based information system should take immediate steps to insure that the primary objective of such a system is rapid response to the information needs of field units. Agencies developing or operating a computer-based information system should immediately identify critical information groups and assign priorities to them according to the requirements of the system user. Critical information groups should include at least:

- a. Information on wanted persons;
- b. Abstract data on criminal convictions, parole status, penitentiary releases, and vital criminal record information;

Police 24.3 - con't

- c. Information that forewarns an officer of persons known to have been armed, and other potential dangers; and
- d. Information on stolen property and vehicles.

ICJS - Information groups have been established for the law enforcement subsystems.

Law enforcement personnel can obtain from TRACIS, upon request, the following:

1. Criminal history data - includes suspect's name, social security number, fingerprint classification, criminal history case number, correctional institution number, case number.
2. Wanted persons - includes suspect's name, fingerprint classification, criminal history case number, license plate number.
3. Crime reports - suspect's name, fingerprint classification number, license plate number.
4. Stolen property - license plate number, title number, vehicle identification number, case or serial number.

As noted in 24.3(.1), TRACIS does not currently contain data on persons known to be armed and considered dangerous. Such information is considered intelligence data and prohibited from being stored in a computer (Chapter 794B).

Analysis and Commentary

ICJS practice is similar to NAC Standard  
ICJS principle is similar to NAC

3. Every agency developing or operating a computer-based information system should immediately establish advisory user groups consisting of field policemen, police managers, computer technicians, and hardware engineers. User groups should be charged with the responsibility for system implementation and operating strategies.

ICJS - The TRACIS Management Group, established in 1971 by Executive Order, is responsible for developing and establishing policy for TRACIS. This Group is composed of the following:

Iowa Crime Commission, Executive Director  
Department of Social Services, Commissioner  
Department of Public Safety, Commissioner  
Iowa State Highway Commission, Director

Police 24.3 - con't

Office for Planning and Programming, Director  
Office of the Attorney General, Attorney General  
Office of the State Comptroller, State Comptroller

In addition, the Executive Order requested the cooperation and participation of the Chief Justice or other members of the Iowa Supreme Court as a member of the TRACIS Management Group.

Analysis and Commentary

ICJS practice is significantly different than NAC Standard  
ICJS principle is significantly different than NAC

While it is evident that technical experts advise the Group, there is little indication that local law enforcement personnel are actively sought to provide input into the Group's planning.

## N.A.C. Police Standard 24.4 Police Telecommunications

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

PRACTICE	PRINCIPLE
5	5

### Related Standards

23.2 Command and Control Operations

24.1(4)(5) Police Reporting

24.2(2) Basic Police Records

24.3 Data Retrieval

1. Every police agency should develop and maintain, by 1974, immediate access to existing local, State, and Federal law enforcement telecommunications networks.

2. Every agency operating a full-time communications center and employing 15 or more persons should install, by 1975, a basic telecommunications terminal capable of transmitting to and receiving from established national, State and local criminal justice information systems. The telecommunications network should provide network switching compatible with computer-based information systems.

ICJS - The Iowa Telecommunications Plan (see Foreword 23.1) which is currently being implemented will establish Communications Centers with TRACIS terminals enabling all law enforcement agencies direct access to national, state, and local criminal justice information systems. In the interim, TRACIS terminals are currently located in 79 local and State agencies throughout Iowa. Agencies with fifteen or more full-time sworn personnel are supplied with a terminal. All other law enforcement agencies can gain access to TRACIS via base station-to-base station radio communication.

### Analysis and Commentary

ICJS practice is the same as NAC Standard

ICJS principle is the same as NAC





**END**