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**TOWN OF HARVARD
POLICE DEPARTMENT**

Management and Operations Analysis

EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT

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ACKNOWLEDGEMENTS

The project team was assisted by a number of Harvard employees and elected officials, including the Town Administrator, Assistant Town Administrator, Executive Assistant, Finance Director, DPW Director, HPS Superintendent, The Bromfield School Principal, Police Chief, Police Department current and retired personnel, and current members of the Select Board.

TABLE OF CONTENTS

Project Background.....	1
Summary of Recommendations.....	2
Section I. Administration and Financial Management.....	4
Section II. Human Resources	8
Section III. Facility, Fleet, and Equipment.....	13
Section IV. Public Safety and Community Engagement.....	16
Section V. Policies and Procedures.....	25
Appendix A.....	29

LIST OF FIGURES AND TABLES

Table 1. Overtime, FY2016-FY2018.....	4
Table 2. Calls for Service by Major Category	16
Figure 1. Calls for Service by Month	17
Table 3. NIBRS Incidents, CY2014-CY2016.....	18
Table 4. NIBRS Incidents Compared with Peer Group, CY2016	19

PROJECT BACKGROUND

The Town of Harvard is a picturesque, rural town in North Central Massachusetts with a population just over 6,500. The Town is well-known for its scenic roads, apple orchards, and high-quality school system. The residents value Harvard's safe, small-town atmosphere and historical and environmental assets, which together define the Town's character. In order to care for and preserve these characteristics while maintaining the Town's high-quality schools and providing other municipal services, the Town must carefully steward financial resources.

To that end, the Select Board and the Town Administrator requested a third-party audit of the management and operations of the Town's Police Department.

The Collins Center's ("Center's") charge was to analyze the departments' management and operations and provide pragmatic and actionable recommendations to improve the effectiveness and/or efficiency of the department. Five key areas were considered: 1) Administration and Financial Management, 2) Human Resources, 3) Facility, Fleet, and Equipment, 4) Public Safety and Community Engagement, and 5) Policies and Procedures.

The Center's approach was not to apply a set of universal best practices. Instead, taking the departments' unique facets and operating environment into account, the project team has made appropriately-scaled recommendations. These recommendations are not the same recommendations that would be made, for example, to a larger, urban police department.

In order to complete this assessment, the Center reviewed relevant materials, completed interviews of staff and elected officials, and performed data analysis, where data were available. The data used for this analysis were provided by the client. The Center works to ensure that data sets are accurate and inclusive, but cannot guarantee that this is always the case.

SUMMARY OF RECOMMENDATIONS

The table on the following pages summarizes the recommendations found within this report, and provides suggestions as to the implementation timeframe and potential cost of implementation.

Overview of Recommendations

Page	Recommendation	Implementation Timeframe	Imp. Cost est.	Budget Impact
5	I-1 The department should investigate options for an electronic time and attendance system.	By FY2020	\$5,000	Variable annual maint. cost
6	I-2 Consider moving collection function for police detail bills to Town Hall.	ASAP	n/a	n/a
6	I-3 Consider establishing certain financial management policies and procedures that would benefit the Town and department.	By FY2020	n/a	n/a
7	I-4 Explore the possibility of assessing a fee for the use of a police cruiser during details.	Decide prior to FY20 budget process	n/a	Increase revenue
11	II-1 Address the current vacancies as a top priority.	By FY2020	n/a	n/a
11	II-2 Remove the requirement for officers to hold a bachelor's degree from the CBA.	By next job posting	n/a	n/a
11	II-3 Consider adding more flexibility to the next patrol officer job posting.	By next job posting	n/a	n/a
12	II-4 Undertake a compensation study for the department.	As desired	\$5,000	Potential impact

Page	Recommendation	Implementation Timeframe	Imp. Cost est.	Budget Impact
12	II-5 Monitor the detective's workload to ensure there is sufficient time to perform investigative duties and consider the need for a full-time detective in the future.	Ongoing	n/a	Addn'l patrol position
12	II-6 Continue to prepare for the Chief's retirement by developing strategies to ensure a smooth transition.	Ongoing	n/a	n/a
14	III-1 Consider budgeting for a periodic deep cleaning of the police station.	Ongoing	n/a	\$1,000- 3,000 est.
15	III-2 Keep abreast of regional lock-up opportunities at the new Worcester House of Correction facility, and plan for any necessary changes in policies and/or protocols.	Ongoing	n/a	n/a
15	III-3 Continue the process of adopting the use of Tasers, within the context of the department's focus on de-escalation as the preferred course of action.	By 12/31/18	\$9,850	n/a
23	IV-1 When dealing with traffic enforcement, prioritize transparency and continuous community engagement through the Select Board and directly with residents as appropriate.	Ongoing	n/a	n/a
24	IV-2 Explore avenues for enhancing the department's ability to address mental health issues and mentally ill individuals.	Immediately and ongoing	n/a	Could use training budget
24	IV-3 Collaborate with the NVRDD and other district towns to discuss potential communications systems upgrade strategies.	Ongoing	Potential capital upgrades	n/a
25	IV-4 Ensure that discussions about the final disposition of Devens include the impacts to the Police Department.	Ongoing	n/a	n/a
27	V-1 Finalize and adopt the draft policies.	By 12/31/18	n/a	n/a

Page	Recommendation	Implementation Timeframe	Imp. Cost est.	Budget Impact
27	V-2 Define goals and guidelines with respect to use of social media for official purposes.	Ongoing	n/a	n/a
27	V-3 Consider participating in the Massachusetts Police Accreditation Program.	18-24 months till completion	\$625	MIIA premium credits

SECTION I. ADMINISTRATION & FINANCIAL MANAGEMENT

Findings

The department is managed by the Chief with support from two administrative staff, a Municipal Assistant and an Administrative Assistant. The Chief oversees all aspects of management, including for example development and enforcement of policies and procedures, budget planning and oversight, capital planning, personnel management, strategic planning, and public relations. The Finance Department reports that the Chief is effective at budget oversight and capital planning. Overtime appears to be well-controlled and typically held within budget (or costs are balanced with other budget lines in the department if necessary). See table below.

Table 1. Overtime, FY2016 – FY2018

Notes: OT hours in the table below do not include outside detail OT hours.

	FY2016	FY2017	FY2018*
Budget	\$134,000.00	\$146,288.00	\$146,288.00
Actual	\$150,558.40	\$116,815.04	\$85,460.04
<i>Diff.</i>	<i>(\$16,558.40)</i>	<i>\$29,472.96</i>	<i>\$60,827.96</i>
Hours	3,671.5	2,848.5	2,113.0

*budget data through 2/16/18; hours data through 2/3/18

Key functions of the Municipal Assistant include firearms licensing, payroll, accounts payable, and accounts receivable. Key functions of the Administrative Assistant include records management and firearms licensing. The administrative support staff share responsibility for serving walk-in customers and answering phone calls. Currently the station is well-covered for walk-in traffic. The administrative support staff provide daytime coverage from Monday through Saturday. The most common purpose of an in-person visit is for a copy of a record. The Chief advised that there have been no complaints regarding coverage at the station.

The Municipal Assistant performs the payroll function for not only the Police, but also Public Works Department. This process is paper-based and inefficient. The PD uses paper timesheets filled out by each employee which are delivered to the Municipal Assistant who then enters the information into Microsoft Excel. These Excel sheets are then printed and delivered to Town Hall, where the data are re-keyed by another employee into the Harper's payroll system. The original paper timesheets are filed and stored in the office. Theoretically, the likelihood for fraud/abuse of the system and human error is higher because of the manual nature of the process. [Note: There was no evidence that fraud/abuse is occurring.]

The Municipal Assistant is also responsible for accounts receivable, the vast majority of which is police detail work. Currently the officers submit paper forms signed by contractors along with

biweekly timesheets. A receivable is created in the department's IMC system, and an invoice is printed and mailed. Payments are sent directly to the department. The Municipal Assistant updates the IMC record and turns over the collection to Town Hall. A standard turnover sheet is used. In the past, the Town has not followed a timely reconciliation procedure between the Town Hall and PD's records, and there is no reconciliation policy in place. There is no record of a formal reconciliation after May 2016. As of February 2018, the Finance Director reported a variance of approximately \$8,000, as well as as number of aged delinquencies greater than 365 days. The Police Detail Fund had a deficit of nearly \$30,000 at the end of FY2017. The Town has been carrying a deficit for several years, although it has been dropping.

Recommendations

I-1 The department should investigate options for an electronic time and attendance system.

Such a system could provide multiple benefits to not only the Police Department, but also perhaps the Public Works department. Benefits could include:

- Automate a number of manual activities that must be performed police officers and the Municipal Assistant freeing up time for these employees to perform more productive tasks. Although the electronic system would require different steps on the part of these employees, such as reviewing and confirming the information on a computer, these tasks should not take as long as the existing process. For example, the Municipal Assistant would not need to read handwritten timesheets and key data into an Excel sheet. Rather, the Chief could review and approve electronic timesheets and the Municipal Assistant could send system-generated reports to Town Hall for entry into Harper's.
 - If possible, a system which also interfaces with Harper's would also save Town Hall staff time because they wouldn't have to manually enter data; rather, they would review and approve the information, making changes only when necessary.
- Reduce the likelihood of unintentional errors and fraud/abuse. [Note: There was no evidence that fraud/abuse is occurring.] Human error can occur at various points, especially when handwritten data are read and transcribed or data are manually entered into an electronic system.
- Allow the Police Department to report and analyze time and attendance data more easily and allow the Town to reconcile department records to Harper's without significant time reviewing paper records.
- Store records in the cloud. Maintaining a filing cabinet of old timesheets is an unnecessary use of space. An electronic system could store more data in a more efficient and secure manner.

- Offer additional useful features. These features may include employee access portals where employees can access their timesheet history.

The Chief advises that IMC has this capability. The Town should investigate further to see whether this would be a viable option.

I-2 Consider moving collection function for police detail bills to Town Hall.

It may be more appropriate for police detail bills to be collected by Finance Department staff at Town Hall. While the Police Department could still generate and mail the initial bill, it would be copied to Town Hall so that a receivable can be created in MUNIS. There are several benefits of this arrangement, including:

- Given the high volume and constancy of collections, it may be more efficient for Finance Department staff to perform the associated tasks, which is one of their primary duties for other receivables.
- The Finance Department has bonded staff, which provides added security to the Town.
- This set up would ensure that the Town's standard escalation process (i.e. late bills, fees/fines, legal action, etc.) is followed.
- This separation of the billing and collecting duties would further the Town's goal of establishing sound financial controls.

Both the department and Town Hall should be aware of any vendors with bills due, so that those bills can be paid prior to scheduling another detail or perhaps even the Town engaging in any business with the vendor. For this reason, the Municipal Assistant should be given read-only access to MUNIS to be able to view these records.

I-3 Consider establishing certain financial management policies and procedures that would benefit the Town and department.

Consider establishing documented policies and/or procedures in the following areas:

- A policy related to write-off of uncollectable police detail receivables.
- A procedure that outlines the reconciliation process between the Finance Department and the Police Department with regards to private detail charges.
- A policy that requires vendors to pay in full any delinquent private detail invoices prior to the provision of additional private details.

Further, determine whether the Collector has typically included charges for private details in the process outlined in the Town's bylaws section 62-1. If not, identify a procedure wherein the Collector can gain access to those records to ensure compliance.

I-4 Explore the possibility of assessing a fee for the use of a police cruiser during details.

Some municipalities charge a fee for the use of a police cruiser on details to offset the cost of fuel used and depreciation of the asset. Fees for the use of a cruiser vary across Massachusetts municipalities that charge one. Below are some examples:

- Per hour charge: \$10/hour (Andover, Pembroke, Millville), \$20/hour (North Adams), \$25/hour (Framingham, Natick)
- Set fee: \$50/day (Lancaster), \$100 (Southbridge), \$25 for 4 hours and then \$6.25/hour (Rochester)
- Percentage: 25% (Charlton)

The revenue could be earmarked for future costs associated with cruisers.

SECTION II: HUMAN RESOURCES

Findings

Culture & Morale

The culture at the Harvard PD is reported to be quite positive, an assessment reinforced by the project team's observations of both formal and informal interactions between and among staff members. During interviews, it became clear to the project team that the staff perceive themselves as a close-knit group with the ability to communicate and deal with issues internally. Specifically, officers recommended the culture as one of flexibility, empowerment, and freedom to pursue interests and specialties. Several interviewees noted that this culture stems from the Chief's management and leadership style.

Staff reported that morale has been dropping over the past several years as a result of staffing shortages and the department's hiring delays, the perceived lack of communication about the delays from leadership, and the Town's perceived lack of understanding about the vacancies' impacts on the department. Impacts on staff include having to work solo shifts and being "ordered in" for certain shifts when scheduled officers are taking paid time off. (This was anticipated to be worse during the summer months which are popular for vacation and due to an anticipated parental leave. The Chief reports that there have been 23 instances to date in CY2018.) Staff expressed frustration at the time it took to hire a patrol officer (which had also been holding up the promotion for the Sergeant position). Staff attribute the delays mainly to the lack of competitiveness of pay and the education requirement, which are perceived to make the position less desirable.

Recruitment & Retention

It is clear that the department has faced challenges with recruitment, having gone through two failed searches for a patrol officer before being successful on the third attempt. The Chief and department members reported the following specific reasons for the failed recruitments:

- New hires are required to have completed a full-time police academy, which excludes a group of individuals from the candidate pool. The Town prefers to hire someone who has already completed the academy to avoid the cost of tuition, outfitting the individual, and paying salary and benefits while the individual attends. Furthermore, there is always the risk that the individual will not successfully complete the training.
- The collective bargaining agreement (CBA) language requires patrol officers to hold a Bachelor's degree.
- Salaries were reported to be not competitive with surrounding towns, as well as positions in campus security organizations. Historically campus police departments were

seen as a launch pad onto a municipal force, but this may be changing in the case of Harvard if salaries are not competitive.

During this last recruitment, the Chief was given permission to relax the educational degree requirement. Since that position has been filled, the Chief plans to conduct the promotional process for the Sergeant position in fall 2018. This will result in another vacant patrol position.

However, despite challenges attracting satisfactory candidates, the department remains committed to hiring officers with not only the necessary skills and experience, but also a good fit with the department and community. As a small department in a low-crime community, new officers should have the personality and interests that match the requirements of policing in such an environment.

The department's field training process for new officers is focused on preparing them to police a small, relatively rural town with a well-educated and affluent population. Emphasis is placed on serving the community and ensuring police activities are purposeful. New hires are rotated through all shifts and introduced to other departmental activities at the schools, for example.

Despite challenges in recruitment, the Harvard Police Department has a strong record of retaining its officers (and, it should be noted, its administrative staff). When asked, the majority of officers highlighted the Chief's management style and leadership and the organizational culture which has resulted from the Chief's management. Several officers stated that if not for the Chief they would have left the department, seeking higher wages elsewhere. Retention can be a challenge in small town police departments, not only because of competition in pay, but also because larger departments can offer better advancement opportunities and a greater variety of tasks/responsibilities. In Harvard, there are only three superior officer positions – the Chief and two Sergeant positions – in addition to the part-time detective position. Chief Denmark has addressed this to the best of his ability by encouraging officers to take on roles that interest them (training officer, social media officer, etc.), approving professional development opportunities, and considering opportunities to participate in any regional or other initiatives. The department should continue this practice as much as is feasible.

Staffing & Supervision

The Chief provides supervision on the day shift (8 am – 4 pm), and the department is organized for a sergeant on each of the evening (4 pm – 12 am) and midnight (12 am - 8 am) shifts. As a result of the vacant sergeant position, the sergeant assigned to the evening shift has been working some evening and some midnight shifts in order to provide some level of supervision on the midnight shift. This has been challenging for officers, some of whom expressed a level of discomfort with the lack of supervision. Officers noted that occasionally they need to seek guidance or policy clarity from their sergeant, and if there is not a sergeant on shift, they would

have to call to try to get in touch. Although this is not a common occurrence, officers would prefer to have more consistent and in-person access to supervisors. Some officers noted that a third sergeant on the day shift would be valuable for supervision and to allow the Chief to focus on other duties, but the Chief's opinion is that this is not a necessary position at this time.

At the time of writing this report, the department has a complement of seven filled positions (one Chief, one Sergeant, one Officer/Detective, four Patrol Officers). After filling the vacant positions, there will be nine¹. Current staffing levels do not allow for there to be two officers assigned to each shift. There is only one officer assigned to the midnight shift. Furthermore, as a result of paid time off, there are some day and evening shifts where only one officer is on duty. The Chief attempts to fill shifts on overtime, but does not require that the second position is back-filled. Working as a single officer on a shift can be demoralizing and uncomfortable, according to most officers. Although back-up from neighboring departments is available, it can often take up to 15 minutes for officers to arrive on scene because of travel distance. Officers expressed concern about being in this predicament during certain domestic or similar situations. However, it is also true that officers do not always choose to take overtime to prevent another officer from working a shift alone. Further, the patrol officers' union has opposed the use of reserve officers to cover these shifts.

It is rare that an officer is "ordered in" to fill a shift when both scheduled officers are taking paid time off, although it does happen. As noted above, there have reportedly been 23 occurrences in CY2018. It is likely to happen more often during the nicer weather months when officers often prefer to take vacation. It is also more likely to occur the more vacation is accrued by long-tenured staff. The current CBA allows for:

- At 0-5 years of service - 10 days per year accrued monthly
- At 6-10 years of service - 15 days per year accrued monthly
- At 11-20 years of service - 20 days per year accrued monthly
- At 21 years of service – 25 days per year accrued monthly

Being ordered in to work, especially for a shift that is not a shift typically worked (e.g. an officer who works the day shift is ordered-in to a midnight shift) can be a frustrating situation and should be minimized to the extent possible. The Chief asserts that he is careful about ordering-in and gives staff as much notice as possible.

There is currently one position on the day shift that is a patrol officer/part-time detective. Detective duties include investigations and court duties. This position is also responsible for the evidence room and is involved in the public schools. It was reported that the current detective is often answering calls while also undertaking investigative responsibilities from other assigned cases.

¹ The department does employ a number of reserve officers who perform private details.

Police Chief Position & Succession Planning

Chief Denmark is described as empowering, approachable, a good communicator, and sensitive to the values of the community. He is seen by staff and municipal officials as an exceptional leader. He has been with the Town since 2003, which is considered a long tenure. He has, over time, instituted a number of best practices and changes that have improved the Harvard Police Department, such as:

- Reorganizing and creating security protocols for the evidence room
- Completely re-writing the rules and regulations manual as well as the department's policies and procedures
- Careful cultivating a positive and community-oriented organizational culture

The Chief has expressed tentative plans to retire in June 2023. The Chief has undertaken a number of strategies to prepare the department for his retirement, most significantly by rewriting the department's rules and regulations manual and focusing on personnel professional development.

Recommendations

II-1 Address the current vacancies as a top priority.

It is the project team's understanding that the department was successful during its third search for a patrol officer. This change will allow the internal promotion to Sergeant to move forward. Finally, the department will have to fill the patrol officer vacancy created by that promotion. The Town should support the department's efforts to fill that vacancy as quickly as is feasible and appropriate. Letting the position linger unfilled could have continuing detrimental impacts on department morale.

II-2 Remove the requirement for officers to hold a bachelor's degree from the CBA.

Hiring and decisions about qualifications are management rights that should not be constricted by the CBA.

II-3 Consider adding more flexibility to the next patrol officer job posting.

In order to expand the potential pool of candidates, the next patrol officer job posting could include flexible language. The Center recommends changing the requirement to a preference

for a bachelor's degree as well as adding language that specifies "any equivalent combination of education and experience."

II-4 Undertake a compensation study for the department.

While it is outside the scope of this project, an independent compensation study that examines both market competitiveness and interjurisdictional equity (i.e. wages compared with other Town departments) is necessary to respond to and potentially begin to address the prevalent perception that wages are too low in the department.

II-5 Monitor the detective's workload to ensure there is sufficient time to perform investigative duties and consider the need for a full-time detective in the future.

It is the project team's understanding that currently the part-time Detective/Patrol Officer not only performs investigatory duties and court duties, but also manages the evidence room, operates the R.A.D. system of self-defense program, and is involved with the public schools, all while still being available to respond to calls as needed during her shift. The department should continue to monitor the workload to determine if patrol duties are displacing investigatory duties. The Town may be well-served by a full-time detective. Not only would investigations move more quickly, but the position could be assigned enhanced community engagement functions in the schools and with the elder population or other assignments as determined by the Chief.

II-6 Continue to prepare for the Chief's retirement by developing strategies to ensure a smooth transition.

The Chief should continue to prepare the department for his retirement by ensuring policies and procedures are in place, developing the skills and experiences of the personnel, and continuing to nurture the departmental culture. In collaboration with Town leadership, the Chief should begin to define the experience and skills, including "soft skills," that will be critical for the next chief to possess to continue the department's success. Based on interviews, the project team believes those soft skills contribute significantly to morale and positively shape the department culture. Such skills include:

- Approachability and an "open-door" policy
- Self-awareness
- Flexibility
- Community-oriented decision making

SECTION III: FACILITY, FLEET, AND EQUIPMENT

Facility

Built in 2002, the facility is in a good location and is in good functional order. Staff report that the building does not receive routine cleaning beyond surfacing cleaning such as trash removal and vacuuming. Some staff are known to take it upon themselves to do a deeper clean, periodically. The Chief advised that the maintenance of the building has improved a great deal since the DPW has taken on facility management responsibilities. There is an established process for the staff to submit work orders to the DPW. Deferred capital needs are being examined and corrected. Persistent and expensive HVAC issues were corrected, resulting in a more comfortable working environment. There are certain capital projects that remain to be done, and the DPW is working to identify, scope, and submit these to the Town as appropriate, with support from the Police Department. The parking lot does have some degradation and settling of the pavement surface that should eventually be addressed. Also, the DPW Director would like to replace the hot water tank to a tank-less system as a cost saving measure. The project team noted that the public bathrooms are beginning to show signs of aging.

It appears that facility security has been well-planned. There are cameras in the lobby that are remotely monitored by the Nashoba Valley Regional Dispatch District (NVRDD) at all times. NVRDD also has the ability to remotely lock doors to the facility if necessary for security purposes. The Municipal Assistant is responsible for the key fobs, which provide access to the building. The Police Chief is working with the Ambulance Director to reduce the number of key fobs assigned to the Ambulance Department, although access to the PD's side of the building is secure and limited to only police personnel. The Chief advised that he and the Ambulance Director have a good working relationship. Firearms and ammunition are appropriately kept in a separate locked armory subject to periodic inspections.

Evidence is now well-recorded and monitored in a locked room with access limited to the Chief and Detective. All evidence is recorded and tracked by the IMC software. There is a policy and procedure for evidence control which also provides for an annual audit by two designated officers.

The building is sufficient for the police department's operations. The Chief advised that although there is no dedicated interview room, the department can make do by using the conference room and setting up a portable video camera. Interviews are infrequent enough that this works fine. It was reported that the holding area is appropriate for needs. Detainees are brought in through the sally port at the back of the facility, and there is a camera, panic button, and firearms locker for security purposes. The Chief noted that there has been consistent discussion about regional lock-up capabilities over the years. The project team understands that Worcester County Sheriff's Office has recently broken ground on a new

facility which will include a regional lock-up facility.² Estimated to be completed in fall 2019, this new capability will have a positive impact on the department because officers would not have to monitor a detainee at the station but instead could be available for calls and other duties.

Fleet & Equipment

The DPW recently took over responsibility for police cruiser maintenance and also continues to be responsible for fuel management. Both the DPW Director and Police Chief report that the arrangement is working well. A process has been established whereby one officer is responsible for reporting issues and scheduling service with the DPW mechanic.

The department has five cruisers, and they are on a regular schedule for capital replacement every four years. It is the policy of the Chief to assign two individuals to each cruiser, which they “own” for the duration of its useful life. The Chief reports that this results in better upkeep and more immediate reporting of issues, given the sense of ownership and personal impact of any issues (cleanliness, maintenance issues, etc.). Officers reported no issues with cruisers.

All officers carry the same side firearm and have the option to purchase a smaller firearm with the Chief’s approval for details and court appearances through the uniform allowance. The department has a strong use of force policy that begins with an emphasis on de-escalation. They are in the process of adding Tasers to its standard issued equipment. The department has taken cautious steps toward introducing Tasers so that officers are appropriately trained and acculturated to the department’s continued focus on de-escalation as the first and best option in a situation. However, the training officer has been extensively trained as a Taser use instructor. Furthermore, the Chief has drafted the necessary policies and procedures governing use of Tasers. Several officers noted that the addition of Tasers would give them another tool to use if necessary. These officers expressed that Tasers could be valuable, for example even as a deterrent, when responding to an incident alone or while waiting for back-up.

Recommendations

III-1 Consider budgeting for a periodic deep cleaning of the police station.

For example, tasks might include air quality testing, changing HVAC filters, shampooing rugs, power washing exterior, etc. These actions would enhance staff comfort and health as well as help protect the Town’s investment in the facility.

² “Worcester County House of Correction breaks ground for new facility.” Semon, Craig S. *Telegram & Gazette*, May 31, 2018. Available: <http://www.telegram.com/news/20180531/worcester-county-house-of-correction-breaks-ground-for-new-facility>

III-2 Keep abreast of regional lock-up opportunities at the new Worcester House of Correction facility, and plan for any necessary changes in policies and/or procedures.

This new opportunity will allow officers to redeploy to other tasks rather than monitoring detainees at the station. However the department should plan for any necessary changes in policies and/or procedures.

III-3 Continue the process of adopting the use of Tasers, within the context of the department's focus on de-escalation as the preferred course of action.

With a continual focus on de-escalation, the department should continue to move forward with the implementation of Tasers. The Chief has already purchased two units and plans to purchase two more annually until the department has enough to assign one to each office. In the interim, a system will be set up such that on-duty officers sign out a Taser. The Chief advises that he would like to start deploying the Tasers within the next several months. The units cost approximately \$900 each, and total implementation costs would be approximately \$9,850, including equipment and necessary training.

SECTION IV: PUBLIC SAFETY AND COMMUNITY ENGAGEMENT

Calls for Service & Crime

The Town of Harvard is a very safe community, with a low level of crime. The tables below summarize the calls for service and incidents in town over the past three years.

Table 2. Calls for Service by Major Category

Note: CY = Calendar Year. Calls are generated by officers and received through the NVRDD.

Call Category	CY2017		CY2016	CY2015
		% of Total		
Total	6547		6692	7308
BUILDING/LOCATION CHECK(S)	3386	51.7%	3449	3779
MOTOR VEH - STOP	491	7.5%	333	710
RADAR OPERATIONS	208	3.2%	211	249
ALARM - RESIDENTIAL BURGLARY	176	2.7%	219	166
TRAFFIC CONTROL	174	2.7%	163	121
SUSPICIOUS ACTIVITY	154	2.4%	197	161
MEDICAL EMERGENCY	150	2.3%	181	154
VACATION HOUSE CHECK REQUESTS	140	2.1%	157	141
ROAD HAZARDS	118	1.8%	106	107
WIRES/TREES DOWN	106	1.6%	100	78
ANIMAL CALL	91	1.4%	91	73
MOTOR VEH - DISABLED	91	1.4%	94	99
MOTOR VEH - COMPLAINT	89	1.4%	73	72
ALARM - COMMERCIAL BURGLARY	80	1.2%	97	91
MOTOR VEH - ACCIDENT NO INJURY	72	1.1%	89	56
FIREARMS LICENSING	67	1.0%	87	72
All other categories*	954	14.6%	1045	1179

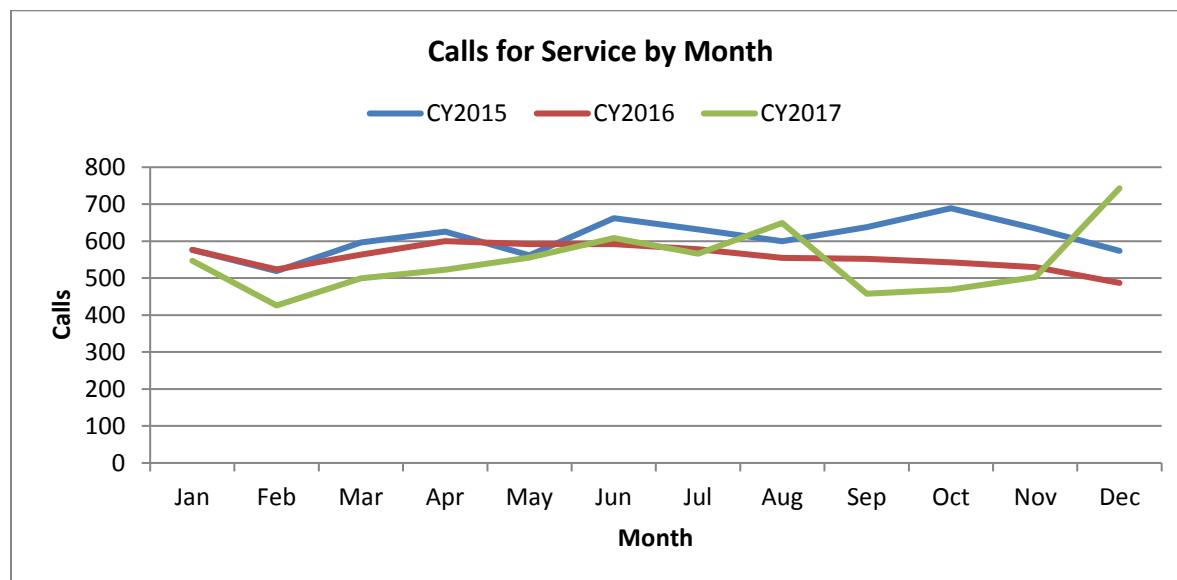
*In CY2017, 119 categories each accounting for less than 1% of total

The majority of calls (51.7% in CY2017) are for building/location checks, which officers perform proactively. The next largest category of calls is for motor vehicle stops (7.5% in CY2017). These calls dropped significantly from CY2015 to CY2016, but increased approximately 47% in CY2017 over the previous year.

Total calls have dropped in both CY2016 and CY2017 over the previous year. From CY2015 to CY2017, there was an approximate 10% drop in total calls, amounting to 761 calls. The majority

of that reduction (80%) is accounted for by reductions in building checks and motor vehicle stops, which dropped 10% and 30% respectively over that time period.

Figure 1. Calls for Service by Month



Calls for service counts generally follow the same trend over the course of a year. In December 2017, there was a spike, which is largely accounted for by a significant increase in motor vehicle stops (from 24 in CY2015 and 19 in CY2016 to 160 in CY2017). This was the result of a grant-funded drunk driving initiative during the holiday season.

Table 3 and 4³, which follow, report crimes in the Town of Harvard retrieved from the FBI's National Incident-Based Reporting System (NIBRS). Through NIBRS, the FBI collects data from local law enforcement agencies. The most recent data available on the FBI's website are from 2016.

Table 3 shows incident detail for the period CY2014 – CY2016 and indicates that incident levels in Harvard have remained consistent over the three-year period reported.

Table 4 shows total incidents and incidents per 100 population by major category compared with a peer group. Within this peer group, Harvard's crime levels fall close to the median.

³ Source data: <https://ucr.fbi.gov/ucr-publications> [Choose NIBRS and appropriate year]

Table 3. NIBRS Incidents, CY2014 - CY2016

	2014	2015	2016
Crimes Against Property	97	97	93
Arson	1	4	1
Bribery	0	0	0
Burglary/Breaking & Entering	17	10	14
Counterfeiting/Forgery	3	2	0
Destruction/Damage/Vandalism of Property	26	29	23
Embezzlement	0	0	0
Extortion/Blackmail	0	0	0
False Pretenses/Swindle/Confidence Game	2	11	7
Credit Card/Automated Teller Machine Fraud	2	0	3
Impersonation	11	21	18
Welfare Fraud	0	0	0
Wire Fraud	0	0	0
Identity Theft			0
Hacking/Computer Invasion			0
Pocket picking	1	0	0
Purse snatching	0	1	0
Shoplifting	0	0	0
Theft From Building	7	4	1
Theft From Coin Operated Machine or Device	0	0	0
Theft From Motor Vehicle	1	1	6
Theft of Motor Vehicle Parts or Accessories	0	0	0
All Other Larceny	22	10	20
Motor Vehicle Theft	1	2	0
Robbery	1	0	0
Stolen Property Offenses	2	2	0

	2014	2015	2016
Crimes Against Persons	20	16	22
Aggravated Assault	3	3	7
Simple Assault	9	8	9
Intimidation	5	5	4
Murder and Non-negligent Manslaughter	0	0	0
Negligent Manslaughter	0	0	0
Justifiable Homicide	0	0	0
Commercial Sex Acts	0	0	0
Involuntary Servitude	0	0	1
Kidnapping/Abduction	1	0	1
Rape	1	0	0
Sodomy	1	0	0
Sexual Assault With An Object	0	0	0
Fondling	0	0	0
Incest	0	0	0
Statutory Rape	0	0	0

	2014	2015	2016
Crimes Against Society	4	3	9
Animal Cruelty	0	0	0
Drug/Narcotic Violations	3	2	4
Drug Equipment Violations	0	0	0
Betting/Wagering	0	0	0
Operating/Promoting/Assisting Gambling	0	0	0
Gambling Equipment Violations	0	0	0
Sports Tampering	0	0	0
Pornography/Obscene Material	0	0	2
Prostitution	0	0	0
Assisting or Promoting Prostitution	0	0	0
Purchasing Prostitution	0	0	0
Weapon Law Violations	1	1	3

Table 4. NIBRS Incidents Compared with Peer Group, CY2016

Notes: Peer group provided by Town administration and developed for a recent salary survey; Data points used to develop the grouping were: form of government, location, equalized value per capita, income per capital, operating budget, and average tax bill.

Agency Name	Population	Total Offenses		Crimes Against Persons		Crimes Against Property		Crimes Against Society	
		Total	Per 100 Pop	Total	Per 100 Pop	Total	Per 100 Pop	Total	Per 100 Pop
Ayer	8,078	284	3.52	98	1.21	174	2.15	12	0.15
Bolton	5,210	150	2.88	30	0.58	105	2.02	15	0.29
Boxborough	5,223	84	1.61	20	0.38	55	1.05	9	0.17
Boxford	8,271	45	0.54	1	0.01	43	0.52	1	0.01
Carlisle	5,300	70	1.32	6	0.11	62	1.17	2	0.04
Groton	11,372	130	1.14	20	0.18	99	0.87	11	0.10
Harvard	6,552	124	1.89	22	0.34	93	1.42	9	0.14
Hopkinton	16,960	160	0.94	29	0.17	126	0.74	5	0.03
Littleton	10,074	214	2.12	53	0.53	147	1.46	14	0.14
Middleton	9,852	172	1.75	28	0.28	143	1.45	1	0.01
Newbury	6,999	132	1.89	54	0.77	66	0.94	12	0.17
Stow	7,197	139	1.93	42	0.58	89	1.24	8	0.11
Topsfield	6,590	35	0.53	6	0.09	17	0.26	12	0.18
Median			1.75		0.34		1.17		0.14
Mean			1.70		0.40		1.18		0.12

Officers report that speeding is a top concern in Town, a suggestion reinforced by interviews with other elected and appointed municipal officials. The Town's Master Plan notes that "Harvard residents perceive speeding as the primary traffic safety issue in their community⁴." For its part, the Police Department targets its traffic enforcement (stopping vehicles and issuing citations) to areas of concern in terms of motor vehicle crashes and speeding complaints. Furthermore, the PD last year procured and recently deployed four speed signs, two which will be permanently-placed and two portable signs which will provide negative feedback to speeders, encouraging them to slow down. The Police and Public Works departments have also reviewed the Town's speed limits and associated signage to ensure accuracy. Lowering speed limits is not necessarily a simple process, and municipalities have sometimes found themselves facing a higher legal speed limit after following the State's process of conducting a speed study to determine appropriate travel speeds. The Chief has advised Town officials of this process.

It was reported by multiple Town officials that traffic enforcement has been the topic of spirited discussions by residents. On the one hand, residents want to feel safe on their streets and want officers to take action to reduce speeding. On the other hand, it is possible for officers to be perceived as too heavy-handed when pulling people over and issuing citations. Finding the balance can be a challenge for any police department, including the Harvard PD.

Other public safety concerns, as reported by Police personnel, are domestics, mental health issues, and incidents involving underage drinking/drug use. Other issues mentioned include the occasional B&E (or breaking and entering) and identity crimes. Although there have been issues with the opioids in town, there has reportedly only been one overdose. The department does work closely with therapists and the courts to focus the person on rehabilitation.

Crime data analysis is the Chief's responsibility, as the data set is small. However, since there are so few data, analyses may not be as meaningful to the department as compared with a larger police department. On an as-needed basis, it may be valuable for NVRDD member organizations to analyze data to identify and examine regional trends.

School Involvement & School Security

School safety is addressed by the use of the part-time School Resource Officer and a portion of the Chief's time. Detective Fortunato also spends time in the schools on various initiatives. School staff report a positive relationship with the police department and especially with the Chief, with whom they are in regular communication.

Importantly, it was reported that the department strives to present a proactive/positive view of law enforcement to the students through education initiatives, mundane interactions, and a visible presence on campus and at school events. This builds trust between the young people in

⁴ Master Plan, Town of Harvard, 2016, pg. 124, Available: <https://www.harvard.ma.us/master-plan/pages/2016-master-plan>

the community and the police officers. During the times that the Police Department has worked with the school administration to react to a negative event or incident, the Chief and officers have reportedly been readily available, easy to communicate with, and sensitive to the needs of the school community, according to school administration officials. School administration officials report that they perceive the police as a resource for students and parents, with the goal of truly helping with issues and setting students on the right path rather than necessarily punishing misbehavior.

In terms of school security, the department works closely with the school administration on school security plans, protocols, and training. They have worked together on several security enhancements at the Bromfield School and security planning for a potential new elementary school. Both the Chief and school administration expressed satisfaction with training on school grounds. Some officers stated concern that they had not been able to train for incidents on school grounds, so it may be the case that not all officers are aware of the interactions between the Chief and school department. It could be beneficial to allow the entire department to tour the facilities to familiarize themselves in case they need to respond to incidents on-site.

Community Engagement

The concept of community policing, with its focus on proactive problem solving, outreach, and creating connections, is a foundational philosophy at the Harvard Police Department. Department staff are accessible to members of the public and have a highly visible role in the community, especially through work in the school system, at community events, and with the elder resident population. The physical presence of officers and the casual, seemingly unimportant interactions between officers and community members are vitally important to the department's work.

Interviews with individuals outside the police department made it clear to the project team that that personal connection is important to them. For example, the project team received comments such as:

- "He's always available when I call."
- "He coaches baseball and chaperones."
- "They come to visit the kids."

Resident satisfaction with the department is reportedly strong, in no small part because of the department's efforts around community policing, which are well-aligned with the small-town values of the Harvard. This view is held not only by municipal staff, but also by elected officials interviewed for this project. The department should continue to emphasize community policing and train officers to have the interpersonal and communication skills necessary to continue to be successful in this effort.

Communications

The department uses an outdated low-band radio system, and radio coverage is reportedly adequate with some issues inside school buildings and in low-lying areas of Town. In anticipation of regional communications upgrades spearheaded through NVRDD, the department purchased Motorola multi-band portable and mobile radio (i.e. in-cruiser) units. The current system does not meet the new P25 suite of standards, which provides a number of technical specifications for emergency communications equipment that are designed to ensure that equipment is interoperable across North America. Any future enhancements should be done on a regional basis.

Use of Technology

As in society at large, new technologies have been introduced for law enforcement agencies. These include body cameras, dashboard cameras, and digital fingerprinting systems, to name a few. For smaller departments, these technologies need to be carefully considered, weighing the pros against the significant cons. With any new technology, to a varying degree, the department would face:

- Start-up and ongoing/annual maintenance costs,
- Need for policy/procedure development and training, and
- Need to investigate implications, such as legal implications.

Furthermore, while some technology is designed to enhance engagement in the community, sometimes technology replaces personal interactions, which appear to be very important to the success of the Harvard Police Department. It is important that department members and municipal officials carefully consider any potential new technology to ensure that it makes sense for Harvard. Currently, the department has no plans to introduce new technologies for policing.

Long-term Consideration of Devens

The property that was formerly Fort Devens includes land from the towns of Harvard, Shirley, and Ayer. Upon the base closing, the State assigned the Massachusetts Development Corporation to oversee the redevelopment of the area. Currently the public safety services are

provided by an independent Devens full-time Fire Department and the Massachusetts State Police. The State Police have provided their services since 1995. During this time the Harvard Police Department has submitted bids to provide these police services.

The current legislation provides that on or before July 1, 2033, a final recommendation for a permanent structure will be made. The Town is smartly already grappling with the potential challenges and opportunities presented by the various potential outcomes.

Recommendations

IV-1 When dealing with traffic enforcement, prioritize transparency and continuous community engagement through the Select Board and directly with residents as appropriate.

Speeding and unsafe driving can not only contribute to the severity of motor vehicle crashes, but also have an impact on resident quality of life and perception of safety. The sound of a car whizzing by or the rush of air accompanying it contribute to this perception, particularly in places where homes are close to the road and where there are no sidewalks (as in certain neighborhoods in Harvard).

The department's primary strategy for addressing speeding and unsafe driving is enforcement. Enforcement involves the monitoring of drivers and issuance of warnings or citations as deemed necessary for violations. It is an effective but temporary solution, since police must be physically present to enforce the laws or act as a deterrent. The new speed signs should also be effective at traffic calming. Further, they will collect traffic count and speed data. Police may also be involved in education strategies to encourage safe driving, most commonly targeting new and young drivers in collaboration with the public schools.

Although the department is already actively engaged in traffic enforcement, it became clear through interviews that it is important to the Town that the PD continues to prioritize transparency and communication on this topic, which is an ongoing issue in Harvard. The Town may want to consider a centralized process for collecting public input about speeding and unsafe driving. This would ensure that the same information is shared formally with elected officials, Town management, and public safety personnel. The conversation about speeding should be expanded to include not only enforcement solutions, but also expanded education and engineering solutions⁵. Speeding and unsafe driving are issues that the Police cannot tackle alone, but only in conjunction with many other stakeholders and departments in Harvard.

⁵ As noted in the Town's Master Plan, engineering solutions are key to addressing speeding. Engineering involves physical changes to the road/roadside that encourage drivers to slow down. For example, this may include narrowing the travel lane, roundabouts/traffic circles, and signage or pavement markings. Although the PD is not a primary department in this area, it does have an important role in advising the Town with regards to motor vehicle crash data as well as emergency access needs (along with the Fire Department and Ambulance Service)

IV-2 Explore avenues for enhancing the department's ability to address mental health issues and mentally ill individuals.

In addition to the department's policy "Handling the Mentally Ill," which provides specific guidance for interacting with the mentally ill in various scenarios, the department is also guided on this topic by other policies, department values, and policing norms. However, the department may wish to consider other avenues for enhancing its ability to address mental health issues and mentally ill individuals. For example, the strategies below have been successful in other communities and align with the Harvard PD's values and current practices around involvement with youth:

- Prioritize treatment and diversion from the criminal system for mentally ill individuals.
- Form partnerships with local and regional service providers to provide referrals, information, and resources to the mentally ill and their loved ones.
- Consider having officers and staff trained in Mental Health First Aid (MHFA) to reinforce policies and practices. This 8-hour course has been completed by other Massachusetts police forces, and there are instructors in the region. See www.mentalhealthfirstaid.org for more information. It may be possible for the department to open this training to residents of Harvard as well.

IV-3 Collaborate with the NVRDD and other district towns to discuss potential communications systems upgrade strategies.

A full technical system review is outside the scope of this report. However, it is clear that the Harvard PD should continue to plan for and support communications enhancements within a regional context. A single system managed through the District could be beneficial to the region. The Town and department should engage District management in a conversation on this topic. There may be grant programs available for such a project, such as:

- Community Compact IT grant program (<https://www.mass.gov/community-compact-it-grant-program>),
- Community Compact Efficiency & Regionalization grant program (<https://www.mass.gov/efficiency-regionalization-grant-program>), or
- Support and Incentive grant program (<https://www.mass.gov/how-to/apply-for-the-support-incentive-grant>).

IV-4 Ensure that discussions about the final disposition of Devens include the impacts to the Police Department.

As noted in the Town's 2016 Master Plan, land use in Devens differs dramatically from Harvard. Devens has many industrial and large-scale commercial uses, whereas Harvard is primarily residential and agricultural⁶. If Harvard were to resume jurisdiction over its portion of Devens, it would have implications for the Police Department in terms of staffing, equipment needs, training and skills, etc. Although the decision is still years away, the Town is already beginning to plan and assess options, and the Police Department should continue to be a part of that important conversation.

⁶ Master Plan, Town of Harvard, 2016, Available: <https://www.harvard.ma.us/master-plan/pages/2016-master-plan>

SECTION VI: POLICIES AND PROCEDURES

Policies and procedures are up to date and well-recorded. They include recent updates that are comprehensive and very clear to read and understand. Each references the Massachusetts Accreditation Standards that they relate to and in most cases were derived from best practices that have been developed for Massachusetts police departments including guidance from changes in laws as well as from the Massachusetts Executive Office of Public Safety and Security. Specific important policies are highlighted below:

- The department's firearms are kept in a locked armory and are controlled through a policy and procedure. The Firearms Trainer is also the department's Training Officer.
- Processing of detainees is guided by a policy and procedure that provides for two officers to participate. Each detainee is handcuffed, searched, and photographed. One officer is designated to monitor detainees.
- The department's Use of Force policy provides for a strong emphasis on de-escalation as a first resort and use of force as a last resort. Training requirements include a focus on dealing with people with mental health issues.

Social Media

Social media has transformed the way that people and organizations communicate and interact, and this is no less true for law enforcement agencies. Police departments use social media for a variety of purposes in myriad ways, but most commonly to:

1. Enhance services
2. Maintain and strengthen community relations, and
3. Prevent and solve crimes.⁷

For Harvard PD, the most important uses of social media are to maintain and strengthen the community-department relationship and provide an additional communication service to the community. The department may also use social media in the course of investigations. The department has a draft Social Media policy that governs the use and content of its official social media presence, the use of social media for investigatory purposes, and certain components of employees' personal social media use. As stated in the department's draft Social Media policy, the use of social media is fraught with the potential for things to be taken out of context or old information to be discovered at any time. At the same time, social media can be a useful tool.

⁷ Center for Social Media, International Association of Chiefs of Police (IACP), Available: <http://www.iacpsocialmedia.org/>

Currently, the department has an official Facebook page and a presence on Nextdoor Harvard. There is one officer assigned to managing the department's social media presence.

Recommendations

V-1 Finalize and adopt the draft policies.

After ensuring that the department is prepared to implement and act on the new policies, finalize and adopt them. The Chief advises that he plans to present the policies to the Select Board after the conclusion of this report.

V-2 Define goals and guidelines with respect to use of social media for official purposes.

The department should spend time considering its goals regarding the use of social media so that department personnel assigned this task can have clearer guidelines as to the appropriate uses and actions to be taken and to ensure that the efforts to maintain the department's social media presence are justified by the results. The department should clarify:

- Who is the audience?
- Which platforms are best to reach the intended audience?
- What are the risks (social, legal) and how can they be mitigated?
- What types of content are desirable and when?
- What protocols should be followed when interacting with external social media users?
- What protocols should be followed when faced with negative comments, *ad hominem* attacks, misinformation, etc. posted by an external user?
- How does the department's social media presence fit into the Town's policies and goals?

The International Chiefs of Police, an international professional organization whose mission is to advance "the law enforcement profession through advocacy, outreach, education and programs" operates a social media initiative that may provide useful resources to the department: <http://www.iacpsocialmedia.org/>

V-3 Consider participating in the Massachusetts Police Accreditation Program.

Administered by the Massachusetts Police Accreditation Commission (MPAC), the Massachusetts Police Accreditation Program allows police agencies in Massachusetts to pursue

a self-directed assessment based on national and state best practices in policing.⁸ After the department completes a self-assessment, an independent, peer-led review is conducted by trained examiners. In order to achieve compliance, departments may have to gather and organize records, write or edit policies or procedures, make minor improvements to facilities, and/or make equipment purchases.

First, agencies pursue certification, which means they must demonstrate compliance with 159 mandatory professional standards. (See Appendix A for topics). After becoming certified, an agency may choose to pursue the more rigorous accreditation, which involves meeting 257 mandatory standards (inclusive of the 159 standards part of the certification program) and a percentage of 125 optional standards. Any standards that are not applicable to a particular department may be waived after review by the MPAC.

The potential benefits of the program are numerous:

- “Provides a norm for an agency to judge its performance.
- Provides a basis to correct deficiencies before they become a public problem.
- Requires agencies to commit their policies and procedures to writing.
- Promotes accountability among agency personnel.
- Provides a means of independent evaluation of agency operations for quality assurance.
- Enhances the reputation of the agency and promotes public confidence in the agency.”⁹

Furthermore, this process, if completed prior to the Chief’s retirement, could be used as a tool to set the stage for the next Chief and could create a sense of common purpose for all the staff. It could also provide a clear and transparent indication to the Town that the department is prepared to continue its good work, following the best practices and procedures implemented under Chief Denmark. Harvard’s neighboring communities of Boxborough and Littleton have achieved accreditation.

The Massachusetts Interlocal Insurance Agency (MIIA) offers a program to offset the cost of applying for the the program, which would be \$625 for the Town of Harvard. Furthermore, completion of the certification or accreditation process may make the Town eligible for premium credits through the MIIA’s rewards program.

⁸ Standards for national accreditation as established by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) provide the framework for standards in the Massachusetts Police Accreditation Program.

⁹ “Benefits,” Massachusetts Police Accreditation Program, Available: <http://masspoliceaccred.net/about-the-program/benefits/>

Appendix A
Massachusetts Police Accreditation Program
Standards for Certification

The Commission offers two professional credentialing programs: **Certification and Accreditation**.

The Certification Program currently consists of 159 standards, all of which are mandatory. These carefully selected standards impact officer and public safety, address high liability/risk management issues, and generally promote operational efficiency throughout an agency. Any standard that is not a function or responsibility of the agency will be deemed *not applicable* and will be waived through a formal waiver process.

Since the 159 standards for certification are part of the 257 mandatory standards for accreditation, certification is a significant milestone towards accreditation. It is the policy of the Commission that agencies must successfully achieve certification before being assessed for accreditation.

Below are the topical areas that are covered in the Certification Program

Standards for national accreditation as established by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) provide the framework for the standards in the Massachusetts Police Accreditation Program.

Chapter 1: Law Enforcement Role & Authority

- 1.1.1 Oath of Office
- 1.1.2 Code of Ethics
- 1.2.1 Legal Authority Defined
- 1.2.2 Legal Authority to Carry/Use Weapons
- 1.2.3 Compliance w/ Constitutional Requirements
- 1.2.4 Search and Seizure
- 1.2.5 Arrest With/Without Warrant
- 1.2.8 Strip / Body Cavity Search
- 1.3.1 Use of Necessary Force
- 1.3.2 Use of Deadly Force
- 1.3.3 Warning Shots
- 1.3.4 Use of Authorized Less Lethal Weapons
- 1.3.5 Rendering Aid After Use of Weapons
- 1.3.6 Reporting Uses of Force
- 1.3.7 Reviewing Reports of 1.3.6
- 1.3.8 Removal from Line of Duty Assignment, Use of Force
- 1.3.9 Authorization: Weapons and Ammunition
- 1.3.10 Demonstrating Proficiency with Weapons
- 1.3.11 Annual/Biennial Proficiency Training
- 1.3.12 Issuing Written Directives
- 1.3.13 Analyze Reports from 1.3.6

Chapter 11: Organization and Administration

- 11.1.2 Organizational Chart
- 11.4.3 Accreditation Maintenance

Chapter 12: Direction

- 12.1.3 Obey Lawful Orders
- 12.2.1 The Written Directive System
- 12.2.2 Dissemination and Storage

Chapter 16: Allocation & Distribution of Personnel/Alternatives

- 16.3.1 Reserve Program Description
- 16.3.2 Selection Criteria
- 16.3.3 Entry Level Training
- 16.3.5 In-Service Training
- 16.3.6 Use of Force Training and Firearms Proficiency
- 16.3.7 Bonding/Liability Protection
- 16.3.9 Educational Requirements

Chapter 16: Personnel/Alternatives (continued)

- 16.4.1 Auxiliary Program Description
- 16.4.2 Training
- 16.4.3 Uniforms

Chapter 17: Fiscal Management and Agency Property

- 17.4.2 Cash Fund / Accounts Maintenance

Chapter 22: Compensation Benefits, and Conditions of Work

- 22.2.7 Employee Identification

Chapter 26: Disciplinary Procedures

- 26.1.1 Code of Conduct and Appearance
- 26.1.3 Harassment

Chapter 32: Selection

- 32.2.1 Background Investigations
- 32.2.2 Training
- 32.2.7 Medical Examinations
- 32.2.8 Emotional Stability / Psychological Fitness Examinations

Chapter 33: Training and Career Development

- 33.1.6 Employee Training Record Maintenance
- 33.1.7 Training Class Records Maintenance
- 33.2.4 Outside Academy, Agency-Specific Training
- 33.4.1 Entry Level Training Required
- 33.5.1 Annual Retraining Program
- 33.5.4 Accreditation Manager Training
- 33.6.2 Tactical Team Training Program
- 33.8.2 Skill Development Training Upon Promotion

Chapter 41: Patrol

- 41.1.2 Shift Briefing
- 41.1.4 Agency Animals
- 41.2.1 Responding Procedures
- 41.2.2 Pursuit of Motor Vehicles
- 41.2.3 Roadblocks and Forcible Stopping
- 41.2.5 Missing Persons (Adults)
- 41.2.6 Missing Children
- 41.3.1 Patrol Vehicles: Lights, Sirens
- 41.3.3 Occupant Safety Restraints
- 41.3.4 Authorized Personal Equipment
- 41.3.5 Protective Vests
- 41.3.6 Protective Vests/Pre-Planned, High Risk Situations

Chapter 42: Criminal Investigation

- 42.2.7 Informants
- 42.2.10 Interview Rooms
- 42.2.11 Line-ups
- 42.2.12 Show-ups

Chapter 44: Juvenile Operations

- 44.2.1 Handling Offenders
- 44.2.2 Procedures for Custody
- 44.2.3 Custodial Interrogation

Chapter 46: Critical Incidents, Special Operations and Homeland Security

- 46.1.1 Planning Responsibility
- 46.1.2 All-Hazard Plan
- 46.1.3 Command Function
- 46.1.4 Operations Function
- 46.1.5 Planning Function
- 46.1.6 Logistics Function
- 46.1.7 Finance/Administration Function
- 46.1.8 Equipment Inspection
- 46.2.1 Special Operations Activities
- 46.2.3 Tactical Team Equipment
- 46.3.1 Liaison for Exchange of Terrorism Information
- 46.3.2 Reporting and Relaying Terrorism Information

Chapter 52: Internal Affairs

- 52.1.1 Complaint Investigation
- 52.1.2 Records, Maintenance and Security
- 52.1.3 CEO, Direct Accessibility
- 52.2.1 Complaint Types
- 52.2.2 CEO, Notification
- 52.2.5 Statement of Allegations / Rights
- 52.2.6 Submission to Tests, Procedures
- 52.2.7 Relieved from Duty
- 52.2.8 Conclusion of Fact

Chapter 55: Victim/Witness Assistance

- 55.2.2 Assistance, Threats
- 55.2.6 Next-of-Kin Notification

Chapter 61: Traffic

- 61.1.2 Uniform Enforcement Procedures
- 61.1.7 Stopping / Approaching
- 61.1.11 DUI Procedures

Chapter 70: Detainee Transportation

- 70.1.1 Pre-Transport Prisoner Searches
- 70.1.2 Searching Transport Vehicles
- 70.1.3 Procedures, Transporting by Vehicle
- 70.1.4 Interruption of Transport
- 70.1.6 Procedures, Transport Destination
- 70.1.7 Procedures, Escape
- 70.2.1 Prisoner Restraint Requirement
- 70.3.1 Sick, Injured, Disabled
- 70.3.2 Hospital Security and Control
- 70.4.1 Vehicle Safety Barriers
- 70.4.2 Rear Compartment Modifications
- 70.5.1 Prisoner ID and Documentation

Chapter 71: Processing and Temporary Detention

- 71.1.1 Designate Rooms or Areas
- 71.2.1 Training of Personnel
- 71.3.1 Procedures
- 71.3.2 Securing to Immovable Objects
- 71.3.3 Security
- 71.4.1 Physical Conditions
- 71.4.2 Fire Prevention / Suppression
- 71.4.3 Inspections
- 71.5.1 Security Concerns

Chapter 72: Holding Facility

- 72.1.1 Training User Personnel
- 72.1.2 Access, Nonessential Persons
- 72.2.1 Minimum Conditions
- 72.3.1 Fire, Heat, Smoke Detection: Systems, Inspections
- 72.3.2 Posted Evacuation Plan
- 72.4.1 Securing Firearms
- 72.4.2 Entering Occupied Cells
- 72.4.3 Key Control
- 72.4.5 Security Checks
- 72.4.7 Tool and Culinary Equipment
- 72.4.8 Alerting Control Point
- 72.4.9 Panic Alarms
- 72.4.10 Procedures, Escape
- 72.4.11 Report, Threats to Facility
- 72.5.1 Detainee Searches
- 72.5.2 Intake Forms
- 72.5.3 Sight and Sound Separation
- 72.5.4 Segregation
- 72.5.7 Identification, Released Detainees
- 72.6.1 Procedure, Medical Assistance
- 72.6.2 First Aid Kit
- 72.6.3 Receiving-Screening Information
- 72.6.5 Dispensing Pharmaceuticals
- 72.7.1 Procedure, Detainee Rights
- 72.8.1 24-Hour Supervision
- 72.8.3 Supervision, Opposite Sex
- 72.8.4 Receiving Mail / Packages
- 72.8.5 Visiting

Chapter 81: Communications

- 81.2.2 Continuous, Two-Way Capability
- 81.2.8 Recording and Playback
- 81.3.2 Alternate Power Source

Chapter 82: Central Records

- 82.1.1 Privacy and Security
- 82.1.2 Juvenile Records
- 82.1.7 Computerized Security Protocol

Chapter 83: Collection and Preservation of Evidence

- 83.2.1 Guidelines and Procedures

Chapter 84: Property and Evidence Control

- 84.1.1 Evidence / Property Control System
- 84.1.2 Storage and Security
- 84.1.3 Temporary Security
- 84.1.4 Controlled Substances, Weapons: Training/Investigations
- 84.1.5 Records, Status of Property
- 84.1.6 Inspections and Reports